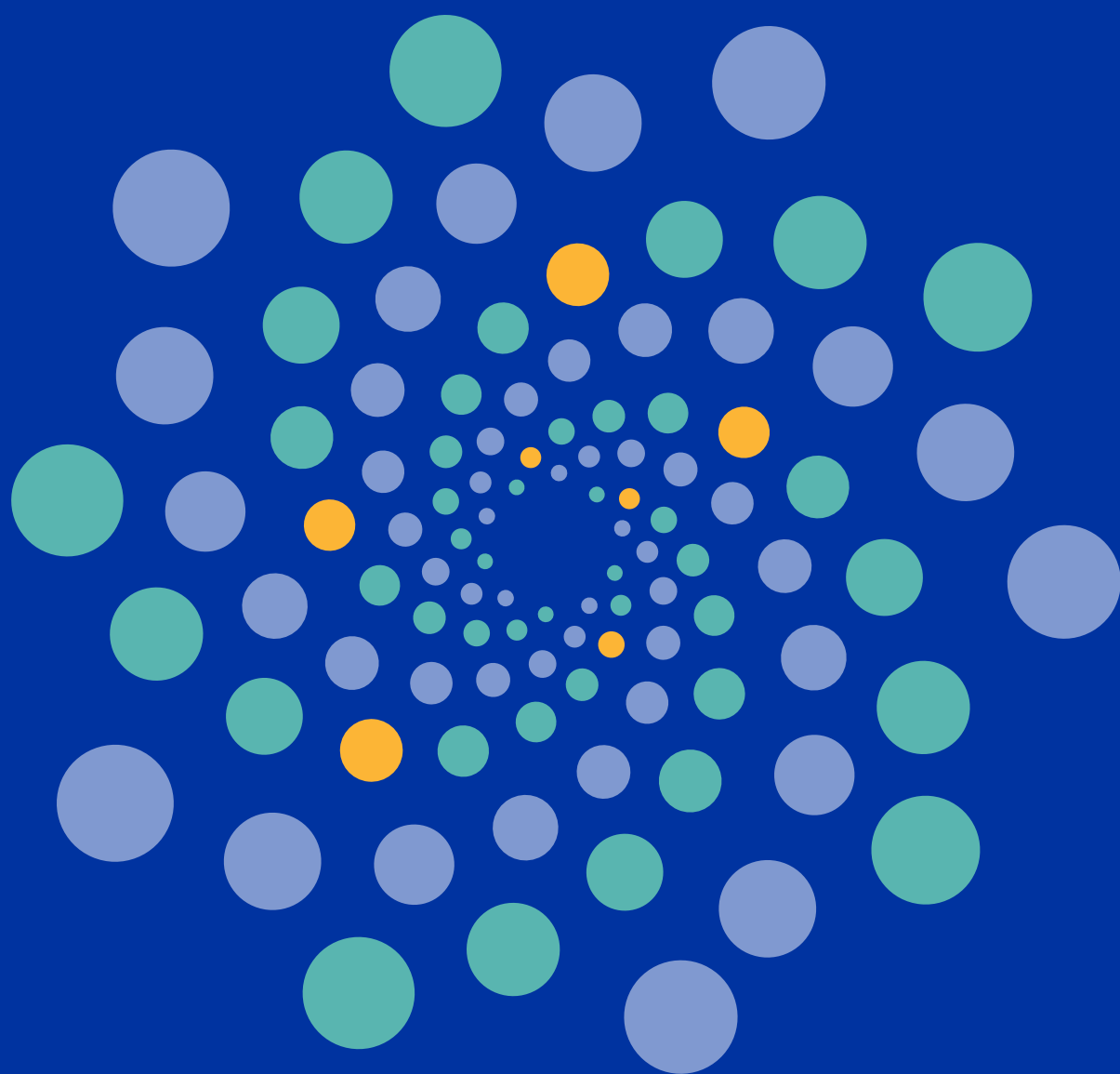


REGIONAL KNOWLEDGE  
MANAGEMENT STRATEGY  
AND ACTION PLAN 2022–2027  
OF IOM IN SOUTH AMERICA



The views expressed in International Organization for Migration (IOM) publications are those of the authors and do not necessarily reflect those of IOM. The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of IOM concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental agency, IOM works with its partners in the international community to: help address the growing challenges of migration management; promote understanding of migration issues; encourage social and economic development through migration; and ensure respect for the human dignity and well-being of migrants.

---

This publication was made possible thanks to the support of the Migration Resource Allocation Committee (MIRAC), within the framework of the Regional Hub project on Knowledge Management in South America.

Published by: International Organization for Migration (IOM)  
Regional Office for South America  
Buenos Aires, Argentina  
Tel.: +(54) 11 4813 3330  
Email: [robuepress@iom.int](mailto:robuepress@iom.int)  
Website: [www.robuenosaires.iom.int](http://www.robuenosaires.iom.int)

Regional Director: Marcelo Pisani

Project Coordination: Susanne Melde

Publication prepared by Ginetta Gueli, Digital Transformation and Knowledge Management Specialist, with the collaboration and contributions of colleagues from across the region.

Graphic Design by Cinthia Ávila

This publication was issued without official translation by TRS Unit. Unofficial translation of the original version in Spanish, entitled *Estrategia Regional y Plan de Acción de 2022 a 2027 para la Gestión del Conocimiento en la OIM en Suramérica*.

Required citation: Gueli, G., 2022. *Regional Knowledge Management Strategy and Action Plan 2022–2027 of IOM in South America*. Organización Internacional para las Migraciones (OIM), Buenos Aires.

ISBN 978-92-9268-411-2 (PDF)

© IOM 2022



Some rights reserved. This work is made available under the [Creative Commons Attribution-NonCommercial-NoDerivs 3.0 IGO License](https://creativecommons.org/licenses/by-nc-nd/3.0/igo/legalcode) (CC BY-NC-ND 3.0 IGO).\*

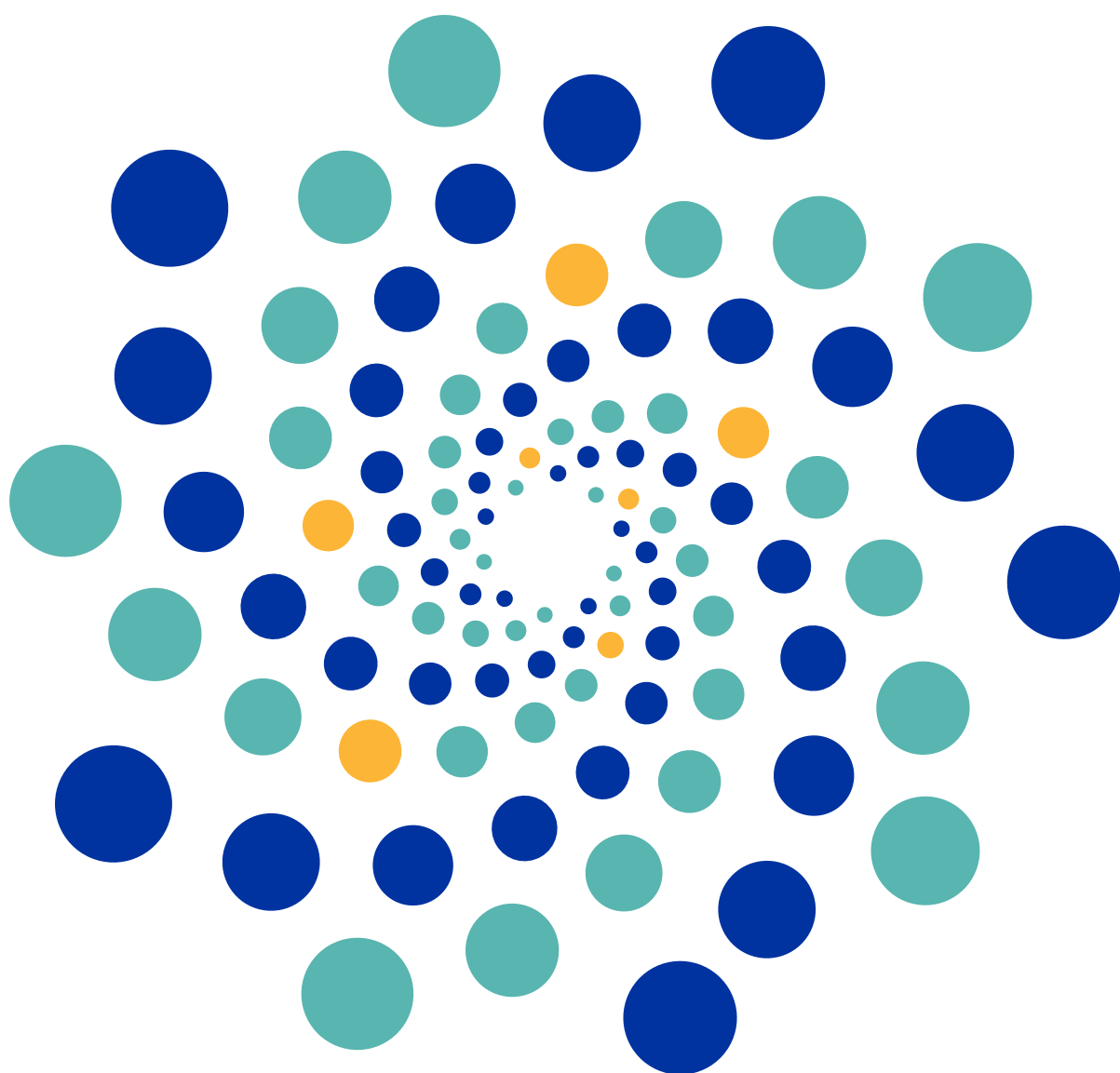
For further specifications please see the [Copyright and Terms of Use](#).

This publication should not be used, published or redistributed for purposes primarily intended for or directed towards commercial advantage or monetary compensation, with the exception of educational purposes, e.g. to be included in textbooks.

Permissions: Requests for commercial use or further rights and licensing should be submitted to [publications@iom.int](mailto:publications@iom.int).

\* <https://creativecommons.org/licenses/by-nc-nd/3.0/igo/legalcode>

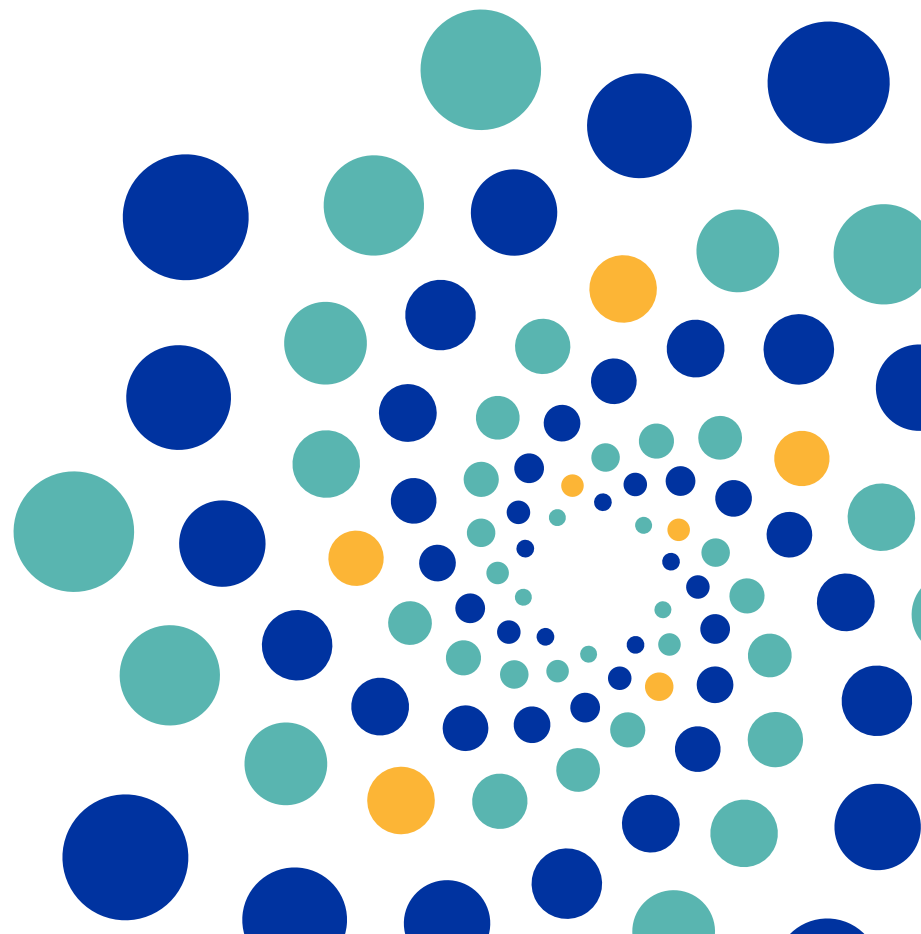
# REGIONAL KNOWLEDGE MANAGEMENT STRATEGY AND ACTION PLAN 2022–2027 OF IOM IN SOUTH AMERICA





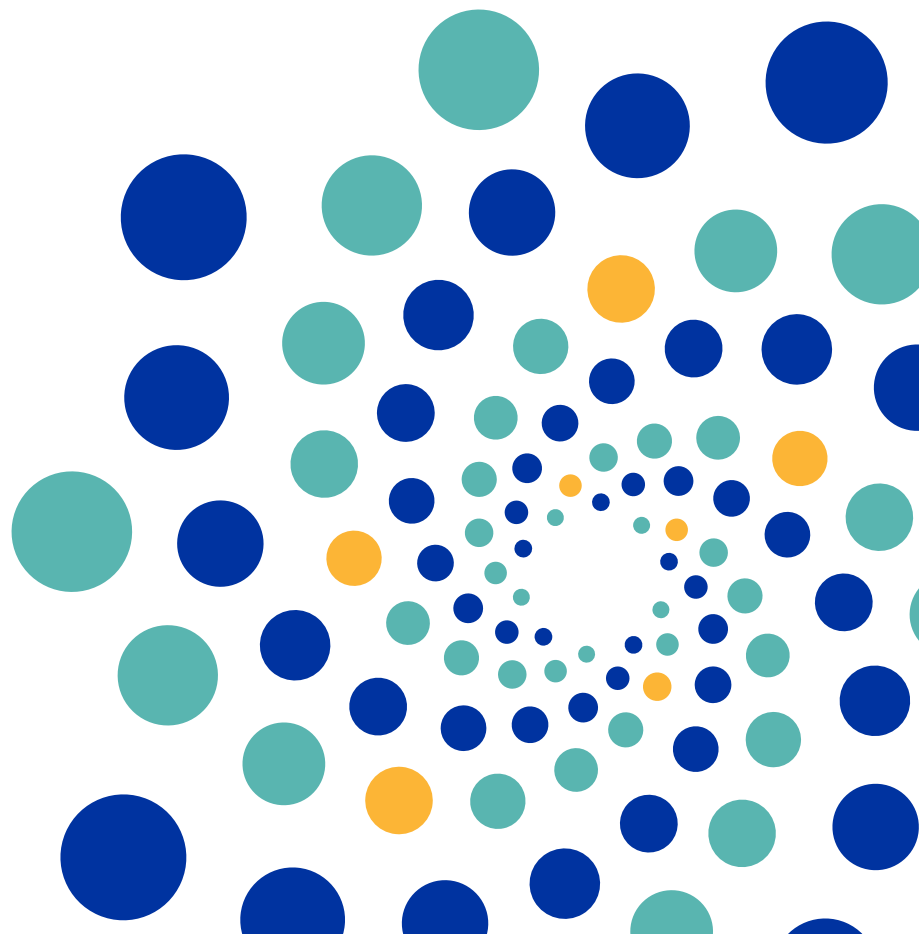
# CONTENTS

Abbreviations.....	vi
Foreword .....	vii
Executive Summary .....	viii
Introduction .....	1
What is Knowledge Management? And how does it flow? .....	2
Context and current situation.....	3
Strategy .....	5
• Strategy and operational actions for 2022 (short and medium term).....	7
• Strategy and operational actions for 2023 (short and medium term).....	13
• Strategy and operational actions for 2024–2027 (long term).....	14
Action Plan 2022 – flowchart and initial timeline .....	15
Annex .....	19



## ABBREVIATIONS

CoP	Community of Practice
KM	Knowledge Management
SP	SharePoint
HR	Human Resources
RTS	Regional Thematic Specialist



## FOREWORD

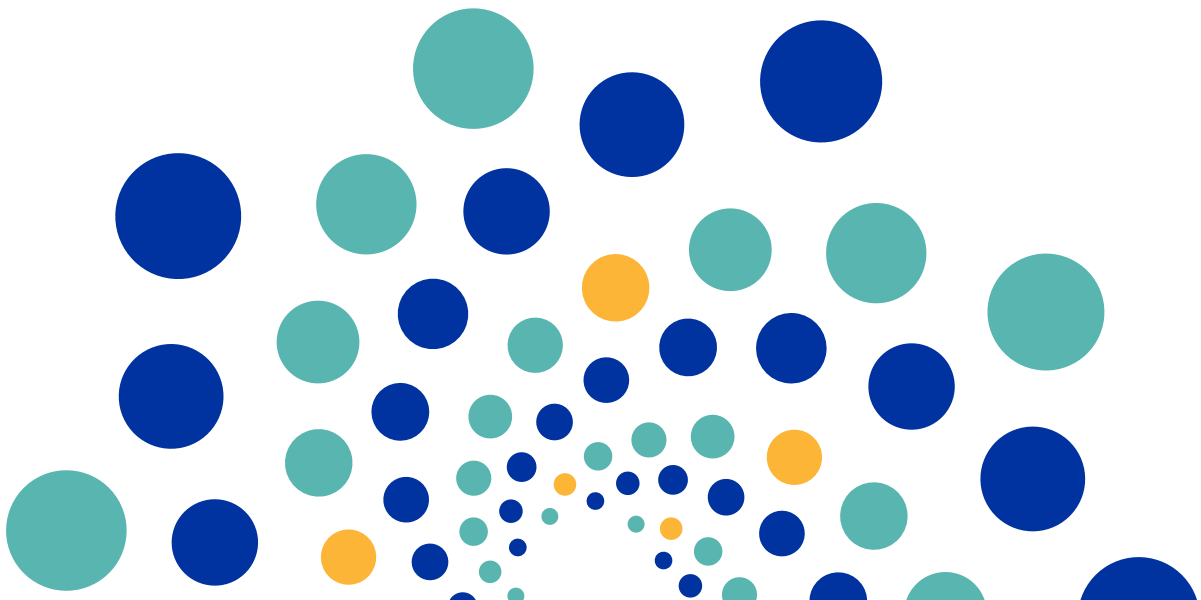
Knowledge management has been identified as a priority in our Regional Strategy for South America 2020–2024. By learning from our extensive experiences we can offer new and improved solutions to the challenges and opportunities in migration governance in the region, which are being carried out in our Country Offices, the Office of the Director General's Special Envoy (OSE) for the Regional Response to the Venezuela Situation and our Regional Office, in association with governments, civil society organizations and the private sector. Capturing, systematizing and disseminating this knowledge should be an essential element of our work, to serve IOM's staff as well as Member States, donors, agencies of the United Nations system, implementing partners and the academia, for the benefit of societies and migrants. Knowledge management has tremendous potential that we want to systematically strengthen, including it as an integral part of the project cycle.

The following Regional Knowledge Management Strategy and Action Plan 2022–2027 for IOM in South America was developed through a process building on a participatory methodology that included interviews with several colleagues from the region, from different offices, positions and levels, to ensure our focus addresses the needs of our staff and other counterparts. This work was led by the Regional Knowledge Management Unit at the Regional Office of IOM for South America, in coordination with the Advisory Committee of our regional Knowledge Management Hub.

I want to thank our Chiefs of Missions, as well as colleagues at the technical level in the region, in other regional offices and globally, as well as several counterparts that generously participated in this process. Their inputs allowed us to design a Regional Knowledge Management Strategy that will guide us over the next five years to create a culture of reflection, self-criticism, exchange and innovation. I would also like to highlight the excellent work done by Ginetta Gueli, expert consultant in knowledge management, that worked alongside our regional team conformed by Susanne Melde (Head of the Regional Knowledge Management Unit) and Mariana Parola, to define the methodology, implementation, analysis and organization of inputs.

This process shed light on how knowledge management is not just a matter for the knowledge management team at the Regional Office, but that it requires the work and commitment of everyone to facilitate the exchange of information and knowledge. I am confident that this work will be instrumental to strengthen our goal to serve and support Member States, improve the lives of vulnerable migrants and position IOM as an innovative organization that offers creative, sustainable and effective solutions, in alignment with the Global Compact for Migration and the 2030 Agenda for Sustainable Development.

**Marcelo Pisani**  
Regional Director of IOM  
for South America



## EXECUTIVE SUMMARY

The IOM Regional Office for South America has launched a series of initiatives to improve knowledge management at the regional level based on the [IOM Regional Strategy for South America 2020–2024](#). Knowledge Management (KM) has been identified as a cross-cutting priority, not only because there is a wealth of information and knowledge, but also because it is necessary to systematize it in projects and store it in a single platform that allows quick access, so that it can be used as a quality resource for its staff in the region and to assist governments in policies and actions for good migration governance.

In this regard, this document outlines the IOM Regional Office for South America's Strategy and corresponding Action Plan for both the 2022 and 2023 periods, but will provide actions that will go beyond, i.e. up to 2027. The objective of the Regional KM Strategy for South America is to make IOM South America the leader and main reference in the area of migration in the region through a culture of learning and exchange of expertise to improve the performance of interventions for the benefit of migrants. It is based on the following seven pillars as its strategic vision:

1. Knowledge Management (KM) team as a beacon
2. KM as a driver of innovation
3. Sharing to grow together
4. Disseminate to show our value
5. Data for accurate decisions
6. Platform as One-Stop Shop
7. Belonging to a valuable and growing system

In this sense, the main idea is to have a solid and shared Regional KM strategy that can help improve the capture, use and dissemination of all knowledge among the staff of the 10 missions/countries in South America in alignment with the Global Strategic Vision 2019–2023 and the Regional Strategy 2020–2024 as well as other global strategies and frameworks such as the Global Compact for Migration, the UN Agenda 2030, the [IOM Migration Data Strategy](#), the [Institutional Strategy on Migration, Environment and Climate Change](#) and IOM's Immigration and Border Governance Strategy for the Americas.





## INTRODUCTION

The [IOM Strategic Vision 2019–2023](#) highlights how IOM will increasingly become a learning organization, able to make use of its technical expertise and collaborate across countries to provide a coherent field perspective on all aspects of migration management and support to migrants. Therefore, we need to analyse and apply the results. In this regard, several efforts are planned for the Organization to continue to become an international reference point in managing and resolving migration challenges in an innovative way, and as a creative source of information on migration data and trends. This is approached based on a common identity and mission, effective communication structures to facilitate internal exchange, and the space to reflect on project experiences to strengthen capacities in support of migration policy development. Knowledge management (KM) will be central to the next phase of IOM's institutional development, which as of 2022 created the new Innovation and Knowledge Management Unit in the Research and Policy Department at Headquarters, strengthening IOM's role as a leader in knowledge management in the UN system.

Indeed, IOM has a wealth of implicit knowledge and experience, which is currently not being used to its full potential. To realize its value as a policy actor, IOM in South America will need to strengthen its capacity to extract data, knowledge and experience from the field, and then analyse and apply the results based on a gender and human rights approach, to develop solutions that last over time rather than creating ad hoc responses.

In this sense, knowledge management will play a key role in improving the work of the organization and fostering the talents working in it. This will allow us to be prepared for the new challenges that the future will inevitably bring and then to position ourselves as an organization very capable of supporting governments in the management of the migration phenomenon. Data will become a “living source” for making decisions to resolve critical issues, both new and old, and to define and redefine where, how and when IOM should intervene with its vast experience. Knowledge management will also ensure that the knowledge and direct experience of its staff can be shared seamlessly and harmoniously to enhance the potential of the entire ecosystem.

IOM's Regional Office in South America has launched a series of initiatives to improve knowledge management at the regional level based on the [IOM Regional Strategy for South America 2020–2024](#). Knowledge management, therefore, has been identified as a cross-cutting priority, not only because there is a wealth of information and knowledge, but also because it is necessary to systematize it in projects and store it in a single platform that allows quick access, so that it can be used as a quality resource for its staff in the region and by assisting governments in policies and actions for good migration governance. Knowledge Management will profoundly help the five operational priorities at regional level: humanitarian assistance, regularization, integration, fight against xenophobia, and human mobility, environmental degradation and climate change.

In addition, IOM South America's Regional Knowledge Management Strategy is in line with the global frameworks and priorities of the [Sustainable Development Goals](#) (in particular, targets 10.7, 17.6, 17.8 and 17.9), and with the [Global Compact for Migration](#) (in particular for goals 1, 3, 17 and 23 and the guiding principles, including gender-responsiveness, human rights, whole-of-government and whole-of-society approaches).

In this regard, this document outlines the Regional Knowledge Management Strategy and corresponding Action Plan of IOM in South America for both the 2022 and 2023 periods, but will provide actions that will go beyond, i.e. up to 2027. Indicators for measuring impact can be found in a separate document as their development is ongoing. The ultimate goal is, of course, to have a solid and shared Regional KM Strategy that can help improve the capture, use and dissemination of all knowledge among the staff of the 10 missions/countries in South America and align with IOM Strategic Vision 2019–2023 and the Regional Strategy 2020–2024, as well as other global strategies and frameworks such as the [IOM Migration Data Strategy](#), the [Institutional Strategy on Migration, Environment and Climate Change](#) and IOM's Immigration and Border Governance Strategy for the Americas.

# WHAT IS KNOWLEDGE MANAGEMENT? AND HOW DOES IT FLOW?

A Strategy and Action Plan for Knowledge Management can only be successful if there is a clear understanding of what it is. There are different definitions, but in general it can be said that:

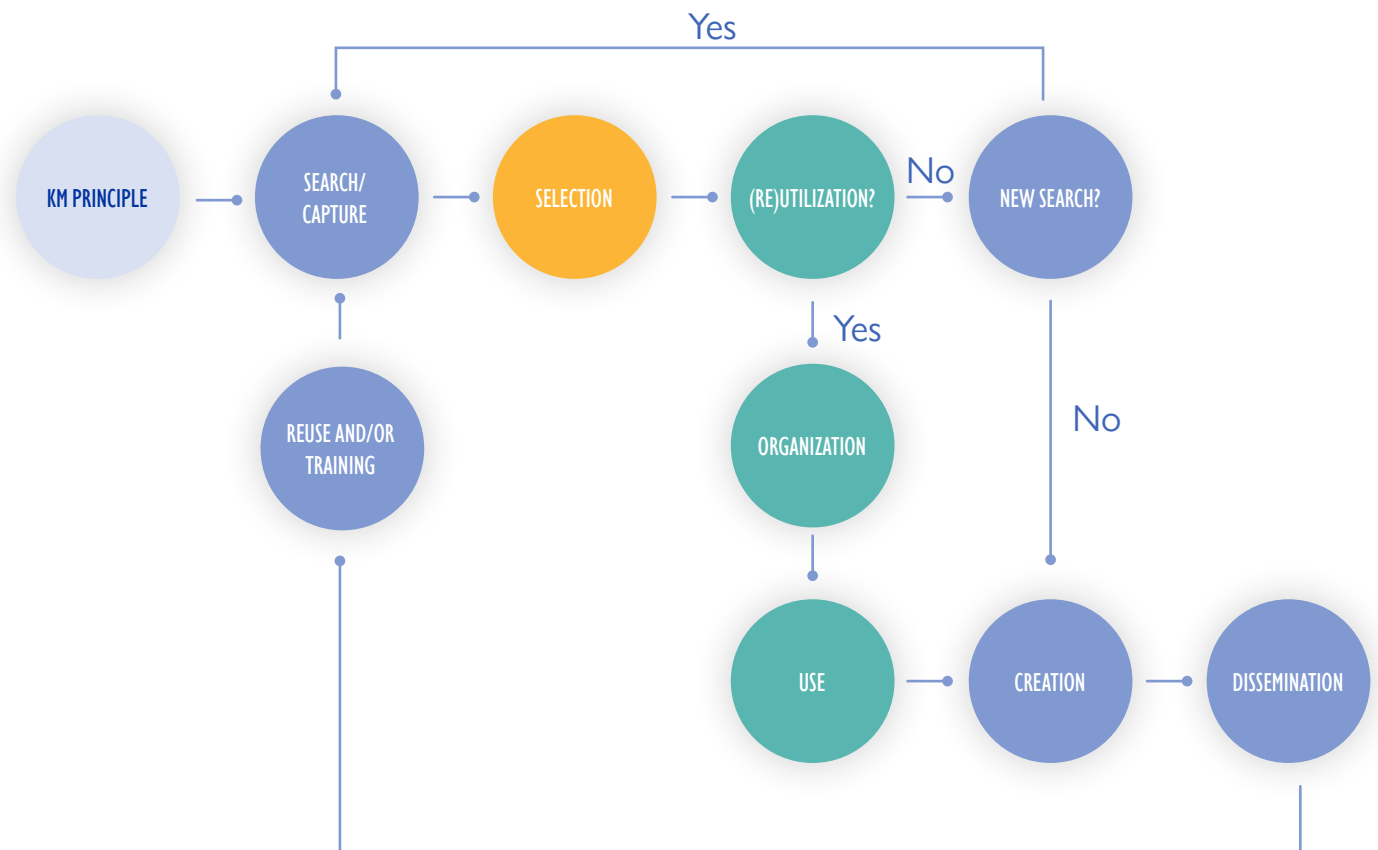
“Knowledge management is a process of valorization of explicit and implicit knowledge, aimed at sustaining and developing an organization’s internal and external performance over time. It is integrated by activities related to capture, selection, organization, distribution, use and sharing of knowledge developed inside and outside the organization, which allow reflection, unlearning to relearn, as well as enabling the creation and reinforcement of institutional capabilities”.

Source: based on Gueli and the Regional Office Buenos Aires Experiences Systematization Guide, 2021.

Knowledge management follows a certain flow: it starts with a data/information search/capture process and continues with selection. The selection allows us to ask the question whether the data/information is useful for our purposes and can be used or reused. If so, the data/information is organized for use (e.g. for a statistical analysis, disaggregated by sex, gender, age and other variables) and then created (e.g. a report). The last step allows what is generated to be disseminated through the different internal and external channels of an organization, so that different stakeholders can reuse or train on it. If the answer to the question of whether the data/information is useful for our purposes and can be used or reused is negative, there are two paths: one leads to a new search/capture process, the other directly to creation. In the latter case, we are dealing with the creation of new knowledge.

The flow of knowledge management is shown below:

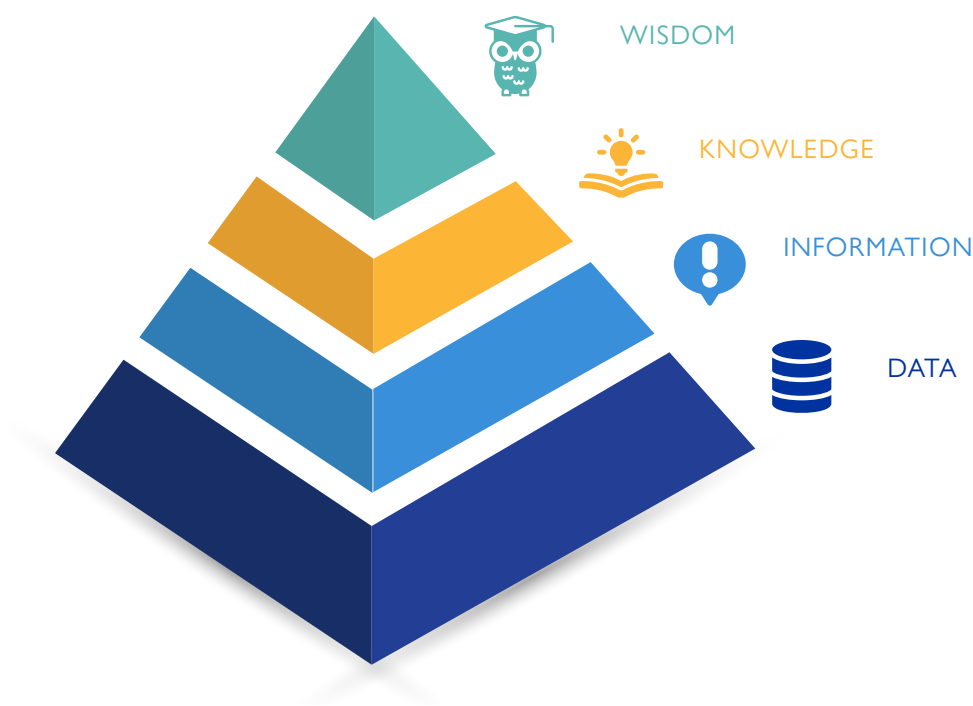
## FLOW OF KNOWLEDGE MANAGEMENT



To understand the flow even more it is important to distinguish the difference between data, information, knowledge and wisdom. While “**Data**” is a set of elements (e.g. facts, symbols, numbers) directly observable and verifiable, but generally not organized and analysed, “**Information**” is the analytical process of classifying, contextualizing, and processing and correcting them. Data and information create “**Knowledge**” which is the meaning and relationships one gives to the information. It is usually linked to the concept of action (decision). It is, therefore, a strategic element, rather than information. The last element of knowledge management is “**Wisdom**”. This is usually identified as judgment, the ability to increase the effectiveness of actions. It gives value, it is unique and personal. It is life experience that, through knowledge, enables the best decisions to be made.

The knowledge management pyramid is shown below:

#### KNOWLEDGE MANAGEMENT PYRAMID



## CONTEXT AND CURRENT SITUATION

In order to elaborate the Strategy and Action Plan, the current state of knowledge management both in IOM in South America and externally was analysed. It was noted that in 2021, one SharePoint (SP) portal with thematic areas has been created in the IOM Regional Office for South America. Each area is divided into subfolders, which has allowed a first classification of documents. In addition, the names of colleagues who are regional experts on the subject matter have also been included, which makes it possible to identify more quickly “who is an expert in what”.

Internally, it was observed that the various knowledge management initiatives (peer-to-peer exchange, round table, among others) started in 2021 were positively received and appreciated by an increasing number of participants who started to interact with each other even after the event itself and learn from each other. The [KM group in Microsoft Teams](#) was also positively received, becoming another channel in which to potentially share knowledge and exchange opinions more quickly.

In addition, the strategy is based on interviews with 18 IOM professionals (11 men and 7 women) working in different missions/ countries with different responsibilities and levels of KM experience. From the interviews, various needs were detected, several suggestions were made and possible challenges were identified, which a careful strategy and a precise action plan, constantly monitored, over time, and adjusted as appropriate, can lead to increase and/or strengthen a positive and productive knowledge management.

Among the various common needs are the following:

- To have a single, dynamic and updated platform, systematized by topics, with a simple and advanced search function that allows to explore and find, among the many documents uploaded in the system, the one that really allows to do the job in a more efficient way.
- To have a platform where reliable data from both internal and external sources can be found. The Hub should be the single point of reference for data and analysis by country and by region.
- Reduce the number of documents and classify them organically and homogeneously among the different thematic areas and SharePoint channels.
- Promote the exchange of knowledge among colleagues from different missions/countries, with participatory and useful events,
- To make known, and appreciate, the concept of Knowledge Management and how it helps to perform the daily work in an efficient and pleasant way.
- To be able to count on a knowledge management team to help, guide and support them in their search for data, information, documents and colleagues.
- To feel part of a unique system, especially for those working in the field.
- To have a Hub that is for both internal and external use.

Opportunities to position IOM in South America and added value in the area of knowledge management include:

- The focus on knowledge management by the UN system in the region, through the Regional Collaboration Platform for Latin America and the Caribbean (RCP LAC);
- The extensive knowledge of migration in the region by staff in various offices, levels and years of experience, including on trends, policies, measures, and needs to improve the lives of migrants;
- IOM's role as coordinator of the United Nations Network on Migration within the framework of the Global Compact for Safe, Orderly and Regular Migration, including its global Knowledge Hub;
- Having offices in all countries of the region, with links to government counterparts and other partners, including the UN system,
- Access to governments through activities, advice to develop and improve national, regional and global migration policies and processes in the field of migration, and the need for good practices to support exchange between governments and other partners;
- The first innovation programme to be developed at the regional level with external civil society partners, based on the experience of the Argentina country office;
- The extensive and very advanced experience of the IOM Regional Office communications team;
- The leadership in the area of KM by the IOM Regional Director for South America;
- Representing the first KM strategy at the regional level in IOM;
- The opportunities (and challenges) presented by innovative data sources, such as big data, and artificial intelligence;
- The virtual world due to the impact of the COVID-19 pandemic.

Among the main difficulties that need to be addressed when implementing the Strategy and its Action Plan are:

- The lack of a culture of sharing experiences, also due to a cultural issue related to feeling embarrassed when asking for help or admitting that one does not know something, or something did not work as planned;
- The attitude of working in silos, leading to duplication of initiatives and platforms;
- difficulty in identifying “who does what” also due to high staff turnover;
- Low involvement of those working in the field due to lack of time to devote to knowledge management activities or interest in documentation activities;
- Enthusiasm wanes if the KM platform/events do not allow them to accelerate their work, which will lead them to look elsewhere for information, as is currently done;
- Lack of capacity to have an adequate infrastructure in terms of technology;
- The difficulty of identifying what is “good practice”;
- Few Spanish-speaking KM experts.

During the interviews, the willingness to participate in different activities to improve knowledge management and turn it into a strategic value for IOM South America was also observed. The teams of IOM in South America are also motivated by a strong interest in innovating and turning IOM in the region into a leader on migration. Obviously, there have been difficulties in being able to implement all that is wanted due to time constraints; these challenges will be reduced, and eventually eliminated, thanks to the strategy and operational plan that we will put in place together.



## STRATEGY

The objective of the Regional KM Strategy for South America is to convert IOM in South America the leader and main reference in the area of migration in the region through a culture of learning and exchange of expertise to improve the performance of interventions for the benefit of migrants.

The theory of change is based on the assumption that if IOM colleagues have the capacity to reflect on, identify, systematize and use lessons learned and good practices in their work, they will be able to learn from and share these experiences with external counterparts and internal colleagues to improve and innovate thematic, policy, operational and programmatic responses in the area of migration at the regional level and capitalize on the extensive knowledge that the organization has for the benefit of migrants. This theory is based on the assumption that IOM colleagues are willing to invest time, especially at the beginning, to learn what a learning culture means, including the concept of knowledge management; that we have the support of the leadership of each mission; and that they are then willing to be self-critical and able to apply lessons learned and recommendations to their own work if they are different from past practices.

In light of the analysis of the current situation and taking into account that the availability of funds is not high, the focus will be on making more use of what already exists (what is appreciated and known), and thinking about how to develop and create a comprehensive regional system that integrates different platforms.

The strategy, then, will focus on two aspects: “People” and “Technology”. Regarding the “People” focus, we will have to involve as many IOM colleagues as possible from the UN system and other partners so that they appreciate the essence and practicality of knowledge management. Therefore, operational actions will focus on the human aspect of professional relationships to empower people to share tacit knowledge, always taking into account gender aspects.








On the other hand, regarding the “Technology” focus, the strategy should be divided into the long and short term. In the short term we can improve SharePoint as a single point of entry to all existing platforms, on what function they have and what information they provide.

In the long term we would have to contribute to the creation or improvement of biregional and/or global Hubs that inherit the best of the other Hubs currently existing in the region, enhancing it with new and simple functionalities, and that is nurtured by the “people” approach for its concrete use and constant updating. “People” and “Technology” are a whole of the same part and feed and provide feedback to each other continuously, so the strategy, and its operational actions, will be a mix of both.

In the end, the hope and ultimate goal is that KM can help all IOM colleagues in South America and also external partners to appreciate more and faster what we do to assist migrants.

The strategic vision (which we have called “Strategic Pillars”), activities (which we have called “Key Actions”) and outcomes (which we have called “Goals”) for both the short and medium term (2022–2023) and the long term (2024–2027) are presented below. The strategy will then be developed for each strategic pillar, and for each pillar, an initial set of operational actions will be listed.

### STRATEGY AND ACTION PLAN – 2022 AND 2023

STRATEGIC PILLARS	A. KM TEAM AS A BEACON 	B. KM AS DRIVER OF INNOVATION 	C. SHARE TO GROW TOGETHER 	D. DISSEMINATE TO SHOW OUR VALUE 	E. DATA FOR DECISION-MAKING 	F. PLATFORM AS “ONE-STOP SHOP” 	G. BELONGING TO A VALUABLE AND GROWING SYSTEM 
	Identification of Champions	Platform mapping  KM Seminar	Development and enhancement of internal Community of Practice: <a href="#">MS Teams Group</a> and virtual and face-to-face events	Content development for internal and external audiences	Advisory Committee	Systematization of good practices	Development of impact indicators
	Development of Strategy and Action Plan	Innovation programme	Development and improvement of External Community of Practice: <a href="#">Innova (migration)</a> .	Planting of artificial intelligence tools	Promotion of the use of portals	Taxonomy and reclassification	Strengthening the use of analytics
KEY ACTIONS	KM benchmarking	Development of governance scheme with RTSs and others	Newsletters	“Goodwill Ambassadors” (2023)	Data Analysis	<a href="#">SharePoint</a> and data migration	Development, improvement and support to the HR area
	Support to missions and colleagues	<i>Induction to general and thematic KM + handover</i>				Document search function + PRIMA enhancements	
	Improvements in a Global Hub (2023)	KM in the Project Cycle				Knowledge Maps	
						Artificial intelligence tools (2023)	
GOALS	Accessing and improving knowledge	KM as a generator of added value	Knowledge capture and transfer	Share knowledge	Creation and use of knowledge	Storage and access to knowledge	Knowledge evaluation

## Outline of the KM Strategy 2024–2027

KM STRATEGY 2024–2027					
STRATEGIC PILLARS	CONTINUOUS IMPROVEMENT	A FEW “CLICKS” TO ACCESS EVERYTHING	KNOWLEDGE AND KNOW-HOW AS A GUIDE FOR SUSTAINABILITY	SELECTIVE COMMUNICATION	KM AS A STRATEGIC FACTOR FOR HR
KEY ACTIONS	Strategy consolidation  Integration of continuous improvements	Single Platform or Hub for direct access to knowledge (for internal and external use)	Unique system that links projects and documentation and allows analysis with different perspectives (HR, profitability, etc.)	Communication activities that promote innovation, and encourage support from external partners and donors, strengthening IOM’s positioning	Collaboration between KM and HR to enhance value of colleagues and their knowledge
GOALS	Consolidation	Single biregional platform (or global)	Integrated systems	Incontrovertible leadership	Strong cooperation between KM and HR

## STRATEGY AND OPERATIONAL ACTIONS FOR 2022 (SHORT AND MEDIUM TERM) STRATEGIC PILLAR A: KM TEAM AS A BEACON

- To be able to have a permanent knowledge management team that manages the Regional KM Officer’s strategy and operational plan and assists, directs and supports in the search for data, information, documents and colleagues.
- **Status:** Established.

### What to do operationally

The KM team will:

- coordinate all strategic points and related operational actions, and also monitor them constantly;
- help missions integrate KM into their projects, until this activity becomes second nature to them;
- try to relieve the “people in the field” of aspects of the work that are not considered a priority because they are related to documentation, until this part of the work becomes part of their Terms of Reference, which is highly recommended (see above for more details);
- within the framework of the subgroup of the Global Innovation and KM Working Group, create uniform policies for the valorization of human resources (e.g. highlighting champions in events or with a certificate award session, among others) and for the recognition of collective work (e.g. highlighting the champion mission) to point out the added value of knowledge management;
- support missions that do not have the capacity, but do very useful and interesting initiatives, as far as possible;
- always be updated (through surveys, interviews, focus groups) on the needs of colleagues to improve the regional platforms and the global Hub, and to expand the KM network that exists at the regional level.

### Concept

KM team as first point of reference for knowledge in IOM in South America (i.e. the “People to go to”).

## STRATEGIC PILLAR B: KM AS A DRIVER OF INNOVATION

- Enable colleagues to discover and appreciate the concept of knowledge management, and how it helps them to carry out their daily work efficiently and enjoyably, and how it can foster innovation (which is a priority for IOM globally) by establishing a baseline of what exists to improve our interventions for the benefit of migrants. It is also important to note that innovation will also be fostered within the missions thanks to KM and will take different forms and methods, valuing its own peculiarities. The task of the KM team will be to facilitate innovation, detect it and make it known to all stakeholders, also to demonstrate the value that KM brings to the Regional and Global system.<sup>1</sup>
- **Status:** Started.

<sup>1</sup> IOM working definition of “innovation”: significantly improved processes, methods, models, products or services that are either novel or adapted from a very different context or sector. Innovation in migration-related issues entails the application of new and improved operational or programmatic solutions to enhance outcomes, either directly or indirectly, for migrants and their communities, across the humanitarian, development and peacebuilding domains by challenging the status quo.

## What to do operationally

Instruct and involve each colleague to be an active part of knowledge management.

### 1. Mapping:

Led by the KM and Innovation division at HQ, map all relevant Hubs/Platforms internally and externally to IOM based on the work at the global level and to be able to direct and train colleagues, but also to understand how to avoid duplication, and improve knowledge management in South America based on discussions at the global level. This mapping will be an important part of the seminar (point 2) and the induction (points 3 and 4).

### 2. Knowledge management seminar:

- Short pre-launch seminar on the strategy and operational plan: the first session/part to explain the concept in a general way and answer colleagues' questions, and the second to illustrate how it can be concretely applied in IOM South America and then share, in general terms, our strategy and the first steps we will take together. This second session can also be repeated, each focusing on a chapter of KM.
- These seminars will allow us to gather more information and input from colleagues and to understand how much they appreciate the Strategy and Action Plan, who is most committed and who may be resistant to change. It is also about making colleagues realize how important their participation is, to make their work more efficient, and to make them feel part of a big project.
- The workshops are organized and led by the KM team. These events are recorded, uploaded to the SP, and shared on various internal channels.

### 3. Regional innovation programme

Together with social entrepreneurship partner 2811, develop a programme to foster social innovation through the acceleration and mentoring of external initiatives with social impact that are scalable, replicable and sustainable. This programme will enable the identification of new ideas to inspire new collaborations, integrating a focus on human rights and gender.

### 4. Development of a governance scheme for KM with RTSs and other key internal and external stakeholders

An outline of the distribution of responsibilities among RTSs, including Regional Monitoring and Evaluation and Project Development Officers, Regional Office units and other key internal actors in IOM South America will be elaborated, as well as the relationship they will have to have with external actors such as Member States, regional processes such as the South American Conference on Migration (CSM), the MERCOSUR Specialized Migration Forum (FEM) and the Ibero-American Network of Migration Authorities (RIAM), United Nations agencies and entities such as the UN Peer Support Group, civil society, the private sector, local actors and others at the local, national and regional levels. This serves to internally monitor and contribute ideas to the knowledge management team for the implementation of the Strategy and Action Plan, but also to ensure that the role played by IOM South America is appreciated by its external counterparts. In addition, the scheme will allow to keep the Strategy and its actions under control so that the potential and energies put in place are directed to the goals and not dispersed. That is why it is recommended that the RTSs work closely with the knowledge management team. This is because they are thematic experts and through them, the KM team should easily get a more accurate top-down view of what colleagues are looking for in the missions. Knowledge management would then be more organic and structured. On the other hand, the national focal points, who are the experts in each thematic area, should continue to inform the RTSs of the Regional Office Buenos Aires by the same criteria (to be defined when making the governance scheme) and the same logic.

### 5. Induction to knowledge management - general

- Mandatory course for current staff and all new hires, as staff or consultant, with the objective of understanding the role and function of knowledge management, and its practical applications. The course also includes a practical explanation of how SP works and also the Hubs that are used.
- The course must be aligned with human resources (HR) and is conducted virtually or in person.

### 6. Induction to knowledge management - themes

- Mandatory course for all new hires, as staff or consultant assigned to a specific thematic area, with the objective of understanding the role and function of knowledge management, and its practical applications. The course also includes a practical explanation of how SP works and also the Hubs that are used.
- Performed virtually or in person by the RTSs of the Regional Office Buenos Aires.

### 7. Knowledge management within the project cycle

- **ToR:** include in the ToR of each person (new and senior) that KM is an integral part of the project life cycle, especially regarding the search for data/information in the different platforms, a handover report and the communication of results, lessons learned and good practices in the different channels of the Regional Office in South America.
- Checklist: follow the KM checklist to integrate KM in all phases of the projects.
- Investment: it is highly recommended that a portion of each project's funds, in terms of hours/staff, should be allocated to



documentation so that each project team consolidates its knowledge and learns from its mistakes. In this way, the different missions will be able to make the most of their future funds and innovate at the same time.

### Concept:

Knowledge management is perceived as a fundamental and important pillar for development and innovation.

## STRATEGIC PILLAR C: SHARING TO GROW TOGETHER

- Promote knowledge sharing among colleagues from different missions/countries and with external partners through different tools.
- **Status:** Started.

### What to do operationally

Continue to foster communities of practice through various tools, including creating a series of events that can help colleagues get to know each other, and allow individual experiences and knowledge to flow from one practitioner to another, from one topic to another, from one mission/country, partner to another.

### Communities of Practice (CoP):

#### 1. Internal: Teams

- Continue to use and encourage KM and thematic groups in Teams to disseminate data, information, news, and link to SharePoint.
- Continue to use Teams in conjunction with other knowledge sharing tools such as newsletters and emails.
- Continue to understand if the region needs more CoPs than it currently has, and how to bring them in line and in sync with the Innovation and Knowledge Management Unit's Policy Exchange and Learning on Migration (POEM) platform. Evaluate whether to streamline and/or focus them on specific topics.
- For each CoP it is necessary to have a constant group of supervisors and moderators.

#### External: Innova(migration)

- Encourage the use of an online exchange space, by sharing sessions and other tools with external partners based on the governance scheme.

#### 2. Virtual events such as peer-to-peer exchange, knowledge café, knowledge clinics, knowledge dialogues, podcast and talk show, focus group, among others:

- Continue to conduct very brief surveys after the exchange sessions and/or take advantage of the inputs shared in the interviews to know what topics to address, the most appropriate format, the duration and the target audience of the event.
- The knowledge management team prepares all the "Session Plans" for each type of format and uses them to facilitate the structuring and organization of UNICEF-like events. It will also continue to be in charge of pre and post-event documentation, dissemination and publication. Moderation and facilitation will be done by colleagues with more expertise in the topic itself. The knowledge management team also collects the highlights of each event and summarizes them into knowledge products with a graphical summary with hyperlinks for colleagues to reference more easily after the event. Consideration should also be given to having the event facilitated (especially in the case of podcasts, talk shows and other formats oriented to external audiences) by future IOM goodwill ambassadors, who can make the event more interesting and engaging.
- Continuation of the work already done on the identification of champions, both in terms of country and person, and taking into consideration gender aspects. It is important not to always award the same people and/or countries, as well as to have different award criteria.

#### 3. Face-to-face events:

- If the financial and health situation allows, one or two events per year should be organized for colleagues to meet face-to-face and exchange experiences, as well as to refine mutual knowledge in order to change the culture of silo work, among other things.
- The knowledge management team organizes and coordinates the schedule, sessions, content and speakers. It also collects all the material used by the speakers and uploads it to SP and Innova(migration) the specific session created for the event itself. A single event is recommended for 2022 and two from 2023 onwards (one per semester). The event should be partly funded by the regional office, but mostly by the different missions/countries sending their representatives.

#### 4. Newsletters:

- Map what newsletters currently exist and analyse their purpose and content.
- Based on the previous point, it is recommended to create a newsletter per thematic area carried out by the RTSs of the Regional Office Buenos Aires. Each newsletter should collect the main news and documents (from the thematic area) and also from specialists and missions working on that topic. They should be short news items with a hyperlink leading directly to the

SP (or other Hub) section where more content can be downloaded. It should also contain information on who to contact with a hyperlink to the SP (or other Hub) section. Newsletters can be supported by the knowledge management team.

- In general, this tool serves to stimulate competition between assignments in a positive and productive way, to the benefit of knowledge management, and it is important to allow colleagues to choose whether they prefer to receive the newsletters by email or via Teams.

### Concept

Change the silo style of working and “break” the resistance to sharing information and experiences, also due to cultural factors such as fear of asking for help and/or helping in public.

## STRATEGIC PILLAR D: DISSEMINATE TO SHOW OUR VALUE

- Communication as an important part of the KM strategy and action plan specified in the KM Regional Hub communication strategy.
- **Status:** Started.

### What to do operationally

Create a series of actions for internal and external audiences turned to give value to IOM South America knowledge. In particular for the:

1. “Internal Audience” (i.e. internal staff in IOM in South America and consultants working both in the Regional Office Buenos Aires and in the different missions at all levels of responsibility and in any unit. Some examples are the Chiefs of Missions/ Offices, the RTS, the press and public information unit, among others):
  - The presentation of the SP, and in the future of a biregional or global Hub, will allow a better understanding of its “raison d’être”, its objectives, the type of information, its use, the differences with respect to other platforms/groups;
  - Through tutorials/instructions of use, users will understand the logic, how/where to find information, SharePoint functionalities,
  - Enable the dissemination of good practices, regional and global knowledge products/reports/studies in a structured, attentive and targeted manner to colleagues and mission objectives;
  - Dissemination of the training bank, peer-to-peer sessions and talks;
  - Increase cross-community interaction on how to provide input, participate in Teams and peer exchange/training events, foster peer-to-peer support.
2. “External audience” (i.e. all organizations, government agencies, donors, governments, the UN system, including Country Teams and regional mechanisms, the UN innovation network, and different actors, who in various capacities work and/or support IOM’s work in South America):
  - *Innova(migra)tion* will be given more visibility and we will study how to improve it or add it to other international or biregional Hubs.
  - The creation of a community of practice in *Innova(migra)tion* that allows to highlight the work that IOM does with external partners and especially with governments, and where these stakeholders can engage with us in a positive and agile way, based on an audience analysis.
  - Foster innovation with an accompanying programme by an entity at the regional level that will help in having new inputs and new ideas, initiatives and innovative solutions in migration governance in the region, which can inform and inspire our work in a different and efficient way. This could also help to establish a network of support and interaction with allies and decision makers.
  - Social innovations on migration (“Innovation Grant Programme”) and regional good practice assessments will be disseminated.
  - Promote/expand communities of practice with external actors so that IOM South America is seen as a global reference on migration.

### Concept

Create innovation by answering the question, “What types of content/messages should we generate to provide visibility, guide and encourage the participation of different target audiences (whether internal or external)?”

## STRATEGIC PILLAR E: DATA FOR DECISION-MAKING

- Ideally, achieve a single platform as an entry point where reliable data from internal and external sources can be found. In the short/medium term, we could have a section in SP of all existing Hub(s) landing pages and make sure colleagues know about those platforms.
- **Status:** Started.

## What to do operationally

### 1. Updating information on an ongoing basis

RTSs, with the help of the Data and Information Management Assistant, update the list of all qualitative and quantitative sources at regional and national level that should be added to the existing sources in [Innova\(migra\)tion](#), so colleagues can consult them for research and statistical data analysis, by topic. Colleagues should always check the reliability of the data and functionality of the [Innova\(migra\)tion](#) and “Data Portal” portals and communicate to the knowledge management team what the problems are and how to improve them.

### 2. Promote use of portals

Disseminate the use of the Migration Data Portal, the region’s [Publications](#) portal and [Innova\(migra\)tion](#) among colleagues so that the logic and information contained therein are clear and not confusing (link with communication pillar D).

### 3. Analyse, train and make visible

Start providing training and explanations on how to research and analyse different statistical sources as part of the implementation of the IOM Data Strategy (2020–2025) and the Work Plan linked to the Regional Strategy of the Regional Office for South America (2020–2024). The section should also collect all courses conducted in this regard, as well as have short tutorials, whenever possible.

## Concept

Improve the SP section so that it becomes an entry point to find reliable and credible statistical data, as well as expert colleagues to ask for support and clarification. It is recommended that a future regional/biregional or global Hub have this section included in itself, not as a separate Hub/web page.

## STRATEGIC PILLAR F: “ONE-STOP SHOP” PLATFORM

- To have a single, dynamic and updated platform, systematized by topics, with an advanced search function that allows to search and find, among the many documents loaded in the system, the one that really allows to do the job in a more efficient way.
- **Status:** Started.

## What to do operationally

Increase the utility of SharePoint:

### 1. Sub-working group at the global level to rename files following the same taxonomy and reclassification criteria:

- Each RTS contacts the different national focal points of the ten missions/countries to harmonize the local files, after which the RTSs of The Regional Office Buenos Aires will have to find a common point, without eliminating individual peculiarities by subject area;
- The mission documents must follow the same criteria, and the RTSs constantly monitor that this is applied;
- Each document must be accompanied by a series of tags (using a precise and agreed taxonomy) that allow it to be found, within the SP or in each Hub where it is uploaded, by keywords. The keywords must be provided by the document creator and checked by the RTSs, so that they are relevant to the content.

### 2. Systematization of good practices and lessons learned:

- Conduct trainings for staff in the region on the systematization process in an open and free space for any consultation to build capacity to identify and analyse good practices;
- The upload logic in the folder and the name of the document should follow the guidelines of point 1 and 2;
- Continue with the project developed by IT for the SharePoint function for the upload, review and approval of lessons learned (positive and negative), keys to success, good practices and knowledge products, so templates can be created and used by the missions to collect their experience using a standard format that everyone can understand;
- Ensure that the team of peer reviewers is dedicated and knows exactly how to approve or reject a knowledge product;
- Ensure the integration of human rights and gender-sensitive perspectives in all systematizations.

### 3. SP and Data Migration:

- Continue to disseminate information on the existence of the thematic areas in SP so that all colleagues use SP systematically. Establish also the reference year for all archives. It is advisable not to exceed 4/5 years.
- Continue to analyse what is in SP and what is missing.
- Consequently, archive the documents considered obsolete or recent, but not useful and add what is necessary using a precise and agreed taxonomy.

### 4. Document search function:

- Create a working group (or involve the advisory committee) with the RTSs, CoMs, PMs (possibly one per country) and focal points to create the “perfect” SP for all countries, and then a new Hub if necessary. This working group should define what

they want to find in the first interface, the interface by topic and the drop-down menu criteria for the search function (some ideas are: document type, format, mission, colleague name, focal point timeline, etc.). Ideally, they should have participated in the Design Thinking workshop to provide their input and take this as a basis for the working group.

- Establish a collaboration with the IT department to create a feature that addresses exactly what end-users and the knowledge management team are requesting. As a vision it would be good to link it to the biregional and global level.
5. Improve the “Projects” search function by type and mission/country, to get an accurate view of all existing projects and who has worked on them:
- Follow up with PRIMA analysis (pros and cons) and make suggestions how knowledge can be captured there;
  - Fet up meetings with PRIMA users to understand and explain how to use and improve the use of this project database and how to have a more agile search function.
6. Registration function and “knowledge maps” critical to have a complete, comprehensive and quick view of “who is who and who does what”:
- Elaborate “People Knowledge Maps” by thematic area, include them in the SP and facilitate trainings, such as Knowledge Cafés and Quizzes;
  - The knowledge management group and the RTs are in charge of updating them continuously;
  - Explore with users a more agile function that allows them to search more quickly and accurately “who does what” and “who knows what”, either within SP, but also in the regional/biregional or global Hub. Ideally, we would like to have a directory system of people like the Migration Network Hub’s list of experts.

### Concept

To create a “One-Stop Shop” that is the embodiment of the work of colleagues and that is actually used, as it was created around their needs. It also makes them feel part of a big project and of the same region.

## STRATEGIC PILLAR G - TRANSVERSAL: BELONGING TO A VALUABLE AND GROWING SYSTEM

- Feeling part of a system, especially for those working in the field, through measuring the impact of KM and to be able to adjust the action plan based on progress.
- **Status:** Started.

### What to do operationally

This point is transversal to all the previous ones, and each operational action is oriented to incorporate IOM South America’s main actors in the strategy so that they feel an integral part of a project, both regional and globally. In fact, by soliciting their participation, knowledge management will be stronger and more representative of a wide and varied reality that will allow IOM in South America to make its important contribution to knowledge management at the international level and/or for the possible creation of a biregional or global Hub. It will therefore be necessary to ensure that this “feeling” is positively felt and shared.

#### 1. Develop 4 categories of impact indicators

- Numerical: e.g. number of visualizations of certain shared documents, number of projects with KM component, number of users in KM Teams, number of visits to the different thematic areas of SP, analytics of SP and *Innova(migra)tion*, number of virtual events held and number of people who have participated and report the use of knowledge afterwards, number of documents eliminated, number of documents renamed, number of documents introduced by topic and by the different missions, number of champions by topic and/or mission, number of mentions of the regional Hub in the institutional questionnaire and of references to the use of lessons learned and other knowledge in the work by colleagues. If possible, it would also be necessary to correlate these with financial investment KPIs.
- Success stories: anecdotal “We saved xx hours in researching a report, best practice, etc.” or “We were able to meet an unrealistic deadline” or “We convinced more donors of our project through KM”, or “We were able to present our project to the government in less time”. These may be one-off stories, but they help show the value of KM, implying that it would not have been as successful without it. If we have baseline data already collected, you can say that at least in this case we have saved this amount of time, money, improved accuracy, or any other relevant variable, over the way things were done before.
- Satisfaction surveys: develop surveys that ask questions such as: “I find it easy to find the information I need to do my job”, “When I have a question, I know who to contact”, etc. The results of the surveys will be integrated into the improvement of the knowledge management team’s activities.
- Process improvements: these can be captured through quantitative but also qualitative surveys. For example, a question could be: “How many “steps” do you do to obtain data/information “X”? And how many did you do before the KM strategy was put in place?”. The same question, or a similar one, could be asked about the number of “steps” you need to do to find out “who does what.”

## 2. Analytics

Reinforce and drive the systematic use of analytics from different platforms and tools to measure the impact of the KM team's work, and better understand the use of different platforms and websites, as well as their improvement.

## 3. Human resources

The ideal and innovative thing would be to empower this department by integrating it with new professionals who can assist the KM team with specific human resources knowledge to improve KM and HR services to all missions, e.g., through systematic handovers, induction sessions, induction guides, among others.

### Concept

Analyse the appreciation and usefulness of the strategy and action plan, as a proxy for the impact on direct beneficiaries and the organization's mission.

## STRATEGY AND OPERATIONAL ACTIONS FOR 2023 (SHORT AND MEDIUM TERM)

### Strategic pillars

For the second year, the strategy and operational actions will focus, on the one hand, on consolidating and reinforcing the path taken in 2022 and, on the other hand, on strengthening the existing tools and the relationships created among colleagues through the creation of new services.

### What to do operationally

#### Consolidation and reinforcement of the actions undertaken and implemented in 2022

- Conduct interviews with key stakeholders including, if possible, focal points, disaggregated by gender, to find out whether the strategy and operational actions have led to an improvement in their work and to explore new needs and requirements,
- Continue with good knowledge management practices and complement them with new actions and new services (see below),
- Face-to-face events: increase from one to two per year, building on previous years' experience and confirming that knowledge management puts people and their experiences at the center of the agency.

SP improvement and proposals for improvement of the regional/biregional and global Hub. The following list is by priority.

#### 1. Integration of Artificial Intelligence tools

- For prompt and quick search of information within reports, both short and, especially, long reports. This will help colleagues find information more quickly and give value even to documents that are often discarded because of their length and wrongly considered useless. For example, if you have a guide or a multi-page document you can devise an access system that makes you navigate within the document itself by dialoguing with all the operators working on it, so that a static pdf file of knowledge is broken down and made accessible in different ways, retrieving snippets of conversation and creating a kind of community around the content itself.
- Internal social network analysis to understand the relationships between different colleagues and the related flows generated from one job to another, from one project to another. This will help the knowledge management team to understand if the relationships are perfectly functional and, if not, to create more networks and relationships, in order to ensure that the flow of knowledge reaches everyone in a functional way and creates value for the whole organization/agency. For example, tools can be implemented that track which document is downloaded and/or viewed and whether the person who wrote the document is then contacted, or if instead of contacting the person, a colleague who has worked on a similar document is still searched for and contacted. In this way, it will be possible to understand which path a colleague follows to do his/her work and how he/she interacts (or not) with specialized colleagues. At the same time, it can be understood that some colleagues with certain competences are never contacted or that their work is "forgotten". It will be up to the knowledge management team to understand why and solve the problem. Of course, this technique can also be used in the case of projects.
- Investigate whether and to what extent artificial intelligence tools for automatic editing and writing of articles and press releases can be applied to IOM South America.

#### 2. Engage external stakeholders

Convene "Goodwill Ambassadors" taking into consideration gender and diversity aspects, to do podcasts or talk shows, so that our knowledge is more appreciated, also, outside the Organization, and we can position ourselves as an agency that innovates and is a leader in Migration in South America.

#### 3. Improvement of the global Hub(s)

In this sense, we want to highlight the importance of bringing added value to the harmonization of the global Hub(s) with the region's own specificities, needs and ideas (some are mentioned above), so that the work of colleagues is appreciated and taken into account. At the same time, the work at the regional level must be linked to international needs, so it is necessary to align our work also to the United Nations system.

### Concept

Two-way exchange and linkage for the satisfaction of both parties (i.e. win-win).

### STRATEGY AND OPERATIONAL ACTIONS FOR 2024–2027 (LONG TERM)

IOM South America is a dynamic and active organization, and a successful strategy and an appropriate action plan for the years 2024–2027 can only start to be elaborated in the first half of 2023. However, it is already possible to outline some broad lines that should be focused on. These are:

- Continuous improvement: consolidate all the work done in the previous years and improve it by always listening carefully to the needs of colleagues, taking a gender-sensitive approach;
- A few clicks to know everything: to have a single platform/Hub, i.e. a website, on the continent, for internal and external consumption. In particular for internal usage, the platform should run in SP and should allow to find any kind of document very quickly. In addition, the platform should be the ideal place where you can find experiences and expert colleagues in each thematic area and/or country: in a few clicks to know everything you need to do your own work efficiently and successfully: documents, data, projects, people, among others.
- Selective communication: put in place a communication strategy that allows taking advantage of KM to increase the number of donors and support from external partners, as well as to foster innovation and to be the leading agency in migration;
- KM as a strategic factor for HR: strengthen collaboration between KM and the HR department, so that colleagues and their expertise are fully utilized.

Ideally, IOM should have a single global platform that is organized and can be used both internally and externally, while ensuring that the internal part is only available to IOM colleagues.

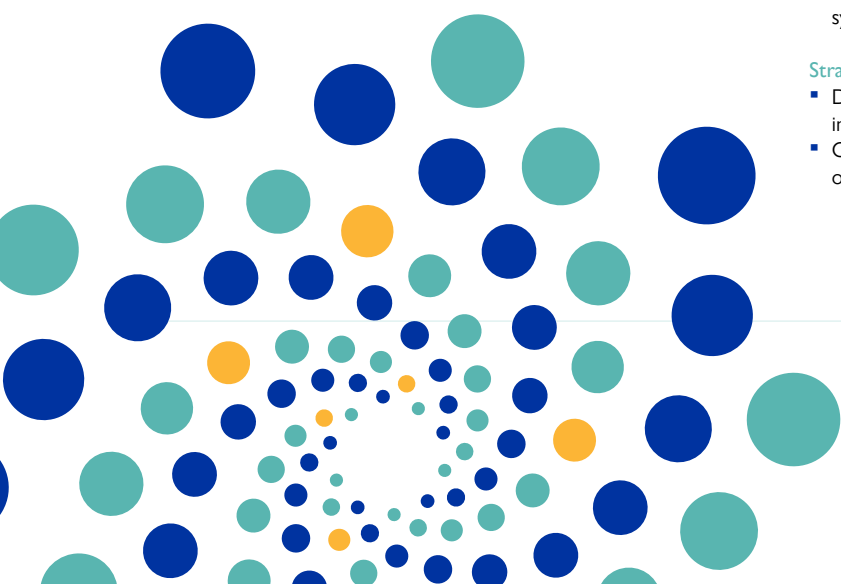
# ACTION PLAN 2022 FLOWCHART AND INITIAL TIMELINE

The action plan and its operational actions will be developed throughout 2022 and will be constantly monitored over time and adjusted as appropriate. However, it is important to stay as steady a course as possible to achieve the ultimate goal: to have a strong, shared and useful Hub and to create professional relationships that strengthen the culture of knowledge sharing.

The timeline for the years 2023 will be elaborated at the end of 2022 depending on the results obtained throughout 2022 and the input from colleagues. The timeline for the years 2024–2027 will be developed in the second half of 2023 in light of the results of 2023 and also taking into account the evolution of the Strategic Vision at global level and the IOM Regional Strategy for South America 2020–2024.

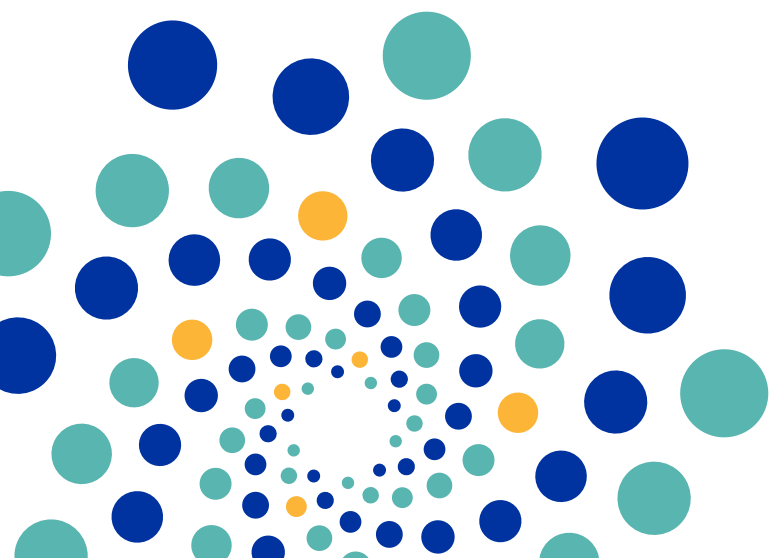
## FLOWCHART FOR THE 2022 ACTION PLAN

FLOWCHART FOR THE 2022 ACTION PLAN			
JANUARY 2022	FEBRUARY 2022	MARCH 2022	APRIL 2022
<p><b>Strategic Pillar A:</b></p> <ul style="list-style-type: none"> <li>Strategy and Action Plan</li> <li>Establish itself as a benchmark for knowledge management</li> </ul> <p><b>Strategic Pillar C:</b></p> <p>Continue with virtual events + Teams</p> <p><b>Strategic Pillar E:</b></p> <p>Continue with data analysis</p> <p><b>Strategic Pillar F:</b></p> <p>Systematization of good practices</p>	<p><b>Strategic Pillar A:</b></p> <p>Always active</p> <p><b>Strategic Pillar B:</b></p> <p>Carry out platform mapping</p> <p><b>Strategic Pillar C:</b></p> <p>Continue with virtual events + Teams</p> <p><b>Strategic Pillar E:</b></p> <ul style="list-style-type: none"> <li>Start promoting the use of portals</li> <li>Continue with data analysis</li> </ul> <p><b>Strategic Pillar F:</b></p> <p>Systematization of good practices</p>	<p><b>Strategic Pillar A:</b></p> <p>Always active</p> <p><b>Strategic Pillar B:</b></p> <p>KM Seminar</p> <p><b>Strategic Pillar C:</b></p> <p>Continue with virtual events + Teams</p> <p><b>Strategic Pillar D:</b></p> <p>Start with internal and external communication</p> <p><b>Strategic Pillar E:</b></p> <p>Continue with data analysis</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Continue with taxonomy, data migration and reclassification of files</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b></p> <ul style="list-style-type: none"> <li>Development of impact indicators</li> <li>Continue with use and trainings on analytics</li> </ul>	<p><b>Strategic Pillar A:</b></p> <p>Always active</p> <p><b>Strategic Pillar B:</b></p> <p>Development of governance scheme with RTSs and other key actors</p> <p><b>Strategic Pillar C:</b></p> <p>Continue with virtual events + Teams</p> <p><b>Strategic Pillar D:</b></p> <p>Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b></p> <p>Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Continue with taxonomy, data migration and reclassification of files</li> <li>Analysis on improving PRIMA with working group</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b></p> <p>Continue with use and trainings on analytics</p>



FLOWCHART FOR THE 2022 ACTION PLAN

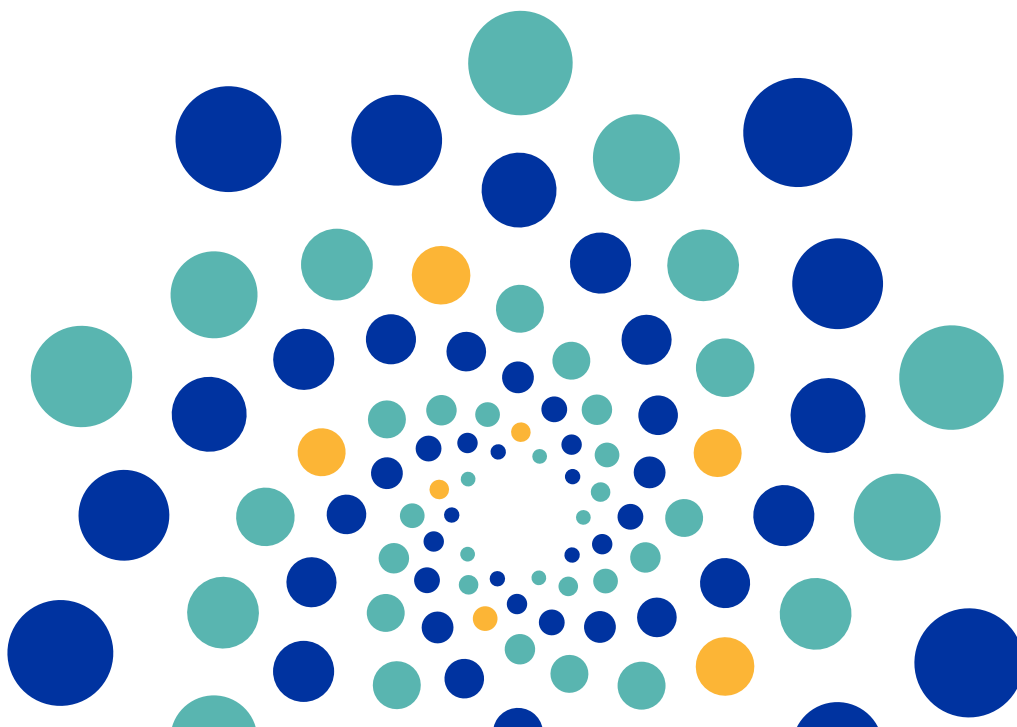
MAY 2022	JUNE 2022	JULY 2022	AUGUST 2022
<p><b>Strategic Pillar A:</b> Always active</p> <p><b>Strategic Pillar B:</b> Always active + Induction to general and thematic KM</p> <p><b>Strategic Pillar C:</b></p> <ul style="list-style-type: none"> <li>Continue with virtual events + Teams</li> <li>Evaluation of the CoP</li> <li>First newsletters</li> </ul> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Improvement of PRIMA</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b> Continue with use and trainings on analytics</p>	<p><b>Strategic Pillar A:</b> Always active + Promover a lxs campeonxs</p> <p><b>Strategic Pillar B:</b> Always active</p> <p><b>Strategic Pillar C:</b></p> <ul style="list-style-type: none"> <li>Continue with virtual events + Teams + newsletters + CoP</li> <li>Plan face-to-face event</li> </ul> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Knowledge Maps</li> <li>Continue with PRIMA improvements</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b></p> <ul style="list-style-type: none"> <li>Evaluation of the strategy and action plan with impact indicators</li> <li>Continue with use and trainings on analytics</li> </ul>	<p><b>Strategic Pillar A:</b> Always active + KM integrated in the project cycle</p> <p><b>Strategic Pillar B:</b> Always active</p> <p><b>Strategic Pillar C:</b> Continue with virtual events + Teams + newsletters + CoP</p> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Continue with knowledge maps</li> <li>Implementation improvement in PRIMA</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b> Continue with use and trainings on analytics</p>	<p><b>Strategic Pillar A:</b> Always active + Start supporting small missions and colleagues</p> <p><b>Strategic Pillar B:</b> Always active</p> <p><b>Strategic Pillar C:</b> Continue with virtual events + Teams + newsletters + CoP</p> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Staff training on new SP, search process, taxonomy, file reclassification and knowledge maps</li> <li>Study on short version and long version of documents</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b></p> <ul style="list-style-type: none"> <li>Develop, improve and support the HR area</li> <li>Continue with use and trainings on analytics</li> </ul>





FLOWCHART FOR THE 2022 ACTION PLAN

SEPTEMBER 2022	OCTOBER 2022	NOVEMBER 2022	DECEMBER 2022
<p><b>Strategic Pillar A:</b> Always active</p> <p><b>Strategic Pillar B:</b> Always active</p> <p><b>Strategic Pillar C:</b> Continue with virtual events + Teams + newsletters + CoP</p> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Continue with study on short and long version of the documents</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b></p> <ul style="list-style-type: none"> <li>KM in HR ToR</li> <li>Continue with use and trainings on analytics</li> </ul>	<p><b>Strategic Pillar A:</b> Always active</p> <p><b>Strategic Pillar B:</b> Always active</p> <p><b>Strategic Pillar C:</b></p> <ul style="list-style-type: none"> <li>Continue with virtual events + Teams + newsletters + CoP</li> <li>Face-to-face event – if possible</li> </ul> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Start creating documents in short and long version</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b> Continue with use and trainings on analytics</p>	<p><b>Strategic Pillar A:</b></p> <ul style="list-style-type: none"> <li>Always active</li> <li>Survey on the Strategy and Action Plan put in place</li> </ul> <p><b>Strategic Pillar B:</b> Always active</p> <p><b>Strategic Pillar C:</b> Continue with virtual events + Teams + newsletters + CoP</p> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Continue with study on short and long version of the documents</li> <li>Continue with the systematization of good practices</li> </ul> <p><b>Strategic Pillar G:</b> Continue with use and trainings on analytics</p>	<p><b>Strategic Pillar A:</b></p> <ul style="list-style-type: none"> <li>Always active</li> <li>Survey and alignment of the strategy for the year 2023 (Artificial Intelligence, Billing, “Goodwill Ambassadors”, improvement of global Hub/s) integrating inputs from November 2022</li> </ul> <p><b>Strategic Pillar B:</b> Always active</p> <p><b>Strategic Pillar C:</b> Continue with virtual events + Teams + newsletters + CoP</p> <p><b>Strategic Pillar D:</b> Continue with internal and external communication</p> <p><b>Strategic Pillar E:</b> Continue to promote the use of portals + data analysis, train and make visible</p> <p><b>Strategic Pillar F:</b></p> <ul style="list-style-type: none"> <li>Start creating documents in short and long version</li> <li>Continue with the systematization of good practices</li> </ul>



FLOWCHART - 2022	January	February	March	April	May	June	July	August	September	October	November	December
<b>PILLAR A: KM TEAM AS A BEACON</b>												
Strategy and Action Plan												
Establish itself as a benchmark for KM												
Always active												
Promote the champions												
KM integrated in the Project Cycle												
Start supporting small missions and colleagues												
Survey on the Strategy and Action Plan put in place												
Survey and alignment of the strategy for the year 2023												
<b>PILLAR B: KM AS A DRIVER OF INNOVATION</b>												
Map platforms												
KM Seminar												
Development of governance scheme with RTSs and other key actors												
Induction to general and thematic KM												
Always active												
<b>PILLAR C: SHARING TO GROW TOGETHER</b>												
Continue with virtual events + Teams												
Encourage the use of Inova(migration) with external partners												
Survey of Communities of Practice (CoP)												
Facilitation and/or integration of CoPs												
First newsletters												
Follow up with newsletters												
Plan face-to-face event												
Face-to-face event – if possible												
<b>PILLAR D: DISSEMINATE TO SHOW OUR VALUE</b>												
Continue with internal and external communication												
<b>PILLAR E: DATA FOR DECISION-MAKING</b>												
Continue with data analysis												
Start promoting the use of portals												
Analyse, train on and disseminate data analysis												
<b>PILLAR F: PLATFORM AS “ONE-STOP SHOP”</b>												
Systematization of good practices												
Establish working group for the improvement of SP: search, taxonomy, data migration and reclassification												
Continue with taxonomy, data migration and reclassification of files												
Analysis on improving PRIMA with working group												
Knowledge Maps												
Staff training on new SP: research, taxonomy and maps of knowledges												
<b>PILLAR G: BELONGING TO A VALUABLE AND GROWING SYSTEM</b>												
Development of impact indicators												
Use and trainings on analytics												
Continue with use and trainings on analytics												
Evaluation of the strategy and action plan with impact indicators												
Develop, improve and support the HR area												
KM in HR ToR												

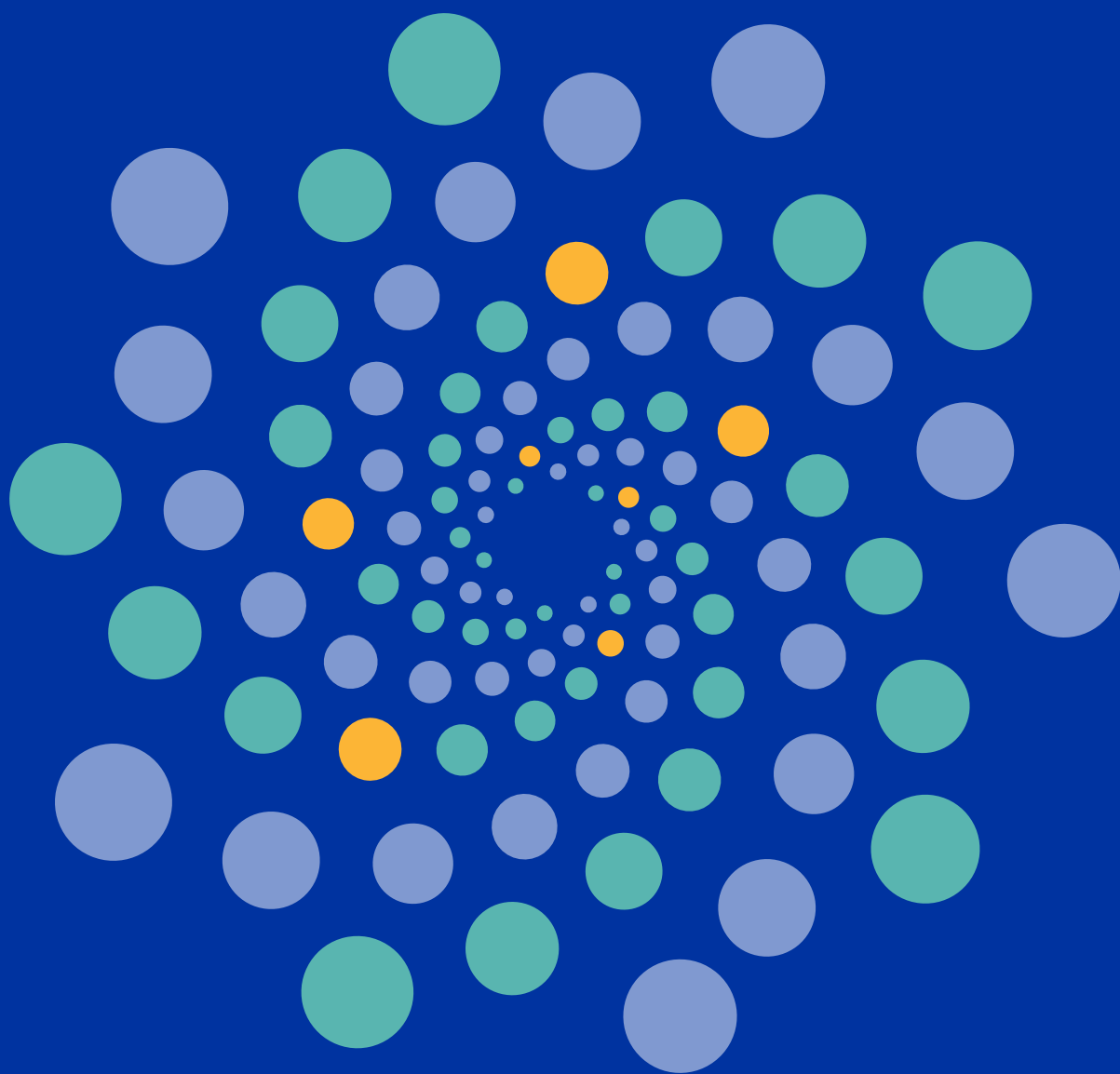
## ANNEX

Below is the list of all the colleagues interviewed who shared with us their opinions, ideas and aspirations, but also frustrations and requests for help.






- Águeda Marín, Sr. Regional Migrant Assistance Specialist, Regional Office Buenos Aires
- Alba Goycoecha, Technical Secretariat Coordinator, Regional Office Buenos Aires
- Andrés Gutiérrez, M&E Coordinator, IOM Ecuador
- Ignacio Bustinza, Data and Information Management Assistant, Regional Office Buenos Aires
- Jean Philippe Antolin, Sr. Regional Emergency and Post-Crisis Adviser, Regional Office Buenos Aires y San Jose
- Jhonn Rey, Regional Monitoring and Evaluation Officer, Regional Office Buenos Aires
- Jorge Baca, Chief of Mission, IOM Peru
- José Estay, Private Sector and Local Government Liaison, IOM Chile
- Juliana Quintero, Regional Media and Communication Officer, Regional Office Buenos Aires
- Lucila Pizzarulli, Programmes Coordination Officer, IOM Uruguay
- Marcelo Pisani, Regional Director, Regional Office Buenos Aires
- Matteo Mandrile, Senior Program Coordinator, IOM Peru
- Michele Mary Barron, Senior Programme Manager, IOM Brasil
- Natalia Escoffier, Policy and Liaison Officer, IOM Argentina
- Pablo Cuevas, Head of Office, IOM Paraguay
- Pablo Escribano, Regional Migration Environment and Climate Change Specialist, Regional Office Buenos Aires y San Jose
- Roberto Cancel, Senior Regional Specialist Labour Migration and Human Development, Regional Office Buenos Aires
- Tarina Amaguana, M&E Assistant, IOM Ecuador

Below is the list of the members of the Advisory Committee who support the project and contribute with their inputs and energies in making the creation of the IOM South America Regional Knowledge Management Hub a reality.

- Andrea Galvez, Regional Websites Content Editor, Regional Office Buenos Aires
- Ezequiel Texidó, Regional Policy and Liaison Officer, Regional Office Buenos Aires
- Juliana Fornasier, Data and Knowledge Officer, GMDAC
- Laura Amadori, Policy Officer (Knowledge Management), HQ
- Lucas Hackradt, former Head of Operations, Office of the Special Envoy for the Situation in Venezuela, Panama
- Lucila Pizzarulli, Programmes Coordination Officer, IOM Uruguay
- Marcelo Pisani, Regional Director, Regional Office Buenos Aires
- Max Chávez, Senior Specialist - Knowledge Evaluation, IOM Colombia
- Roberto Cancel, Senior Regional Specialist Labour Migration and Human Development, Regional Office Buenos Aires
- Susanne Melde, Regional Knowledge Management Officer, Regional Office Buenos Aires
- Vanesa Vaca, Regional Knowledge Management Officer, Regional Office San Jose



**Regional Office for South America**

-  [www.robuenosaires.iom.int](http://www.robuenosaires.iom.int)
-  OIMSuramerica
-  OIMSuramerica
-  OIMSuramerica
-  ONUMigración



WRITE US



SHAREPOINT



INNOVAMIGRATION