



**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF THE UNITED NATIONS COUNTRY TEAM IN INDIA**

Project Document

Sub-programme Budget Number: 00040807

Sub-programme Title: Knowledge Sharing for Problem-Solving in Support of India Development Goals and Targets

Sub-programme Short Title: The UN Knowledge Management Partnership

Estimated Start Date: January 2005 (full-scale operations)

Estimated End Date: December 2007 (3 years)

Executing Agent: Inter Agency Support Unit, Office of the Resident Coordinator

Implementing Agents: Offices of the UN Country Team in India (UNDP, UNICEF, FAO, ILO, UNIDO, WHO, UNESCO, UNIFEM, UNFPA, UNAIDS, UNCTAD)

Summary of Inputs & Cost Sharing (as per attached budgets - \$'000)			
	Approved Budget	Indicative Budget	Total Budget
UNDGO:	140	200	340
<u>Cost Sharing:</u>			
DFID:	2,000		2,000
SDC:	225		225
<u>UN Agencies:</u>			
WHO:	10		10
Other:		925	925
<u>AOS</u>			
TOTAL	2,455	1,045	3,500

Sub-programme Site: New Delhi

Programme Support Title: Operation Support to MDGs, under the RC Work Plan Objective: "Improved support to national efforts to achieve MDGs"

Brief Description: This project document authorizes the financing of full-scale activities under the Knowledge Management Partnership (KMP) project. The KMP project will establish Communities of Practice (CoPs) to share knowledge and experience among practitioners from Government, donors, civil society and academics. CoPs will be organized around broad themes that correspond both to India's Tenth Five Year Plan as well as to the globally mandated Millennium Development Goals: Poverty, Environment, Health, HIV/AIDS, Local Governance, Education, Food Security, Trade and Globalization, Gender, and South-South Cooperation. Over its three year duration the project will (a) put in place a conceptual framework, project structure and operating modalities; (b) establish approximately 12-14 CoPs around the TFYP/MDG targets; (c) introduce electronic platforms for Community knowledge repositories; (d) provide ongoing oversight and operational support to the effort; and (e) institutionalize the Communities and link them with global CoPs. By the end of the project, the CoPs set up will be functioning as vibrant forums for knowledge sharing, helping to achieve TFYP targets, and the "proof-of-concept" will be established that CoPs can significantly enhance the effectiveness of national and global development efforts.

Approved on behalf of:

The UN Country Team in India

Maxine Olson
Resident Coordinator

18 May 2005
Date

Project Document for the Knowledge Management Partnership Improved Development Effectiveness in Support of India Development Goals

The Knowledge Management Partnership (KMP) is an initiative of the UN Country Team in India to improve development effectiveness in support of India's Development Goals. This initiative was developed in late 2003-early 2004 for the purpose of establishing communities for sharing knowledge and experience among practitioners from Government, donors, civil society and academics. It was organized around nine broad themes and fourteen targets that correspond both to India's Tenth Five Year Plan as well as to the globally mandated Millennium Development Goals:

- **Poverty** with a focus on *work/employment; private enterprise; pro-poor governance and decentralization;*
- **Environment** with a focus on *water & sanitation; cleaner technologies; and forestry;*
- **Health** with a focus on *maternal health and child mortality, malaria, TB and other major diseases;* as well as
- **HIV/AIDS;**
- **South-South Cooperation** with a focus on private sector development as well as areas of trade promotion, investment promotion, joint ventures and technology transfer;
- **Education** with a focus on the six Education For All goals as articulated in the Dakar framework;
- **Food Security and Nutrition** with a focus on nutrition, implementation of food safety net programmes, Panchayati Raj Institutions and food security, food security issues in the 100 poorest districts and dryland agriculture;
- **Trade and Globalization;** and
- **Gender.**

Communities would evolve organically, set their own agendas and define their own substantive priorities. Each would be led by a "Resource Group" of relevant UN agency representatives and leaders from the government, NGO, and donor communities. The relevant UN Agency head(s) would chair resource groups as the community's "Facilitators". They would be supported by a team comprised of a "resource person" and a research associate to build the community, moderate its electronic network, maintain its website and organize community activities. A project coordinator working in the UNCT's Interagency Support Unit would manage project implementation. The project was foreseen to run for three years, with a total budget of \$3.5 million.

The project was initiated in July 2004 based on the document, attached. This proposal was appraised, modified and then endorsed by the Heads of Agencies following two retreats in March and April. Drawing on the approved Resident Coordinator allocation, initial activities focused primarily on mobilization of additional resources and on efforts to recruit the project coordinator and resource persons. With respect to resource mobilization, the Swiss Agency for Development and Cooperation (SDC) agreed to provide the equivalent of \$225,000 for project activities in an agreement signed in July. The project was also included in a strategic partnership agreement with the UK Department for International Development (DFID) for \$13 million overall, signed in December, with an earmarking of \$2 million¹.

With respect to project activities over 2004, being an innovative effort both from a conceptual point of view as well as the Country Team perspective, rapid recruitment proved difficult. By the end of November, however, three resource persons had been identified (Health, Gender and Environment), with a fourth – Food Security – covered with FAO staff members under an interim arrangement. An adviser/international project coordinator was recruited for an initial 6-month period to set up the project pending recruitment of a full-time national professional. A four-day workshop was held with support from Bellanet, sponsored by GTZ, to train the Resource Persons on network facilitation skills, orient the UN agency staff on project goals and approach, and obtain guidance from the Country Team Heads of

¹ Approved by DFID as per Sanjay Valsangkar's e-mail to Steve Glovinsky of 27 April 2005

Agencies for project implementation. Activities began in earnest with the arrival of the acting Project Coordinator in early January.

In February the project's work plan and budget were updated to reflect the adjustment to costs and activities based on the recommendations of the project coordinator. The Work Plan was adjusted from nine to five outputs by reorganizing existing activities, and the budget was updated to reflect actual expenditures in 2004 and revised estimates for 2005. The revised project budget ("B") and corresponding work plan are below (Annexes 1 and 2). In addition, performance measurements were developed to define the progress and impact of the individual communities and the project as a whole (Annex 3).

Based on this work plan, the project total for the three year period is estimated at \$3.5 million, of which approximately \$2,575,000 is firm and \$925,000 remains to be mobilized. In light of the delays incurred in project start up only \$30,000 was spent in 2004, and the rest has been rephased to 2005-2007.

To this end, therefore, the present project document reflects the initiation of full-scale project operations, incorporating the initial financial contributions from the project's sponsors.

For the purposes of this project agreement, the main sources of project financing are as follows:

- (a) the annual Resident Coordinator allocation from UNDO, estimated at \$340,000 over the project period;
- (b) the earmarking from DFID, under Component 4 of the MOU, of \$2 million;
- (c) a contribution from SDC at \$225,000;
- (d) contributions from the UN Agencies, for which contributions would vary depending on the agency;
- (e) additional resources to be mobilized.

Attributions:

No distinctions have been made in earmarking contributed funds from the three major contributors – the Resident Coordinator's budget, DFID and SDC. These allocations are being proportionately pro-rated against all inputs for each project year. This approach simplifies reporting and allows the flexibility to apply funds in the most expeditious manner.²

Contributions from UN Agencies will be allocated towards the operating costs for their respective communities, as per Output 2.

Resource mobilization will be carried out to fill in funding gaps, and reflected in subsequent project revisions.

² This approach was approved by SDC as per Véronique Hulmann's e-mail to Steve Glovinsky of 24 March 2005 and by DFID as per Sanjay Valsangkar's abovementioned e-mail of 27 April 2005.

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Communities of Practice are established as vibrant forums for knowledge sharing to help achieve Tenth Five Year Plan targets.		Budget Line	Budget \$000 (2005-7)
Outcome Indicator: Development effectiveness is enhanced through the efforts of national communities of practice, as evidenced by the following: [*]		Inputs	
<ul style="list-style-type: none"> • Most of the Communities established appear to have good prospects for sustainability • Members feel that their communities are beneficial to their work • Resource Group members feel their communities have a significant impact on promoting the achievement of national development policies and programmes 			
Project Title: Knowledge Sharing for Problem-Solving in Support of India Development Goals and Targets – The UN Knowledge Management Partnership			
Intended Outputs, Activities & Time Frame			
1. A conceptual framework, project structure and operating modalities are put in place			99
1.1. Endorse project proposal; define thematic areas & communities (by 4 th Q 2004)		• HoA Retreats	32
1.2. Train & orient UN agency heads and staff on CoPs (by 4 th Q 2004)		• Training wkshop	32
1.3. Refine conceptual framework, structure & operating modalities (by 2 nd Q 2005)		• Int'l Proj. Adviser	11.01
1.4. Define the concept's brand and a communication strategy (by 2 nd Q 2005)		• Consults & mat'ls	21
2. Communities are formed around TFYP/MDG targets (nine thematic areas)			2,952
2.1. Establish Communities for the Poverty thematic area (from 1 st Q 2005)		• Res pers & Res.Ass	17.01
2.1.1 Establish community support capacity (from 1 st Q '05)		• Travel; transi; doct'n	16; 53
2.1.2 Recruit community members; launch & moderate the networks; promote growth (from 1 st Q '05)		• Res. Group meets	32
2.1.3 Establish community Resource Groups and reporting and guidance arrangements (from 2 nd Q '05)		• Visioning workshop	32
2.1.4 Convene communities; identify "burning issues" (from 2 nd Q '05)		• Workshops; e-discs.	32
2.1.5 Commission Action Groups to address burning issues (from 2 nd Q '05)		• Event seed money	32
2.1.6 Convene annual meetings to review past activities & identify future priorities (from 2 nd Q '06)		• Equip & misc exps	45; 53
2.1.7 Provide ongoing operations support (from 1 st Q '05)			
2.2. etc. Establish communities for other thematic areas (from 1 st Q 2005)			
3. KM-enabling systems and tools are finalized and introduced			170
3.1 Assess requirements for e-platform (by 4 th Q 2004)		• Consultancy	22
3.2 Establish a web/mailgroup support capacity – website, portal & mailgroup administrator (from 1 st Q 2005)		• Web/mailgroup mgr	17.02
3.3 Establish community mailgroup platform (from 1 st Q 2005)		• Server & License	45.02
3.4 Establish community website and portals (from 1 st Q 2005)		• Server & License	45.02
3.5 Establish a structured search and automatic indexing facility (from 2 nd Q 2005)		• Server & License	45.02
4. Ongoing oversight and operational support for the project is provided			199
4.1 Establish project coordination capacity – Project Coordinator (from 2 nd Q 2005)		• Project Coordinator	17.03
4.2 Provide ongoing operations support (from 1 st Q 2005)		• Equip & misc exps	45; 53
4.3 Promote efforts to target audiences (from 2 nd Q 2005)		• Training ofc; mat'ls	17; 53
4.4 Hold planning/training sessions with community support teams (from 1 st Q 2005)		• Supt Team retreats	32
4.5 Hold Project Steering Committee reviews (from 2 nd Q 2005)		• HoA retreats	32
4.6 Carry out performance reviews and independent evaluations (from 4 th Q 2005)		• Reviews & missions	15
5. The communities are institutionalized and linked with global communities			80
5.1 Establish links between national and global communities (from 4 th Q 2005)		• Int'l travel costs	16
5.2 Define a communications strategy for global linkages (3 rd Q 2006)		• Consult & mat'ls	23
5.3 Ascertain interest in continuing support for communities on an ongoing basis (3 rd Q 2007)		• Progr devel exps.	53
Total			99
			\$3,500

^{*}See performance measurements 5, 6 and 7, in Annex 3, below, for specific success indicators

Annex 1: Updated Budget

The UN Knowledge Management Partnership – Revision "B"

Detailed budget Revision "B" (adjusted from original project proposal of July 2004)						
Project Objective:		Budget (US\$'000)				
To establish Communities of Practice as vibrant forums for knowledge sharing to help achieve selected Tenth Plan targets.		2004	2005	2006	2007	Total
Outputs:		Inputs:				
1. A conceptual framework, project structure and operating modalities are put in place						
1.1. Endorse project proposal; define thematic areas & communities	2.1 Heads-of-Agency Retreats (2 @ \$6,000)	12				12
1.2. Train and orient UN agency heads and staff on CoPs	4.1; 4.2 Bellanet training workshop	5				5
1.3. Refine conceptual framework, structure and operating modalities, through consultations	International Project Adviser/acting Coordinator, 6 months		65			65
1.4. Define the concept's brand and a communication strategy	Branding consultants (\$12,000); promotional material production (\$5,000)	12	5			17
	total:	29	70			99
2. Communities are formed around TFYP/MDG targets (nine thematic areas)						
2.1. Establish communities for one thematic area		For all 9 areas (est. 14 communities):				
2.1.1. Establish community support capacity (Resource Person & Research Assistant)	2.2; 2.3 Resource Person (3yrs @ \$26,500); Research Asst (3yrs @ \$14,500)	9 areas:	369	369	369	1,107
2.1.2. Recruit community members; launch & moderate the networks; promote growth	2.7; 5.1 Resource person travel (\$10,000/yr); translation & documentation (\$5,000/yr)	9 areas:	135	135	135	405
2.1.3. Establish community Resource Groups and reporting & guidance arrangements	1.1; 1.2; 1.4; 2.6; 3.3; 4.3 Resource Group meetings (2/yr @ \$3,500)	14 CoPs:	98	98	98	294
2.1.4. Convene communities; identify "burning issues"	1.3 Visioning workshop (\$18,000)	14 CoPs:	252			252
2.1.5. Commission Action Groups to address burning issues	3.1; 3.2 Workshops; e-discussions etc. (\$15,000 plus sponsorship)	14 CoPs:	210	210	210	630
2.1.6. Convene annual community meetings to review prior year's activities and articulate future priorities	1.5 Funding for event: \$3,000 seed money to solicit sponsorship	14 CoPs:		42	42	84
2.1.7. Provide ongoing operations support	2.4; 2.5 Equipment, telephone, logistics, misc expenses (\$3,000 yr 1; 6,000 yr 2-3)	9 areas:	72	54	54	180
2.n. Establish communities for each other thematic area.		total:	-	1,136	906	2,062
3. Electronic platforms are introduced for Community knowledge repositories						
3.1. Assess requirements for e-platform	6.1 Consultancy	1				1
3.2. Establish a web and mailgroup support capacity (website, portal and mailgroup administrator)	7.1; 7.2; 7.3; 8.2 Web and Mailgroup Manager (\$17,000/yr)		17	17	17	51
3.3. Establish community mailgroup platform	6.2; 6.3 Mailgroups server; licensing; systems development (incl Lyris specialist mission - \$6,000)		16	1	1	18
3.4. Establish community websites and portals	6.2; 6.3 Content management server; licensing; systems development		30	2	2	34
3.5. Establish a structured search and automatic indexing facility	6.2; 6.3 Search and indexing server; licensing; systems development		60	3	3	66
	total:	1	123	23	23	170
4. Ongoing oversight and operational support for the project is provided						
4.1. Establish project coordination capacity (Project Coordinator)	8.1 Project Coordinator (from Apr 2005 @ \$26,500/yr)		20	26.5	26.5	73
4.2. Provide ongoing operations support	8.3; 8.4 Equipment, telephone, logistics and misc expenses		8	3.5	3.5	15
4.3. Promote project efforts to target audiences	CoP Promotion/Training Of: (\$17,000/yr); Training, publication & publicity (\$3,000/yr)		20	20	20	60
4.4. Hold planning/training sessions with community support teams	4.2 Support team retreats		4	4	4	12
4.5. Hold Project Steering Committee reviews	4.4; 6.5 Heads of Agency Retreats		6	6	6	18
4.6. Conduct performance reviews and independent evaluations	Review events (\$3,000/yr); evaluation mission (2007 \$12,000)		3	3	15	21
	total:	-	61	63	75	199
5. The communities are institutionalized and linked with global communities						
5.1. Establish links between national and global communities	9.1; 9.3 Travel costs to international community fora or host agencies		10	25	25	60
5.2. Define a communications strategy for global linkages	9.2 Consultant costs; material			5		5
5.3. Ascertain interest in continuing support for communities on an ongoing basis	Programme development costs; events for attracting sponsors				15	15
	total:	-	10	30	40	80
	Grand Total:	30	1,400	1,024	1,046	3,500

Annex 3: Measuring Performance – Summary Table

Performance Parameter	Representation	Values: 5 stars/3 stars/1 star	Reporting period
Project Performance			
➤ Progress towards producing Project outputs			
1. Physical progress	Work Plan bar charts	On track/ somewhat delayed/ critically delayed	Quarterly
2. Qualitative progress	Ranking plus explanatory comments by Project Coordinator	Excellent/ satisfactory/ not satisfactory	6-monthly
➤ Progress towards producing the Project outcomes			
3. Physical progress	Work Plan bar charts	On track/ somewhat delayed/ critically delayed	Quarterly report
4. Qualitative progress	Ranking plus explanatory comments by Project Coordinator	Excellent/ satisfactory/ not satisfactory	6-monthly report
➤ Success of the Project outcome			
5. Prospects of sustained financing for Community support	Ranking plus explanatory comments by Project Coordinator	9 or more have good prospects/ 4-5 have good prospects/ 0 have good prospects	Annual report
6. Composite of all communities' value to their members	Ranking plus explanatory comments by Project Coordinator	Excellent for all comms launched/ Satisfactory for all comms launched/ Not satisfactory for all comms launched	Annual report
7. Composite of all communities' contribution to development effectiveness	Ranking plus explanatory comments by Project Coordinator	Excellent for all comms launched/ Satisfactory for all comms launched/ Not satisfactory for all comms launched	Annual report
Community Performance			
➤ Value to community members			
8. Number/growth of community members	Monthly totals of members (bar chart)	30% or 300 more new members in 6 mos/ 15% or 150 new members in 6 mos/ no new members in 6 months	6-monthly report
9. Number of active community members	No. of members posting (bar segment)	More than 150 or 20% of total members/ 100 or 15% of total members/ up to 50 or 5% of total members	6-monthly report
10. Balance of community membership	2 pie charts with professional & regional distribution, by org type & state	10% variance between categories/ 20% variance between categories/ 30% variance between categories	6-monthly report
11. Number/growth of queries responded to	Monthly totals of Consolidated Replies (bar chart)	50 or more CRs in 6 months/ 30 CRs in 6 months/ less than 10 CRs in 6 months	6-monthly report
12. Average turnaround time per query	Average working days from query to posting CR (bar labels)	5 days or less/ 8 days/ 10 or more days	6-monthly report
13. Satisfaction ratings of members	Sample survey by Project Coordinator (15 respondents per quarter)	60 or more stars (5=highest; 1=lowest)/ 45 stars/ less than 30 stars	Quarterly report

<p>➤ <i>Contribution to development effectiveness</i> 14. Number knowledge products generated</p>	<p>Number of products every 6 months (bar chart)</p>	<p>10 or more in 6 months/ 5 in 6 months/ 2 or less in 6 months</p>	<p>6 monthly report</p>
<p>15. Impact of knowledge products generated</p>	<p>Rating on website feedback site</p>	<p>200 or more stars (50 persons avg."4")/ 150 stars in 6 months/ 100 or less stars in 6 months</p>	<p>6 monthly report</p>
<p>16. National recognition for "Solution Exchange" as influencing development effectiveness</p>	<p>Ratings by Resource Group members from query by RC on impact</p>	<p>Outstanding/ Positive/ None at all</p>	<p>Annual report</p>
<p>Project Consequences</p>			
<p>➤ <i>Evidence of success of project concept</i> 17. Increase in number and size of Solution Exchange communities in India</p>	<p>Time series chart of total number of subscribers and of communities formed in India</p>	<p>Dramatic (rate of growth is increasing)/ Modest (rate of growth is steady)/ None (rate of growth is flat or downwards)</p>	<p>6 monthly report</p>
<p>18. The "Solution Exchange" brand is introduced by UN Country Teams in other countries</p>	<p>Time series chart of total number of subscribers and of communities formed Globally</p>	<p>Dramatic (rate of growth is increasing)/ Modest (rate of growth is steady)/ None (rate of growth is flat or downwards)</p>	<p>Annual report</p>
<p>➤ <i>Evidence of value added to the role of the UN</i> 19. National recognition for the UNCT as influencing development effectiveness</p>	<p>Ratings by selected UN system partners from query by evaluator on impact</p>	<p>Outstanding/ Positive/ None at all</p>	<p>End-of-project evaluation</p>

¹This Summary Table is drawn from a project Working Paper, "Performance Measurements", dated 21 March 2005, available on request. The Working Paper provides the specific details for the representation of results, the rankings and the survey questions. It is intended to be reviewed and adjusted midway into 2005 based on initial experience.