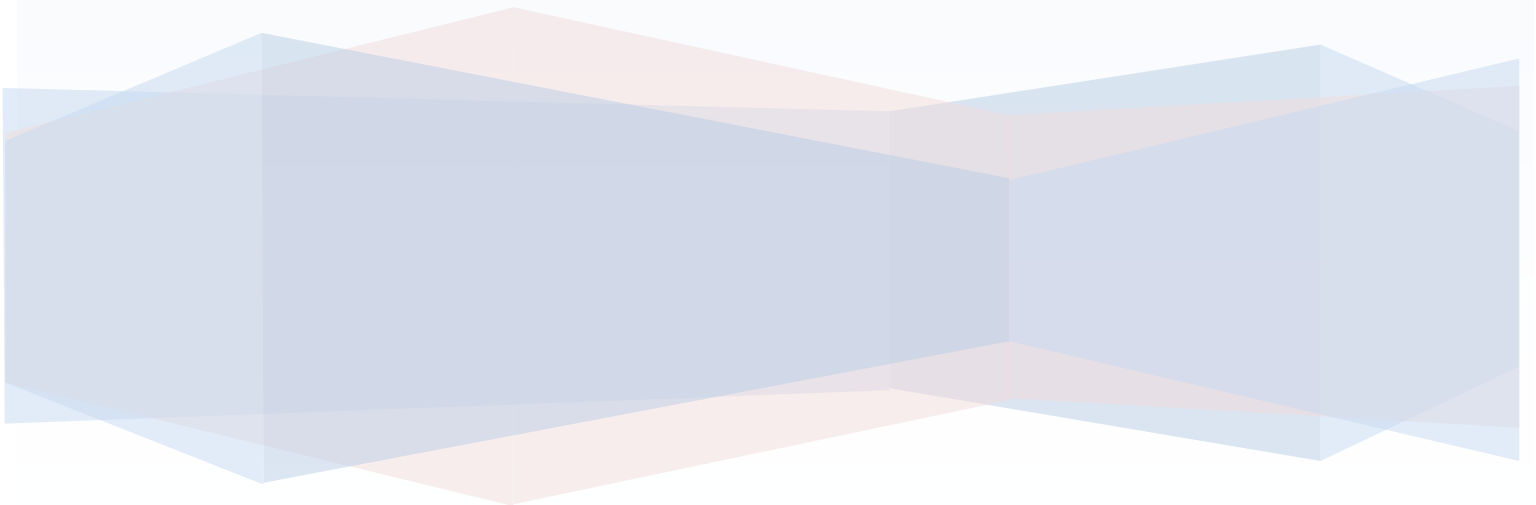


ACCELERATING THE PROGRESS TOWARDS THE LOCALIZATION OF SUSTAINABLE DEVELOPMENT GOALS (SDGs)



Knowledge Management Strategy for Localizing SDGs at the Multi/Country Level

Focus on SDG 5 on Gender Equality and Empowerment of Women
and Girls

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1.0 Synopsis

This UN Women ESAR Knowledge Management Strategy serves to collect, disseminate and preserve the region’s intellectual output through diverse mechanisms to support the localization process of SDGs in Eastern and Southern Africa region. By extending access to data and analyses, the strategy aims to provide UN Women Eastern and Southern Africa multi/ country offices and the regional office, development practitioners, knowledge management specialists and policy makers with insight that will improve the impact of making progress towards the implementation of SDGs across the globe, specifically focusing on SDG 5 on Gender Equality and Empowerment of Women and Girls and other gender related targets.

2.0 Background and Context

In July 2010, the United Nations General Assembly created UN Women the United Nations Entity for Gender Equality and the Empowerment of Women. UN Women is a dynamic and strong champion for women and girls, providing them with a powerful voice at the global, regional and local levels. It is grounded in the vision of equality enshrined in the UN Charter. UN Women works for the elimination of discrimination against women and girls; the economic empowerment of women; and achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

The year 2015 marks a defining moment for the global development effort with the adoption of the SDGs. The Sustainable Development Goals (SDGs)—the next generation development framework—was adopted in September 2015. The SDGs build on the MDGs and apply universally and not just be meant for developing countries. While countries in ESAR have made progress against the MDGs, gaps remain and several issues that were not part of the MDG framework will



be taken up by the SDGs, such as urbanization, resilience, inequality, and governance. The new development agenda has been considerably broadened which covers unfinished business of MDGs and brings other aspects such as security, governance among other SDGs. The 2030 Agenda for Sustainable Development comprises 17 SDGs, 169 targets and about 300 indicators. Supporting Governments to domesticate, localize and implement the SDGs remains a major objective for the UN System and UN Women. UN Women is specifically interested in taking leadership in driving the knowledge agenda within the SDG frameworks to ensure that appropriate knowledge is generated, mobilized and disseminated using relevant platforms accessible to national governments, regional economic commissions and multi/ country offices and the UNDG through diverse mechanisms. UN Women Eastern and Southern Africa is responsible for supporting the implementation of UN Women’s strategy and plan at the regional and country level across the region, working with Multi/Country Offices and regional partners.

Premised on the SDG 5 on “Achieving gender equality and empowerment of all women and girls”, and the over 40 gender-specific targets which have opened up new opportunities to reconnect, recommit, mobilize political will and public support for women’s empowerment, UN Women ESAR will be rolling out a package of tools and services to support the localization of the SDG agenda at the national and sub-national levels in the region which are in line with the UNDG guidance/tools. In this context, UN Women ESAR will make available a comprehensive package of support under the SDG initiative (knowledge management and policy support) among country offices. The region shall support the UNDG and country offices in a set of activities and tools that support SDG localization and achievement. The development of a Knowledge Management Strategy is a step towards the support offered by the regional office to its country offices in enabling the localization of SDGs, specifically focusing on knowledge management for SDG 5 and other gender related targets.

3.0 Introduction

It has been proven that almost any investment we make in women and girls will have multiplier effects across the SDGs. Mobilization and dissemination of knowledge for action shall form an important element of localizing SDGs in Eastern and Southern Africa region as well as it does across the globe. To this end, UN Women ESAR does not only intend to incorporate Knowledge Management (KM) into the SDG country office localization efforts and learning cycle, but also intends to form Knowledge Management and Research partnerships with a number of UN agencies, national governments and academic institutions. The purpose of these alliances shall be to analyze the SDG localization efforts in terms of good practices and lessons learned and to promote South-South cooperation by facilitating the exchange of experiences between countries. The partnerships shall also aim to allow country offices to contribute their knowledge and innovation to the international development arena by leveraging the expertise, networks and convening power of its partners.

The strategy promotes the use of a multi-sectoral approach to localizing the SDGs. This is also premised on the fact that discussions in the post 2015 agenda have shown that the SDG agenda cannot be tackled in silos, rather, it requires an integrated and holistic approach that avoids competition between goals. Within the UN system, joint programming offers a unique opportunity to do just this. It allows each agency to contribute expertise and added value in a way that fosters coordination among UN agencies and between the UN and national governments. Such coordination can help increase the efficiency of UN interventions by avoiding duplication of activities. It can also increase policy and aid effectiveness, thereby creating better conditions for long-term sustainability.

In addition to working on knowledge management through partnerships, COs shall be supported by the RO to also work directly to promote the analysis of lessons learned, the exchange of experiences among UN Women countries in the region and the globe and the development of a knowledge repository on SDGs.

4.0 Rationale of the Knowledge Management Strategy

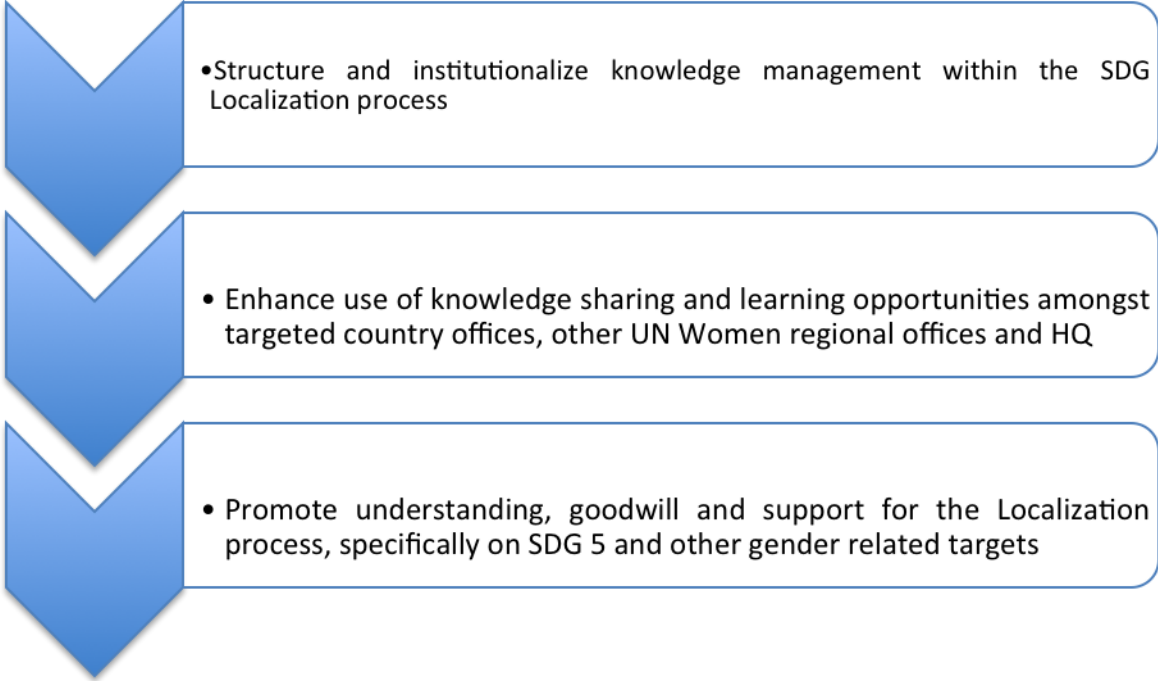
The purpose of the KM strategy for SDGs is to ensure that generated knowledge and innovations from UN Women COs and regional localization efforts are properly documented, analyzed and widely disseminated for uptake and replication. The key elements of the strategy therefore consist of: knowledge capture and development, as a means of collecting lessons learned (or ‘useful experiences’)

to serve as a basis for further investigation, analysis and documentation; knowledge sharing and dissemination, including the sharing of these lessons with country office stakeholders and wider audiences; and knowledge sustainability, aimed at ensuring that the experiences and lessons of the CO/MCO/RO localization efforts are carried over to future development initiatives in the SDG focus.

Specifically, the strategy aims at promoting sharing of best practices and lessons learned in the implementation of goal 5 on SDGs and other gender related targets in order to support the advancement of localization results, improve the sustainability of outcomes, and maximize investment in women and girls as a strategic contribution to the implementation of SDGs. In addition, the strategy seeks to ensure that lessons learned from the pilot experiences in “delivering as one for gender equality” feed into the global knowledge base to inform future policy and programming and promote the achievement of SDG 5.

5.0 Objectives of the Strategy

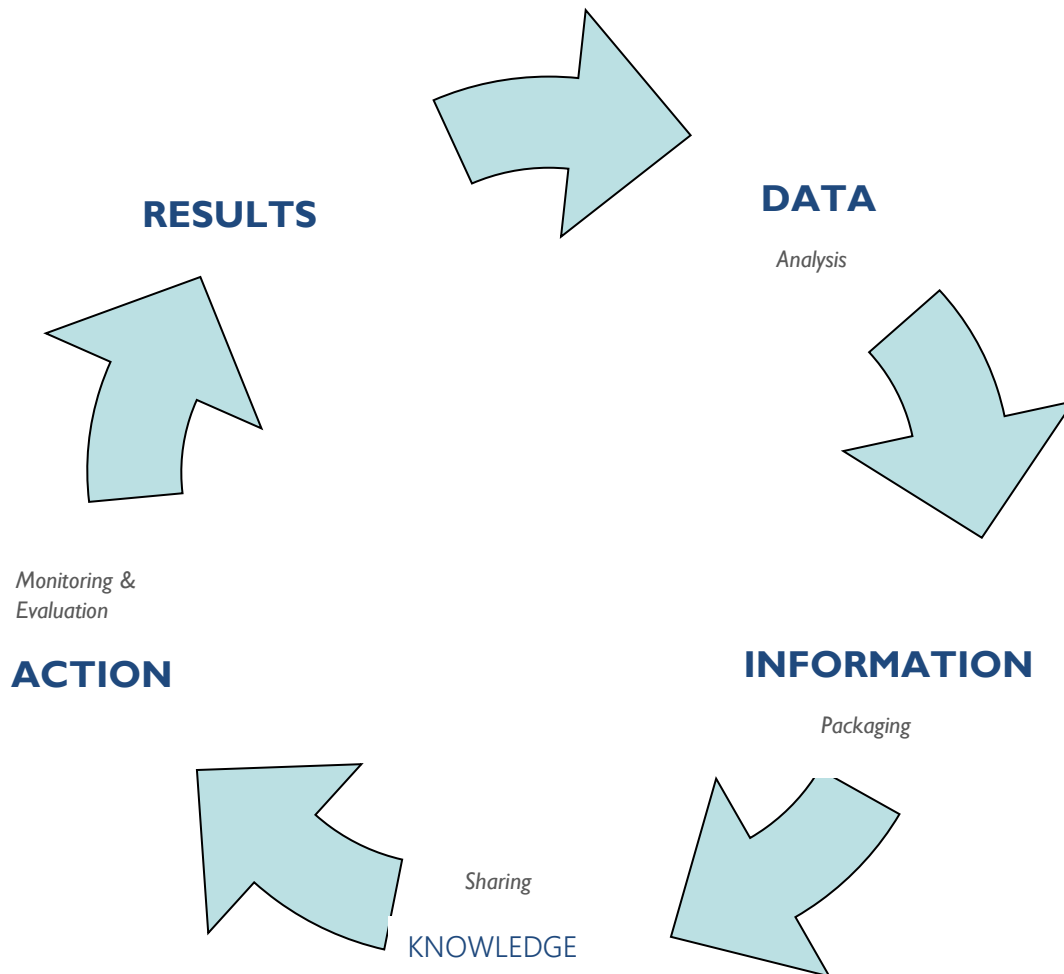
The strategy aims to;



6.0 Strategy Target Audience

The primary users of the strategy shall be multi/country offices and the regional office of UN Women ESAR. The localization process should be designed to provide essential information and mobilize knowledge actively with engagement among key national “knowledge agents” under the leadership of their respective Governments through country offices. Such “knowledge agents” include government officers, including from sectoral ministries, parliamentarians, local authorities, media representatives, NGOs, CSOs, Regional Economic Commissions, the African Union, business and industry, trade unions and associations, community leaders, academia and universities, research institutions, philanthropists, youth organizations, country-based international partners, etc.

Figure 1: ESAR SDG Localization KM Process



7.0 Proposed KM Activities to Support SDG Localization Efforts

- ✚ **Mapping and surveys** to establish to support needed, resource input, time lines and stakeholder analysis and mapping. There should be an initial survey but continuous surveys are encouraged. This should also include an **audience analysis** to identify all your target audience and their specific needs.
- ✚ **Introductory Workshop Series on the 2030 Agenda and SDGs-** These workshops can ride on UNITAR Post-2015 National Briefing Package. UNITAR has prepared a Post-2015 National Briefing Package entitled 'Preparing for Action' (UNITAR 2015a)¹. This package consists of a series of interactive workshop training modules and is ideal for sensitizing national government officials and stakeholders to The 2030 Agenda and SDGs.

¹ Preparing for Action: Post-2015 National Briefings

- **The national briefing package** is a self-explanatory integrated toolkit designed to support national facilitators in planning and delivering briefings at the country level. The package will include:
 - Detailed program, organized in six modules;
 - Discussion questions prepared with guidance from the UNDG Sustainable Development Working Group;
 - Facilitators' guide;
 - Kit with presentations, quizzes, videos, participants' manual and methodologies for discussion groups.

- ✚ **Community of Practice on SDGs-** The regional office shall form a community of practice-knowledge platform specifically on SDGs- with continuous input from country offices who are the primary producers of knowledge around SDGs. The platform should allow country offices to directly upload, store and share knowledge, experiences and lessons learned for use by UN Women core and project staff, staff from participating UN entities and, by invitation, all national counterparts and beneficiaries of the SDG programming at country level. The platform should also allow for a range of activities from sharing files and videos securely to participating in online discussions and disseminating press-releases, newsletters, publications, etc.

- ✚ **Peer-to-Peer Exchange Initiatives:** The consultations held in November, 2015 with UN Women country offices under the leadership of the regional office documented diverse levels of localization efforts by country offices in the region. Premised upon lessons learnt that could offer relevance to other country offices, it was strongly recommended that there be a system of peer learning which promotes a direct exchange of knowledge and experiences between country offices through country visits. This could be complemented with detailed assignment models of UN Women where staff are released by a station and supports another country office for a specific period during which the duty station caters for their presence at the station but use their skillset to adequately harness programming efforts around a given area.

- ✚ **National workshops-** Should be organized with country offices at country level with all stakeholders involved in the localization efforts. This allows for learning and proper programme reengineering and engagement from the feedback received and from the lessons shared. Country offices should also convene once every year to share their experiences, audit their progress in implementation and create a platform for learning amongst themselves.

- ✚ **Regional Workshop-** COs could consider partnering with the regional office to organize a regional workshop on SDGs twice every year to audit the progress of localization efforts and regional progress. This could be done under the leadership of the RO. The workshop should include representatives from the UN System and national counterparts to discuss, at a technical and political level, the experience of SDG localization, specifically targeting SDG 5 and other gender related targets. These discussions should focus on the modality of interagency implementation with strong leadership of the national governments. Consultations with country offices have indicated bi annual workshops involving all staff working on SDGs from country offices.

- ✦ **SDG on GEWE Gateway and Online Library-** the strategy proposes that RO to develop a gateway on SDGs with an online library with publications and information produced by country offices, RO, HQ and research partners. This resource will be created to ensure proper dissemination of the good practices and lessons learned, discussion and position papers, policy briefs, issue briefs, case studies, research documents among other resource materials of SDG localization efforts. All knowledge products produced by country offices should be collated through country office input and shared widely on the gateway library and through other diverse mechanisms. All country offices and the region shall contribute financial resources towards the development and maintenance of the platform.
- ✦ **Capacity building:** Should target all stakeholders in regard to knowledge mobilization and dissemination. SDGs just recently approved, is a new area of programming and implementing gender related targets will mean a lot of trainings and capacity building interventions to all stakeholders in our country offices.
- ✦ **Web Dialogues:** COs through the regional office should engage in webinars, e-discussions, Facebook and twitter chats to expand information mobilization and sharing. This can be done through existing platforms or newly created ones.
- ✦ **Regular staff meetings-** This is a great avenue to offer platforms for discussions on SDG frameworks and the localization process. M/COs need to agree on a structure and modalities of such meetings.
- ✦ **Joint Reviews-** A review of the progress of country level efforts should be done together with stakeholders to create a feedback and interrogative platform. This should be at the national and regional level with all stakeholders involved to document their perspectives of the localization process and achievements.
- ✦ **South-South learning and technical cooperation** through technical assistance by specialist colleagues from other country offices not only within the region but also from other successful regions by UN Women and other UN agencies.

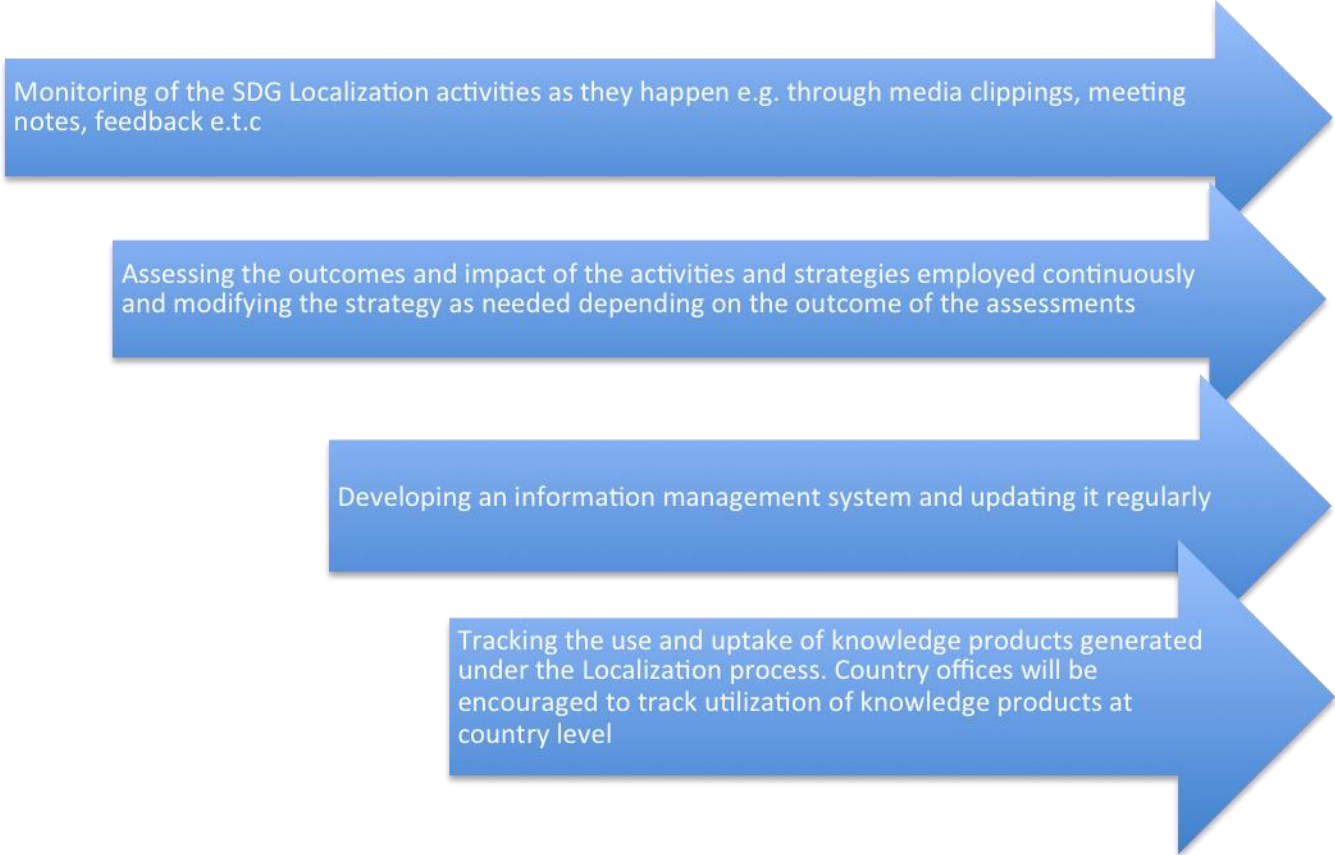
8.0 Management and Implementation of the KM Strategy

The strategy shall be managed and implemented by multi/country offices with regular technical support from the regional office through the KMR unit.

9.0 Monitoring and Evaluation

Monitoring and Evaluation (M&E) is important in assessing the knowledge management and research capacity or performance as well as showing *what is working well, what is not, and what might work better* if adjustments are made. M&E will ensure that information and knowledge are routinely used to inform decisions and practice, for localizing SDGs, especially with a focus on SDG 5 on gender equality and empowerment of women and girls and other gender related targets, its partners, donors and supporters.

The key aspects of the process shall include:



Monitoring of the SDG Localization activities as they happen e.g. through media clippings, meeting notes, feedback e.t.c

Assessing the outcomes and impact of the activities and strategies employed continuously and modifying the strategy as needed depending on the outcome of the assessments

Developing an information management system and updating it regularly

Tracking the use and uptake of knowledge products generated under the Localization process. Country offices will be encouraged to track utilization of knowledge products at country level

The results will be used to inform management decisions, manage risk, and inform improvements of the program. The process of gathering, analyzing, and packaging, storing and using the knowledge products will be managed within the stipulated structures.

10.0 Budgetary Implications

This shall vary from one country office to another depending on the selected activities and country context. Critical elements of the budget shall include; baseline assessments and surveys, capacity building, workshops, trainings, studies, contributions by country offices to establish virtual platforms-gateway, COP, production of knowledge products related to SDGs with a focus on SDG 5 and other gender related targets, human resource inputs and capacity for KM in the localization process, meetings, joint reviews, peer to peer learning amongst country offices and the regional office, experience exchange, contribution to the regional conference on SDGs, media engagement in dissemination of the knowledge products produced, south-south learning and technical corporation, monitoring and evaluation, among other priorities by country offices.

N/B: Please note that this strategy is a guidance to country offices in the process of Localizing SDGs in their country contexts. It does not necessarily restrict any actions by country offices and the regional office in their efforts to localize SDGs and drive particular focus on SDG 5 through the use of Knowledge Management and Research.