



## United Nations Development Programme, Project Document

Project Title	Knowledge Management (KM) in UNDP: The Next Generation
Expected SP Outcome:	Links to all SP Outcomes Output 3: Resident Coordinator knowledge management systems developed Output 10: Knowledge Management frameworks, products and services support the policy, programming and project cycles
UNDP Global Programme Expected Outputs:	<ol style="list-style-type: none"> <li>1. Practice approach and service delivery model implemented – promoting responsive, streamlined policy advisory services.</li> <li>2. Global programme-sponsored initiatives contribute to United Nations partnerships, by clarifying comparative advantage and collaboration mechanisms, establishing partnerships, and integrating United Nations partners into 'Teamworks' and the service delivery model.</li> </ol>
KM Project Expected Outputs:	<ol style="list-style-type: none"> <li>1. A secure, ICT-based Extranet (Teamworks) implemented to simplify, encourage and enhance collaboration and connection.</li> <li>2. UNDP leverages knowledge assets to drive organisational performance</li> <li>3. UN multi-agency knowledge sharing and engagement enhanced for more effective response to development priorities.</li> <li>4. Corporate knowledge management group reinforced to implement the UNDP knowledge management strategy.</li> </ol>
Executing Entity:	United Nations Development Programme (BDP Knowledge Management Group)
Implementing Agencies:	United Nations Development Programme (BDP Knowledge Management Group)

### Brief Description

In line with the UNDP Strategic Plan 2008-2013, this project aims to ensure that UNDP's vast knowledge resources and expertise are fully leveraged and accessible whenever and wherever needed. It is designed to streamline the delivery of policy advisory services by supporting UNDP's client-facing staff in providing knowledge-based services and results-based solutions to partners working to achieving the Millennium Development Goals. This project focuses on:

1. Developing an Extranet platform (Teamworks) for collaboration across all staff and partners;
2. Fostering a culture shift whereby UNDP staff and partners contextualize and share their own knowledge assets in support of development outcomes; and,
3. Fostering partnerships to enable other UN agencies to fully leverage their own knowledge and participate in an expanded UN-wide knowledge sharing platform.

This project will strengthen global and local partnerships both within and outside the UN system by making relevant knowledge readily available to UNDP staff and partners wherever located. It will improve and expand UNDP's knowledge networks and the contextualization of our knowledge and skills. Having our knowledge readily available will enable doing more with less, increase cost effectiveness, maximize investments made in external expertise and ensure retention of experience from staff and consultants. The project will be operational at global, regional, and country levels, in collaboration and coordination with relevant partners, including other UNDP units, programmes, and initiatives, other UN agencies and organisations, as well as partners from civil society.

<b>Total resources to be reviewed by PAC</b>	
<b>Regular (GCF IV)</b>	<b>\$ 480,000</b>
<b>Total allocated resources (09-11)</b>	
Regular (BSB)	\$6,800,000
Unfunded budget (2010-2011)	\$4,960,000
<b>Total resources required (09-11)</b>	<b>\$ 12,240,000</b>

Programme Period:	2009-2011
SP Key Result Area:	All
Atlas Award ID:	00056581
Start Date:	01/01/2009
End Date:	31/12/2011
PAC Meeting Date:	18/12/2009
Mgmt. Arrangements:	UNDP DIM for Global
Programme Resources	

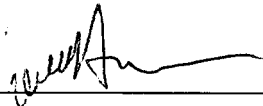
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## LIST OF ABBREVIATIONS

BCPR	Bureau for Crisis Prevention and Recovery
BOM	Bureau for Office Management
BSB	Biennium Support Budget
CO	Country Office
FAO	Food and Agriculture Organisation
GP	Global Programme
ICT	Information and Communication Technologies
ILO	International Labour Organisation
KM	Knowledge Management
KMG	Knowledge Management Group
MDG	Millennium Development Goal
MYFF	Multi-Year Funding Framework
OIST	Office of Information Systems and Technology
OSG	Office of the Secretary General
RBM	Results Based Management
RCM	Regional Coordinating Mechanisms
RRF	Results and Resources Framework
RSC	Regional Service Centre
SNAP	Solutions Network of Asia Pacific
UN	United Nations
UNCT	UN Country Team
UN-DESA	UN Department for Economic and Social Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNIFEM	UN Development Fund for Women
UNV	UN Volunteers
WB	The World Bank

## I. SITUATION ANALYSIS

Despite major strides towards achievement of the MDGs, developing countries are facing not only the ongoing challenges of poverty, conflict and epidemics, but also new and growing crises such as worsening food shortages, rising energy costs, stressed global financial markets and climate change. These unprecedented challenges have resulted in increased pressure on development organisations to adapt and respond. With less than seven years remaining before the MDGs deadline, UNDP's Strategic Plan (2008-2011) recognizes the need to accelerate efforts to boost progress toward the achievement of the MDGs. Assisting development partners in responding to these challenges, contributing to the achievement of the MDGs and fostering human development is UNDP's core mandate.

UNDP supports partners by connecting them to results-based, trusted and experienced solutions. While ensuring the development of national capacities, UNDP responds to national needs by drawing on its field experience and knowledge to implement quality development assistance that supports national development priorities. UNDP capitalizes on its history, talented people on the ground and time-tested relationships that have led to trust and mutual respect. This bottom-up and experience-based knowledge is central to UNDP's staff members' ability to contextualize the organisation's global pool of knowledge to serve clients effectively. This approach also facilitates connecting with knowledge resources of the huge pool of consultants, counterparts and partners with whom UNDP works.

UNDP has a long tradition in Knowledge Management (KM), primarily in research, publishing and policy advisory services. During the last two decades, UNDP initiated a number of changes focused on increasing the value and use of the organisation's knowledge. Initiatives designed to increase UNDP's ability to operate as a "learning organisation" included: establishing policy advisory support at the Sub-Regional Resource Facilities; establishing communities of practice and knowledge networks; decentralizing regional programmes and policy services; and establishing Knowledge Management as a service line under the Multi-Year Funding Framework (MYFF).

Although UNDP approved a corporate Knowledge Management strategy in 2004, only one-fifth of the funds requested were provided. Available funds were used to support small-scale, catalytic pilot activities in a range of disparate areas and locations, including some of the initiatives above. These initiatives, while successful, were disjointed and did not result in an integrated corporate system applicable to all regions and all practices. UNDP's email-based Communities of Practice, which have served a great need for many years and resulted in important thematic discussions and knowledge products, have not kept up with technological advancements that would enhance their capability to leverage knowledge most effectively. Contributions to knowledge management have been made by all bureaus and business units including, among others, BCPR, OSG, PB, and BOM. In addition, three regional service centres created local knowledge sharing platforms.

As a result, knowledge sharing in UNDP is fragmented across many locales and systems, which make it difficult to source, integrate, contextualize and leverage the vast amount of valuable knowledge produced by staff, experts and partners. The bottom-up knowledge generated in country offices, regional programmes and advisory services is not systematically shared throughout the organisation.

Because knowledge generated in one context is not consistently accessible to those dealing with the same issue in other locations, UNDP staff is often disconnected from services, innovations and solutions developed or provided by others within the organisation. The use of stand-alone knowledge platforms has resulted in an “islands” effect that prevents knowledge from being easily shared and exchanged across the whole organisation.

Information sharing between UNDP and its external partners, including those within the UN system, is also limited, hindered by the same islands effect that prevents the flow of knowledge within the organisation. UN agencies are often not aware of the achievements, experiences and knowledge of UNDP, and vice versa. The same is true with UNDP consultants, who often complete their contract work and leave without sharing the knowledge they have accrued or the solutions they have developed. Unable to access or “recycle” the expertise developed by consultants, UNDP often re-hires them to repeat work similar to what they have already done.

UNDP should act swiftly to ensure that an effective knowledge environment is created for client-facing staff serving especially in Country Offices and implementing programmatic initiatives, as well as their advisors and partners within and outside the organisation. The UNDP Strategic Plan 2008-2011 identified four mandates for knowledge management: a) Building on the knowledge of others as one of UNDP’s comparative advantages; b) Effective knowledge management must be part of the improved business model; c) Establishing knowledge systems that integrate with other UN organisations is critical for UNDP to lead the development of a strengthened Resident Coordinator; and d) UNDP must improve existing Communities of Practice, open them to other UN staff members, and implement knowledge management frameworks, products and services required to support the policy, programming and project cycles.

UNDP’s Fourth Global Programme 2009-2011 (DP/GP/2) promotes a mutually supportive “virtuous cycle” as the hallmark of UNDP as a globally networked organisation in bringing global knowledge and learning to country level and bringing country realities to global attention. The knowledge management component of the Global Programme focuses on supporting the human and technical infrastructure required to enable UNDP to leverage globally connected, locally focused knowledge.

In addition, improving UNDP’s knowledge management capability has been identified as a key driver to the achievement of the “One UN” vision.<sup>[1]</sup> As a leading organisation within the UN system in applying knowledge management strategies to connect agencies, staff and programmes throughout the world in support of the UN Resident Coordinator system, UNDP is working toward coherence and “Delivering as One” to ensure effective development assistance to its partner countries. Similarly to its internal situation, however, there is also no common facility for sharing knowledge generated by each organisation within the UN. Different organisations are at different levels of knowledge management capacity in terms of approaches, practice and systems.

## II. STRATEGY

Against the backdrop of these challenges, UNDP developed a new Knowledge Management Strategy (2009-2011) that complements and is integral to its Strategic Plan and the Global Programme. The Knowledge Strategy leverages the best of knowledge management as it has developed over the last decade – communities, good practices, innovative and organized knowledge - and expands and extends their capabilities by using emerging “2.0<sup>[2]</sup>” people-centric concepts including social networking collaboration, user profiles and groups, self-generated discussions and usage-based taxonomies. The

strategy draws UNDP's trusted partners into the UN development dialogue and equips country teams and policy analysts to better use the collective "brain power" of UNDP's communities, groups and individuals.

The knowledge strategy, which this project implements, provides the human and technical infrastructure and linkages among HQ, regions and country teams that will enable them to learn from and help each other, prepare for the implementation of initiatives, identify expertise, develop capacity, and add knowledge gained in the field to UNDP's collective expertise. The strategy aims at strengthening organisational knowledge sharing, facilitating the distribution of the practices' thematic guidance, sharing field-based solutions and ensuring that all staff can find, leverage and add value to what UNDP collectively knows and can offer to its clients.

By providing improved mechanisms for UNDP staff, affiliates and partners to leverage the collective knowledge of the organisation and adapting UNDP's culture and systems to remain relevant and competitive to meet the expectations of partners and clients, this project supports the UNDP Strategic Plan's KM-related outcomes as indicated above and UNDP Global Programme outputs 3 (Resident Coordinator knowledge management systems developed) and 10 (Knowledge Management frameworks, products and services support the policy, programming and project cycles).

The vehicle for realizing this strategy is a secure, web-based Extranet platform, known as "Teamworks," which provides for internal and external secure (via user authorization) knowledge sharing, collaboration, distribution and networking. Teamworks, which is designed around people, projects and knowledge and services, enables staff and partners to learn, share, connect and contextualise knowledge and foster a more collaborative environment in order to deliver higher quality, cost-effective and result-oriented services.

This project has four outputs:

1. A secure, web-based Extranet (Teamworks) implemented to integrate and enhance collaboration and connections;
2. UNDP leverages knowledge assets to drive organisational performance;
3. UN multi-agency knowledge sharing and engagement enhanced for more effective response to development priorities;
4. Corporate knowledge management group reinforced to implement the UNDP knowledge management strategy.

Although the KMG will be leading the implementation of the knowledge strategy at the corporate level, knowledge is everyone's responsibility at UNDP and at the UN at large. Input from the different units, Bureaus and individuals will be critical to the success of this project. The project will be implemented in a phased approach, as explained later in this document.

Sources of funds for the implementation of the project are mainly from BSB Funds and the Global Programme. The project anticipates cost-recovery from partners for the portion related to UN-wide provision of knowledge-sharing services. This document describes expected outputs regardless of the source of funding, the associated Results and Resources Framework (RFF) include all sources of present and expected funding.

## OUTPUT 1: A SECURE, WEB-BASED EXTRANET (TEAMWORKS) IMPLEMENTED TO SIMPLIFY, ENCOURAGE AND ENHANCE COLLABORATION AND CONNECTION.

To position UNDP as a “knowledge organisation” and support client-facing staff in providing services to development partners, an *Extranet* knowledge platform (Teamworks) will be developed and managed by the KMG. Teamworks, (currently at the end of the prototyping stage and being tested across a large user pool) is a secure, web-based facility that provides for internal and external knowledge sharing, collaboration, distribution and networking. It is distinct from the *Intranet*, which provides UNDP users with internal and secure workflow management, archive, administrative tools, content management and lifetime digital record-keeping. It is also distinct from the *Internet*, which provides a management system for UNDP’s external public websites’ content.

Teamworks is anchored in the UNDP Content and Collaboration Architecture (CCA) as defined by OIST<sup>[3]</sup> as the “Extranet.” The CCA provides guidelines for development of the next generation of UNDP’s web-based tools. As described above, the CCA consists of the Extranet, the Intranet and the Internet. This architecture is developed and managed by the respective Project Boards and collegially by business sponsors from BOM, PB, OSG and BDP-KMG through the ICT and RBM Boards. This three-tier architecture is a substantial shift from the older, two tier, Intranet and public web-sites structure, in which it protects internal information and processes handled by the Intranet, provides a secure Extranet platform for sharable knowledge and organisation-wide collaboration, and manages external presence through the Internet’s corporate websites.

The fit-gap analysis (Annex II of the 2009 KM strategy) conducted in 2008-2009, revealed that UNDP did not have a corporate platform to support integrated functionalities of wider collaboration, knowledge sharing and distribution and networking. Developing such a platform is critical for leveraging the vast amount of knowledge UNDP and its partners produce. If knowledge is not organized, contextualized and made available, it is either lost or not leveraged outside the context which created it. Hence, for UNDP it is imperative to establish a global knowledge collection and distribution mechanism. Teamworks will provide such a platform and new methods for sharing and locating knowledge, as well as the individuals and contexts behind that knowledge, in a cost-effective manner.

Teamworks leverages the achievements of the KM “1.0<sup>[4]</sup>” approach with the contextual and dynamic, people-centric environment of KM 2.0. Utilizing KM 2.0 collaboration approaches and technologies – collaborative spaces, social networking and instant communication tools – Teamworks connects people to people and to knowledge and experience. Teamworks leverages the knowledge accrued through operation and offered through the thematic practices’ services. To this extent, Teamworks provides a collaboration and networking platform that includes, among other features:

1. A dashboard for users to customise to their needs, save time and effectively display the knowledge and information they use most;
2. Profiles for users to display their work, solutions, skills and knowledge while connecting with others;
3. A live, user-updated roster to locate staff and consultants based on their actual interaction, knowledge contribution and experience;
4. Protected collaboration spaces supporting moderated communities of practice and ad-hoc user groups across staff, partners, and external subject matter experts worldwide;



5. Links to other systems of record and tight integration with our Learning Resource Centre to close the circle between knowledge and learning;
6. Tools for consolidation and distribution of group discussions to ensure accessibility and record throughout the organisation;
7. Tools for rapidly communicating to colleagues across the globe;
8. Real-time collaboration tools for people in different locations (such as Wikis);
9. Powerful search features including “tagging” for users to assign descriptive keywords to any knowledge asset, creating their own usage-based taxonomy;
10. Polls, system wide messaging, message lists and other knowledge facilitation functions; and,
11. Usage based modes, including low-bandwidth and mobile, to ensure usability in the widest range of locations and situations.

Teamworks is designed to enable UNDP’s client-facing staff to more effectively provide policy advice and services by leveraging the most recent and relevant knowledge assets of the whole organisation and its partners. Teamworks will enable colleagues to more easily engage, share and innovate through its thematically-oriented service spaces. Teamworks will facilitate the work of policy advisors by making it easier for them to discover, distil, contextualize and share knowledge, both quality-assured corporate content and knowledge generated by users. It will enable advisors to bring UN colleagues with similar responsibilities into their core communities, thereby multiplying the capacity of all agencies.

Teamworks supports and improves the efficacy of the Knowledge Networks and Communities of Practice that have been the human infrastructure for sharing knowledge and collaboration across offices, regions and departments in UNDP. The use and support of facilitated strategic communities that have been in place for more than 10 years will be enhanced and strengthened by the new knowledge sharing platform’s social networking tools to connect colleagues with common professional interests, support discussions, exchanges, identification of important content and provision of expert advisory services. Teamworks will meet or exceed the capabilities of the email-based practices. Teamworks will include functionalities for responding to discussions directly from email in-boxes as well as for discussion moderation and consolidation to provide strategic synthesis of knowledge assets.

Teamworks also allows for further collaboration and innovation by enabling users to create their own public or private groups on any topic of common interest. The project space component on Teamworks allows for automatic inclusion of project information from existing systems of record and for the manual addition of activities pages for items not recorded in project information, such as workshops, conferences, etc.

A prototype application of Teamworks has been implemented to ensure that key functions (from security to hosting, and from users’ networking to content management and the creation of thematic spaces and groups) are verified across a wide range of user types at all levels included externally through secure “guest” accounts. The first three phases of the prototype were made available to UNDP staff and partners for testing in May 2009. By November 2009, more than 1,700 users had logged into the Teamworks prototype, more than 2,000 files had been posted, 9,000 messages had been exchanged, 70 Service Spaces had been created and more than 100 user groups had been established on themes ranging from Gender to MDG Strategies and from Field Monitoring to Private Sector initiatives. During

the first three phases of the prototype, hundreds of usability comments and suggestions were received, logged and analysed to guide the development of the production (final) platform. Lessons learned from the prototype will also be shared with users during the roll-out of the final production application to show how the platform saves time and can ultimately lead to greater development effectiveness.

In July 2009, a request for proposals (RFP) for the development of the production platform was initiated and a vendor was selected in October 2009. The production version of Teamworks will be developed and rolled out in phases from end 2009 to 2011, prioritizing key features such as thematic communities and user groups and adding sophisticated functions such as multi-lingual support and translation, instant messaging, multimedia streaming and key global functions such as polls, tracking and business analysis. The content of the prototype will be automatically migrated to the production version to ensure data retention, persistence of activities and continuation of work already underway.

## OUTPUT 2: UNDP LEVERAGES KNOWLEDGE ASSETS TO DRIVE ORGANISATIONAL PERFORMANCE.

The knowledge strategy presents a new approach to knowledge sharing and the provision of policy advisory services within UNDP that relies on each individual within the organisation, as well as external consultants and partners, to produce, contextualize and share their own experience and knowledge assets, while enabling the leveraging of others' knowledge. The successful adoption and implementation of the knowledge strategy will significantly strengthen UNDP's provision of policy advisory services, supporting the service delivery model<sup>[5]</sup>, but will require a significant culture shift and acceptance of a new paradigm of knowledge sharing. Achieving this culture shift will require a programme consisting of strategies for communication, advocacy, guidance and training both internally and externally at HQ, Regional Service Centres and in Country Offices.

On a practical level, the phased transition from the existing email-based communities of practice, workspaces and knowledge-based assets in UNDP's current knowledge systems to Teamworks will be gradual and will not involve any disruption of existing services. Content will be added to Teamworks by relative owners at a reasonable pace. Contrary to financial systems where all users must switch to a new system simultaneously, the knowledge platform will allow sufficient time, across a span of approximately a year, to be populated and adopted. In this, the early adopters' experience and content accrued through the Teamworks prototype will be greatly beneficial as it will allow for guidelines to be drafted to facilitate the transition. By sharing their knowledge and interacting through the system, users are the key to ensuring that Teamworks is populated. On a preliminary basis, it has been assessed that the learning curve of using Teamworks is quite shallow and largely intuitive, minimising the training necessary for the uptake of the platform.

The knowledge-sharing approach of this project ensures, through the platform Teamworks, wide individual and group visibility and, therefore, recognition at all levels. This visibility and built-in recognition will act as powerful incentives for users to contribute, share and access knowledge assets. This, in turn, will foster a richer, collaborative environment that will deliver the most valuable knowledge where it is needed. The benefits of this organic approach to visibility and recognition are numerous, ranging from improved team-building among staff to easier knowledge access for client-facing staff and greater efficiency for business processes and expertise mapping. To complement and extend the visibility/recognition inherent in the Teamworks platform, the Knowledge Management Group will work in partnership with the relevant functional and management units (practices, thematic groups, regional bureaus, centres and business units and partner agencies) to ensure that staff are

aware of the benefits of using the new Extranet platform and to build on existing culture-shift efforts to entrench knowledge sharing and usage in all facets of our work. Alignments with HR incentives will also encourage use of the system.

In order to achieve the above, the project will include the design of a comprehensive communication, training and advocacy plan to introduce UNDP staff to the new knowledge sharing platform and concepts and support their use. With the support of communication and advocacy materials, training will be conducted across the organisation. At the country level, the KMG and the Team Leaders in Regional Service Centres (who will be inducted and trained as part of Output 4) will conduct hands-on training sessions. A pilot training exercise has already begun and guidelines for further training are being developed. Additionally, the KMG will develop a comprehensive user guide and multimedia modules for using and supporting Teamworks, as well as use case scenarios that will enable staff at all levels of the organisation to maximize the full potential of the platform according to their specific situation.

To realize the culture shift required for extensive adoption of the new knowledge sharing platform, the project will use available internal and external resources to develop change management approaches, including management support and recognition and incentive programmes, Teamworks "champions" at all levels of the organisation and the targeted use of Teamworks in key local, national, regional and global events. This is vital as, while younger or tech-savvy staff is already familiar with KM 2.0 concepts and tools such as social networking, wikis, interactive websites and others, some may need more support and training in adopting new approaches in working and collaborating. It is important to note that similar shifts happened several times in the past. Groups of people within the organisation were found to be at different levels of readiness in embracing new technologies and using them to improve the quality and quantity of their work. There is little doubt that today the shift from fax to email, which was resisted by many, was critical to improve our work effectiveness. Email has now fallen into the background as a "technology" and has been completely internalised as a must-have tool to carry out most basic work. The uptake of other Internet-based tools such as websites and Intranets has followed a similar path, minimally understood at first and then widely adopted and intimately connected to our working practices. Today we see this reflected in our use of mobile phones, once designed to make only voice calls and now becoming more of an extension of our office, following us wherever we are. In the latter case this transition simply "happened" and it has been adopted almost without exception and without a specific plan or effort. Collectively, all the shifts mentioned here have had the effect of extracting more value from our resources and making us more effective and competitive in our work. Drawing from these experiences, this project will further facilitate uptake by carrying out effective training efforts and will engage all stakeholders. These efforts will use available tools and resources, including the Learning Resource Center courseware capabilities, and will strive to enlist visible support from management. The keystone of these efforts will be in highlighting the importance of knowledge sharing at a time when the effectiveness and relevance of our organisation largely depends on the responsibility of each staff to be a front-line contributor to our global work and the services we provide to our development partners.

### OUTPUT 3: UN MULTI-AGENCY KNOWLEDGE SHARING AND ENGAGEMENT ENHANCED FOR MORE EFFECTIVE RESPONSE TO DEVELOPMENT PRIORITIES.

The knowledge strategy will enable UNDP to provide a facility to bring trusted partners into the knowledge platform, deliver services and connect with colleagues from other UN agencies as well as with other external actors. Currently, UNDP is limited to relying on email to enable trusted partners to

exchange and collaborate. Teamworks will support Resident Coordinators with a knowledge management system that allows for full engagement and knowledge sharing with other UN agencies, donors, partner governments, non-governmental organisations, academia, experts and practitioners. This extended collaboration is a key focus of this strategy and it is expected to position UNDP as one of the knowledge providers while maximizing the impact of its work at country level.

Although the “One UN” initiative identifies increasing access to knowledge as a key driver to the achievement of the “One UN” vision<sup>[6]</sup>, there is no common platform or system for sharing knowledge generated by each organisation within the UN. While results-based management has been adopted by UN organisations, on-the-ground experiences have not been widely shared to inform planning and development of services and solutions.

Developing a KM facility that is accessible to the UN and other external partners is a key output of the current Global Programme. Teamworks and the implementation of this strategy aim at providing UN country teams with a platform serving as a virtual UN House of expertise and knowledge. The Extranet platform can be used to provide knowledge services to the Regional Coordination Mechanisms “RCM” with the Social and Economic Council at the regional and global levels by creating the necessary collaboration spaces for knowledge sharing and collaboration.

Recognizing that other UN agencies have a wealth of knowledge resources (organized and unorganized), an assessment will be conducted to identify these initiatives and determine how Teamworks can best provide a joint facility for better utilization of the different UN systems. The assessment will be conducted through practical experience accrued during the prototype phase and bilateral and multi-lateral meetings, workshops, outreach activities, demonstrations, and case showing with other UN organisations. This assessment will also contribute to the discussion of the High-level Committee on Programmes (HLCP). Discussions are already underway with UNV, which has shown interest in Teamworks and has requested access to test the prototype’s usability. Other discussions have started with ILO, FAO, UNIFEM, UNESCO, UNECA and various units at the UN Secretariat and are expected to be continued in the coming months.

There is also demand from UN agencies to host their own organisational thematic networks within Teamworks “domains” with the capacity to maintain their own content and branding, as well as to have administrative control over their own user base. Supporting this requires the development of functionalities to allow Teamworks to host multiple agency domains in parallel. This would allow each participating agency to benefit from the functionalities built into Teamworks while maintaining their own branding and control and utilizing a single platform critical to effective inter-agency knowledge sharing. A Multi-Agency Framework for Teamworks has been drafted to outline the basic requirements and conceptual aspects for other agencies to leverage the capabilities of Teamworks internally and for inter-agency work. The framework posits that users from other UN agencies could access and contribute, through Teamworks, staff and consultants profiles, hence having access to skills not available in their own organisation and content, discussions and other knowledge assets. Participating agencies will establish their own domains independently from UNDP but on a common, cost-effective, technical platform.

Agreements for collaboration will be proposed ensuring the optimum enhancement of Teamworks for the benefit of participating UN organisations. Depending on these agreements, the number of UN agencies willing to join and the level of accessibility, an RFP for Teamworks enhancement will be prepared and system development will be sought to host, run and absorb additional traffic and volume. Cost implications will then be determined and funding sought from the interested agencies to cover

these costs. The KMG will also investigate the possibility of additional support from UNDP's existing corporate partnerships.

The cost shared components will include a one-time entry fee per agency plus an annual component for hosting and technical services provided by an external provider, as well as shared helpdesk and management positions to support the governance and technical administration of Teamworks.

To ensure "Delivering as One" and enhance UN collaboration in providing its collective knowledge to its partners, the KMG will establish on Teamworks and lead an inter-agency Community of Practice devoted to Knowledge Management as a compliment to and vehicle for development of a multi-agency system. This community would bring a host of UN partners together to discuss sharing of knowledge, system platforms, and best practices for utilizing knowledge sharing systems for achieving development goals.

#### OUTPUT 4: CORPORATE KNOWLEDGE MANAGEMENT GROUP REINFORCED TO IMPLEMENT THE UNDP KNOWLEDGE STRATEGY

The Knowledge Management Group (KMG), as the implementer of the Knowledge Strategy, will sponsor and lead the organisation's knowledge sharing activities, focusing particularly on development of the knowledge platform, Teamworks; overseeing the change management initiative designed to achieve the culture shift the strategy requires; and managing collaboration and distribution of knowledge for UNDP and its external partners.

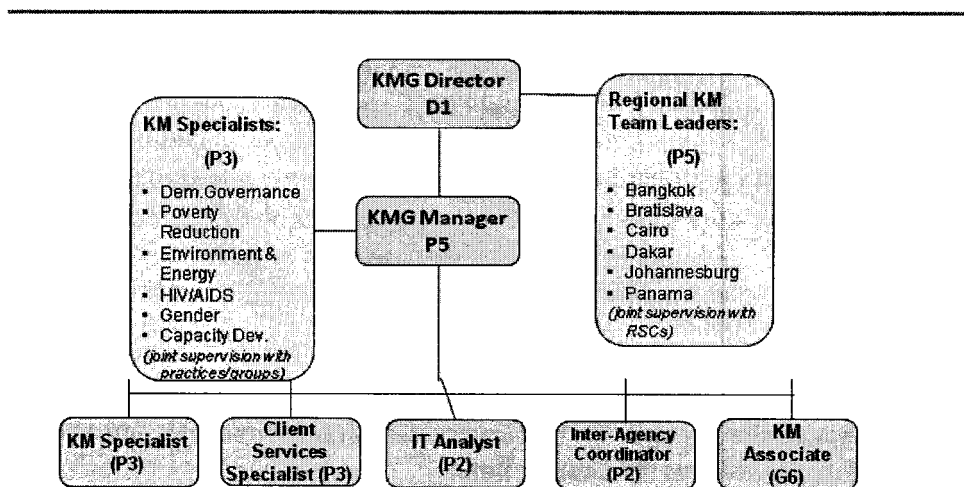
The KMG will undertake necessary advocacy and outreach activities to enhance partnerships and ensure high quality implementation of the strategy. The KMG will establish common goals and a clear identity, outlining and making visible the services the Group offers.

The following core knowledge services will be provided by the KMG:

1. A corporate service for ensuring ubiquitous access to knowledge created at all levels of the organisation for all staff members, including development and technological oversight of the Extranet platform;
2. Communication, advocacy and training to acquaint all UNDP staff and affiliate users with the new knowledge sharing platform and concepts and encourage their adoption;
3. Development of knowledge policies, including those related to access to Teamworks, usage ethics, human resources support and guidelines for knowledge contributions, retention of knowledge of departing staff and consultants.
4. Reports and analyses of knowledge usage and availability, cost, return on investment, ongoing business needs for knowledge services, identification of current development trends, business intelligence and innovative solutions;
5. Strategic partnerships for KM with other UN Agencies and development partners to promote and advocate KM approaches globally; and,
6. Cost-recovered services to interested partners on an individual agreement basis.

The KMG will receive financial contributions from different sources of funds for its human resource base. The Global Programme funds six Regional Knowledge Management Team Leaders posts, a KM

Specialist, an IT Manager, a Client Services Specialist, an Inter-Agency Co-ordinator (from 2010) and a Project Associate post. This basic structure (see organigram below) ensures that the newly constituted KMG has adequate capacity to facilitate delivering on the corporate knowledge services outlined in the strategy. BDP practice-based KM specialists will have a secondary reporting line to the KM Group and focal points will be established at the CO level. Additional capacity may be added at the service contract level as needed. Additionally, the implementation of output 4 may necessitate the recruitment of additional resources proportional to its uptake on the side of participating UN Agencies.



The Regional Knowledge Management Team Leaders, to be located in the Regional Service Centres, will be critical for implementing the knowledge strategy and project at the regional level and will ensure coordination at the global level. New KMG staff will be provided with tailored training and induction at HQ. The KMG team will be fully operationalised at a global retreat once all positions are filled.

#### CURRENT STATUS AND BUDGET DISBURSED

In December 2008, BDP submitted for the consideration of the Operation Group (OG) a Knowledge Strategy to strengthen our communities of practice, facilitate the distribution of our practices' thematic guidance, share country offices' field-based solutions and ensure that each staff can find, leverage and add value to what UNDP collectively knows. The Strategy was endorsed by the Results Based Management (RBM) Board in January 2009 and discussed by the ICT Board in two sessions in February 2009. It was approved by the OG and shared with all staff in May 2009. Funding for the development of the strategy and the first release of the prototype has been facilitated by an initial allocation of US\$ 500,000 from the 2008-2009 Biennium Support Budget (BSB). This is accounted for as part of the total budget outlined in this document. While this amount has been a cornerstone in drafting the strategy, and developing the prototype, continued funding is essential to ensure that Teamworks is fully developed to the full extent of its functionality and usability and to achieve the culture shift required.

Recognising the critical importance of gaining acceptance and support for the Knowledge Strategy, exhaustive strategic, technical and client-oriented consultations have taken place over the past six months covered by resources made available from the BSB. In addition to early preliminary Knowledge Strategy visioning meetings with a range of stakeholders, the Bureau for Development Policy's KM Group has convened and participated in an extensive round of one-to-one and group consultations at headquarters, regional service centres and country offices.<sup>[21]</sup> Along with the visioning exercise, the prototype application of Teamworks was developed to test key functions across a wide-range of internal and external users. Parallel to the development of the prototype, a request for proposals (RFP) for the development of the web-based platform was initiated. The Knowledge Management Group has been conducting meetings with partner agencies and other United Nations offices with a view to raising awareness of UNDP's strategic positioning and direction in Knowledge Management and to gauge support for establishing a common UN facility for knowledge sharing<sup>[8]</sup>.

This document represents the high-level implementation plan for the Knowledge Strategy with the overall required resources, including an additional \$6.8 million from the current and 2010-2011 Biennium Support Budgets. However, it is intended primarily to release Global Programme resources of US\$ 480,000 for 2009. This investment is critical for the overall implementation of the Knowledge Strategy, to develop the full version of Teamworks, and to enable the associated resource mobilization activities and partnerships with other UN agencies for an expanded UN-wide knowledge sharing platform. The results framework indicates the allocation of resources over the duration of the project while the risk assessment indicates the level of risk and planned mitigation measures to ensure efficient and smooth implementation of the strategy.

### III. RESULTS AND RESOURCES FRAMEWORK AND ANNUAL WORK PLAN

**Intended Outcome as stated in the Global Programme Results and Resource Framework:** While there is no one-to-one relationship between Global Programme outputs and Strategic Plan outcomes (given the need to focus the limited resources of the Global Programme), the knowledge management component is expected to underpin UNDP support to all Strategic Plan outcomes. The indicators described below are forward looking to 2010-2011 once Teamworks and related services will be established. Note: some indicators may appear more than once.

**Outcome indicators as stated in the Global Programme Results and Resources Framework, including baseline and targets:**

Strategic Plan outcomes	Related Global Programme outputs	Strategic Plan and Global Programme output indicators
Strategic Plan outcome 3: Resident Coordinator knowledge management systems developed.		<ol style="list-style-type: none"> <li>1. Percentage of core UNDP staff as members and active users of Teamworks;</li> <li>2. Number of UN entities using Teamworks;</li> <li>3. Number of 'Teamworks' membership across UN entities other than UNDP.</li> </ol>
Strategic Plan output 10. Knowledge management frameworks, products and services support the policy, programming and project cycles	Knowledge management platform conceptualized and developed	<p>Corporate</p> <p>a) A corporate Knowledge Management Strategy developed, adopted and improved</p> <p>b) Teamworks' platform established and improved</p> <p>Quantitative:</p> <ol style="list-style-type: none"> <li>1. Number of users trained in Teamworks;</li> <li>2. Number of users active in Teamworks;</li> <li>3. Number of unique digital assets uploads;</li> <li>4. Number of digital assets downloads;</li> <li>5. Number of connections across users;</li> <li>6. Growth trend of user groups;</li> <li>7. Growth trend of members of corporate spaces.</li> </ol> <p>Qualitative</p> <ol style="list-style-type: none"> <li>8. Percentage of country offices reporting that communities of practice and knowledge networks are integral to their daily work;</li> <li>9. Number of digital assets user recommendations;</li> <li>10. Number of vetted, quality assured asset downloads.</li> </ol>
<b>Additional Global Programme outputs</b>		
<b>Global programme output indicators</b>		
1. Practice approach and service delivery model implemented – promoting responsive, streamlined policy advisory services and high-quality, relevant knowledge products		<ol style="list-style-type: none"> <li>1. Number of practice spaces (service spaces) with active membership established through 'Teamworks'</li> </ol>
2. Global Programme-sponsored initiatives contribute to United Nations partnerships, by clarifying comparative advantage and collaboration mechanisms, establishing partnerships, and integrating United Nations partners into 'Teamworks' and the service delivery model		<ol style="list-style-type: none"> <li>1. Number of 'Teamworks' membership across UN entities other than UNDP.</li> </ol>



**Partnership Strategy:** As agreed with the stakeholders of the corporate Content and Collaboration Architecture (Annex III of the 2009 KM Strategy), the KMG will be part of the ICT Board managed by OIST on the technical side and by the RBM Board, managed by OSG on the business side (TOR to be defined) to oversee issues related to the architecture. The architecture has, to date, three components: Intranet, Extranet and the public Internet. The KMG is the corporate sponsor of the Extranet component. The Board will ensure that the three components will stay within a common framework, and linkages and coherence are properly managed. Partnerships will be established with other UN agencies at the global and regional levels. Other partnerships would include think tanks and thought fora and centres of excellence. While partnerships with stakeholders will be strengthened and enhanced.

**Project title and ID (ATLAS Award ID):** Knowledge Management (KM) in UNDP: The Next Generation/ 00056581

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	FUNDING SOURCE	Budget
<b>Output 1:</b> A web-based Extranet (Teamworks) implemented in line with the new corporate Content and Collaboration Architecture to simplify, encourage and enhance collaboration.  <b>Baseline:</b> No Extranet system exists in UNDP.  <b>Indicators:</b> - Fully functional corporate KM Extranet.	<b>Targets (2009)</b> - Prototype created and tested -RfP concluded  <b>Targets (2010)</b> Production application tested and operational across all UNDP.  <b>Targets (2011)</b> - Retirement of applicable legacy systems. - Additional functions added responding to users' feedback.	Design and develop Teamworks prototype (phase 1-3)	KMG/ Consultant	BSB 02300	\$200,000
		Establish testers group	KMG		
		Test prototype (phase 1-3)	KMG/ Consultant		
		Develop production application and technical services RFPs	KMG		
		Develop prototype-level Multi Agency features	KMG	BSB 02300	\$100,000
		Launch procurement process	KMG/PSU		
		Develop production application of Teamwork	KMG/Consultants	BSB 02530	\$4,100,000
		Multi-media content development, including training modules	KMG/Consultants	BSB 02530	\$800,000
		Develop links with other corporate applications and systems	KMG with relevant units		
		Prepare monitoring tools and monitor implementation	KMG		

	Phase out applicable systems, including migrating content	KMG/OIST	BSB 02530	\$200,000
	User Support	KMG	BSB 02530	\$500,000
	Conduct annual technical review.	KMG/Focal points		
				<b>Subtotal</b>
				<b>\$5,900,000</b>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	FUNDING SOURCE	Budget
<p><b>Output 2:</b> UNDP leverages knowledge assets to drive organisational performance.</p> <p><b>Baseline:</b> Social networking and using Web 2.0 systems has not been attempted by UNDP before.</p> <p><b>Indicators:</b></p> <p>50% of UNDP staff profiles are updated and active.</p> <p>Teamworks used as the main system for knowledge sharing by COs</p> <p>Steady increase in active users, Service Space memberships, discussions, recommendations and User Groups.</p> <p>Policy advisory services globally accessible and visible.</p>	<p><b>Targets (2009)</b></p> <ul style="list-style-type: none"> <li>- Knowledge strategy developed and approved.</li> <li>- Communication strategy developed.</li> <li>- BDP SDM Service Spaces, including on KM established in TW.</li> </ul> <p><b>Targets (2010)</b></p> <ul style="list-style-type: none"> <li>- Change management and implementation plan developed and implemented.</li> </ul> <p><b>Targets (2011)</b></p> <ul style="list-style-type: none"> <li>- Knowledge sharing becomes a driver for development effectiveness</li> </ul>	<p>Develop, discuss and roll out a corporate knowledge management strategy</p> <p>Consult with relevant bureaus on communication strategy</p> <p>Develop a roll-out, communication and outreach strategy</p> <p>Produce and update appropriate communication and advocacy materials.</p> <p>Communications, outreach and advocacy on Knowledge strategy and TW, including participating in relevant face-to-face global, regional and country level meetings</p> <p>Design and implement change management strategy for TW</p> <p>KM Service Space(s) managed in Teamworks in line with SDM</p> <p>Support to the BDP Directorate in developing practical guidance on KM component of SDM to policy staff</p>	<p>KMG</p> <p>KMG</p> <p>KMG/OC Consultant</p> <p>KMG/Consultant</p> <p>KMG</p> <p>KMG/Consultants</p> <p>KMG</p> <p>KMG</p>	<p>BSB 02300</p> <p>BSB 02300</p> <p>BSB 02300</p> <p>GP</p> <p>BSB 02530</p>	<p>\$150,000</p> <p>\$40,000</p> <p>\$10,000</p> <p>\$290,000</p> <p>\$700,000</p> <p><b>Subtotal</b> <b>\$1,190,000</b></p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	FUNDING SOURCE	Budget
<p><b>Output 3:</b> UN multi-agency knowledge sharing and engagement enhanced.</p> <p><b>Baseline:</b> No common platform exists.</p> <p><b>Indicators:</b></p> <p>UN Agencies participating in Teamworks platform</p> <p>UN interagency CoP created and managed</p>	<p><b>Targets (2009)</b></p> <p>Discussions held and demonstrations on Teamworks provided to at least 6 UN organisations</p> <p>At least two UN Agency has access and use Teamworks</p> <p>One KM UN-wide Service Space launched</p> <p><b>Targets (2010)</b></p> <p>At least two participating Agencies using Teamworks</p> <p><b>Targets (2011)</b></p> <p>At least two additional participating Agencies using Teamworks</p>	<p>Conduct consultations with other UN Agency KM teams and introduce UNDP KM Strategy</p> <p>Identify areas where Teamworks will improve existing UN KM systems and could be used as a platform for collaboration (Teamworks show case)</p> <p>Conduct meetings and advocacy with UN agencies to agree on KM collaboration schemes.</p> <p>Identify key UN and other external partners and conduct demonstrations to foster partnerships at global, regional and country level</p> <p>Extranet platform made available to participating UN agencies with agreed levels of accessibility and features</p> <p>Develop training and support for participating UN agencies</p> <p>Host and maintain Multi Agency Teamworks structure</p> <p>Input into high-level interagency exchanges (CEB, HLCP, etc).</p> <p>Create and lead a UN wide community of practice on knowledge for development effectiveness</p>	<p>KMG</p> <p>KMG</p> <p>KMG/Participating Agencies</p> <p></p> <p>KMG</p> <p>KMG</p> <p>KMG</p> <p>KMG/RSCs</p> <p>KMG</p>	<p></p> <p></p> <p></p> <p>GP</p> <p>Unidentified</p> <p>Unidentified</p> <p>Unidentified</p> <p>GP</p> <p>GP</p>	<p></p> <p></p> <p></p> <p>\$150,000</p> <p>1,000,000</p> <p>1,000,000</p> <p>150,000</p> <p>50,000</p> <p>\$150,000</p> <p><b>Subtotal</b> <b>2,500,000</b></p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	FUNDING SOURCE	Budget
<p><b>Output 4: Corporate Knowledge management group reinforced to implement the KM strategy</b></p> <p><b>Baseline: Skeletal KMG has been established with one regional team leader and process for recruiting others initiated</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Fully trained and staffed KMG with Team leaders functioning in all regions. Regular board meetings held.</li> <li>- UN system-wide interagency cooperation established</li> <li>- Teamworks policies established.</li> </ul>	<p>Targets (2009)</p> <ul style="list-style-type: none"> <li>- KMG established</li> <li>- 7 posts filled</li> </ul> <p>Targets (2010)</p> <p>Regular Project Board meetings (2 per year)</p> <ul style="list-style-type: none"> <li>- Collaboration and coordination mechanism created with other HQ units.</li> <li>-Partnerships with at least 2 UN agencies established.</li> <li>-Retreat held.</li> </ul> <p>Targets (2011)</p> <ul style="list-style-type: none"> <li>- One assessment exercise conducted per year for the use and cost effectiveness of TW.</li> <li>- Retreat held.</li> </ul>	<p>Advertise, assess and select staff for 4 KMTL positions, IT Analyst, Project Associate, Client Services Specialist and Manager, KMG.</p>	<p>KMG/OHR RSCs</p>	<p>GP</p>	<p>\$2,050,000</p>
		<p>Induction of regional KM team leaders in NYHQ. Annual detail of KMTLs.</p>		<p>GP</p>	<p>\$300,000</p>
		<p>Prepare training needs analysis and conduct Training for KMG staff.</p>	<p>KMG/consultancy</p>	<p>GP</p>	<p>\$150,000</p>
		<p>Organize and hold a global KM Retreat</p>	<p>KMG</p>	<p>GP</p>	<p>\$150,000</p>
		<p>Establish common goals for the team on</p>	<p>KMG</p>		

		implementing the strategy						
		Prepare Work plan						
		Create collaboration and coordination mechanisms with other HQ units						
		Provide support to COs and units on KM Strategy implementation issues						
		Develop knowledge policies, including those for access to Teamworks, usage ethics, HR validation and legacy issues.	KMG					
		Advise on and oversee knowledge services, systems and technology						
		Oversee the implementation of the strategy.						
		Hold regular Project board meetings						
		Report on and analyze knowledge usage and availability, cost, return on investment, ongoing business needs for knowledge services	KMG/Units/RHs					
							<b>Subtotal</b>	<b>\$2,650,000</b>
							<b>Total</b>	<b>Outputs 1-4</b>
								<b>\$12,240,000</b>

2009 ANNUAL WORK PLAN

Intended Outputs	Key Activities	Responsible Parties	Timeframe				Planned Budget		
			2009				Budget Description	Funding Source	Resources in \$
			Q1	Q2	Q3	Q4			
<b>Output 1:</b> A web-based Extranet (Teamworks) implemented in line with the new corporate Content and Collaboration Architecture to simplify, encourage and enhance collaboration.  <b>Baseline:</b> No Extranet system exists in UNDP.  <b>Indicators:</b> - Fully functional corporate KM Extranet prototype.	Design, develop and test Teamworks prototype (phase 1-3)	KMG/ Consultant	x	x	x	x	Int consultant: Technical services  Company: software development	BSB 02300	\$100,000  \$100,000  Sub total: \$200,000
	Develop production application and technical services RFPs	KMG/		x			Staff time		
	Develop prototype-level Multi Agency features	KMG/ Consultant			x	x			BSB 02300





	Conduct annual technical review.	KMG									Int. consultants	\$100,000
		KMG/KM Focal points								x	Staff time	
											Subtotal Output 1	\$1,500,000

<b>Output 2:</b> UNDP leverages knowledge assets to drive organisational performance.  <b>Baseline:</b> Social networking and using Web 2.0 systems has not been attempted by UNDP before.  <b>Indicators:</b> 50% of UNDP staff profiles are updated and active.  Teamworks used as the main system for knowledge sharing by COs  Policy advisory services globally accessible and visible.	Develop, discuss and roll out a corporate knowledge management strategy	KMG	x	x	x	x					Travel  Int. consultants	\$50,000  \$100,000 Sub total:\$150,000	
	Consult with relevant bureaus on communication strategy	KMG			x						Staff time		
	Develop a roll-out, communication and outreach strategy	KMG/OC Consultant		x		x				x	Int. consultant	\$40,000	
	Produce and update appropriate communication and advocacy materials.	KMG/Consultant				x				x	Int. consultant	\$10,000	
	Communications, outreach and advocacy on Knowledge strategy and TW, including participating in relevant face-to-face global,									x	Travel	\$50,000	
											GP		

regional and country level meetings	Consultation with RSCs												
	Conduct KM COPs in association with other practices.												
	KM Service Space(s) managed in Teamworks in line with SDM	KMG	x	x	x	x				x	Staff time		
	Support to the BDP Directorate in developing practical guidance on KM component of SDM to policy staff	KMG	x	x	x	x					Staff time		
												<b>Subtotal Output 2</b>	<b>\$250,000</b>

<b>Output 3:</b> UN multi-agency knowledge sharing and engagement enhanced.	Conduct consultations with other UN Agency KM teams and introduce UNDP KM Strategy	KMG	x	x	x	x					x	Staff time	
<b>Baseline:</b> No common platform exists.	Identify areas where Teamworks will improve existing UN KM systems and could be used as a platform for collaboration (Teamworks show case)	KMG	x	x	x	x					x	Staff time	
<b>Indicators:</b> UN Agencies participating in Teamworks platform UN interagency CoP created and managed	Conduct meetings and advocacy with UN agencies to agree on KM collaboration schemes.	KMG/Participating Agencies	x	x	x	x					x	Staff time	
	Identify key UN and other external partners and conduct demonstrations to foster										x		GP

	partnerships at global, regional and country level								Travel		\$10,000
	Provide input into high-level interagency exchanges (CEB, HLCP, etc).	KMG/ RSCs					x		Travel	GP	\$10,000
										<b>Subtotal Output 3</b>	<b>\$20,000</b>

<p><b>Output 4:</b> Corporate Knowledge management group reinforced to implement the KM strategy ;</p> <p><b>Baseline:</b> Skeletal KMG has been established with one regional team leader and process for recruiting others initiated</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Fully staffed KMG with Team leaders functioning in all regions.</li> <li>- Regular board meetings held.</li> <li>- UN system-wide interagency cooperation established</li> </ul>	Recruit Team Leaders and KMG staff.	KMG/OHR RSCs					x		Staff time		
	Advertise, assess and select staff for 4 KMTL positions, IT Analyst, Project Associate, Client Services Specialist and Manager of KMG.						x	x	International Professional Staff GS Staff	GP	\$330,000 \$80,000 Sub-total: \$410,000
	Establish common goals for the team on implementing the strategy	KMG						x		Staff time	
	Prepare Work plan							x	Staff time		

	Create collaboration and coordination mechanisms with other HQ units		x										
	Provide support to COs and units on KM Strategy implementation issues		x										
	Develop knowledge policies, including those related to access to Teamworks, ethics, HR validation and legacy issues.	KMG	x										
	Advise on and oversee knowledge services, systems and technology		x										
	Oversee the implementation of the strategy.		x										
	Hold regular Project board meetings			x									
	Report on and analyze knowledge usage and availability, cost, return on investment, ongoing business needs for knowledge services	KMG/KM focal points											
												<b>Subtotal Output 4</b>	<b>\$410,000</b>
												<b>TOTAL Outputs 1-4</b>	<b>\$2,180,000</b>

1.1 Summary of Resources Breakdown by Output for the duration of the project (2009-2011)  
divided by source of fund (Amounts in USD)

Output	Focus Area	Global Programme IV	Regular Bi-annual Support Budget (BSB)	Other Agencies- Unidentified	Total All Resources
Output 1	ICT-based Extranet (Teamworks)		5,900,000		5,900,000
Output 2	UNDP leverages knowledge assets to drive organisational performance	290,000	900,000		1,190,000
Output 3	UN multi-agency	350,000		2,150,000	2,500,000
Output 4	Knowledge Management Group	2,650,000	-		2,650,000
	<b>Total</b>	<b>3,290,000</b>	<b>6,800,000</b>	<b>2,150,000</b>	<b>12,240,000</b>

1.2 Summary of Resources Breakdown by Output for 2009 (Amounts in USD)

Output	Focus Area	Global Programme IV	Regular Bi-annual Support Budget (BSB)	Other Agencies - Unidentified	Total All Resources
Output 1	ICT-based Extranet (Teamworks)		1,500,000	-	1,500,000
Output 2	UNDP leverages knowledge assets to drive organisational performance	50,000	200,000	-	250,000
Output 3	UN multi-agency	20,000		-	20,000
Output 4	Knowledge Management Group	410,000		-	410,000
	<b>Total</b>	<b>480,000</b>	<b>1,700,000</b>		<b>2,180,000</b>

1.3 Summary of Resources Breakdown by Output for all years  
divided per year (*Amount in USD*)

<b>Output</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
Output 1	1,500,000	2,800,000	1,600,000	5,900,000
Output 2	250,000	710,000	230,000	1,190,000
Output 3	20,000	1,285,000	1,195,000	2,500,000
Output 4	410,000	1,120,000	1,120,000	2,650,000
<b>Total</b>	<b>2,180,000</b>	<b>5,915,000</b>	<b>4,145,000</b>	<b>12,240,000</b>

1.4 Summary of Resources Breakdown by Source of budget for all years

(*Amounts in USD*)

<b>Source</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
GP	480,00	1,440,000	1,370,000	3,290,000
BSB	1,700,000	3,400,000	1,700,000	6,800,000
Unfunded	-	1,150,000	1,000,000	2,150,000
<b>Total</b>	<b>2,180,000</b>	<b>5,990,000</b>	<b>4,070,000</b>	<b>12,240,000</b>

## IV. MANAGEMENT ARRANGEMENTS

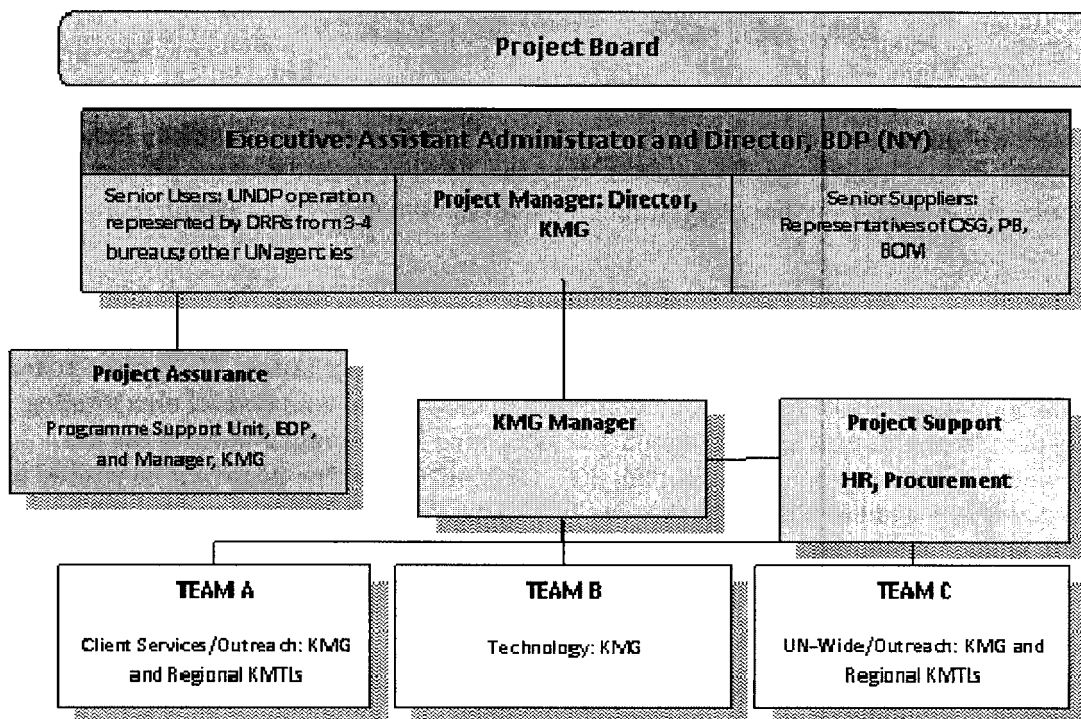
As corporate sponsor of the knowledge strategy, BDP will be responsible for the implementation of this project. The project will be implemented through the UNDP Direct Implementation Modality [DIM] and in line with the UNDP project management guidelines. The Management structure of the project will be fully consistent with the PRINCE 2 methodology including establishment of a Project Board.

### **Project Board**

A Project Board will guide the implementation of the project, enhance coordination between stakeholder units and facilitate decision-making on key stages of its implementation. The Project Board will include senior staff members from service, programme and business units as well as, on a rotating basis, representatives from other UN agencies and UNDP associated funds/programmes. These are envisaged to be senior managers from OIST, LRC, OC, OSG, OHR, BCPR, RBs. The Board will be chaired by the Deputy Director of BDP and the KMG will act as the Secretariat. Minutes of each meeting will be distributed and filed for the record. Decision-making will be by consensus. A detailed Terms of Reference for the Board will be developed as part of the Implementation Plan. The project board will:

- a. Provide guidance and monitor the implementation of the Knowledge Strategy, including usage, policy and technical issues;
- b. Review work plans and changes to the strategy;
- c. Advise on issues which may arise from implementation, ensure consistency with other strategies and suggest solutions; and,
- d. Ensure that the strategy remains on course and receives adequate support from relevant business units.

### **Project Board Structure and organisation**



The following roles are foreseen in the Project Board:

- **Executive:** Assistant Administrator and Director, Bureau for Development Policy (New York)
- **Project Manager:** Director, Knowledge Management Group,
- **Senior Suppliers:** Representative, OSG, PB, BOM
- **Senior User:** UNDP operation represented by DRRs from 3-4 regional bureaus.
- **Project Assurance:** Programme Support Unit, BDP, and Manager, KMG
- **Team Managers:** Regional KMTLs (Client Services/Outreach, Technology, UN Wide)
- **UN Agencies:** Representatives from 2-3 agencies using Teamworks as external guests and/or with own agency domains.

The Project Board will report on issues related to: implementation; funding; partnerships; strategic directions, work plan; information relevant to and in support of the Strategic Plan; major system improvements; and, other issues of concern.

Each session will be preceded by the submission of an annual report.

In order to ensure synergy with related corporate initiatives, the Project Board includes stakeholders from relevant corporate bodies such as the ICT Board, and the RBM Board.

## V. MONITORING FRAMEWORK AND EVALUATION

**Quality Control:**



In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

#### Within the annual cycle

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Report (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year, or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- The project will be evaluated in 2011 as part of the evaluation plan of BDP projects.

## VI. LEGAL CONTEXT

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## VII. ANNEX: RISK ANALYSIS

The success of the knowledge strategy depends on unequivocal support at all levels of the organisation, the availability and timely disbursement of funding, clarification of knowledge sharing, privacy and access security policies, a clear definition of knowledge roles within the organisation and a clear definition of Teamworks as a secure Extranet platform. Implementation will require significant culture change and the establishment of common expectations and goals in relation to the role of individuals and knowledge. Failing to meet these dependencies would pose a significant risk to the successful implementation of the strategy. This section analyses the risks and potential mitigation of those risks with a view to ensuring success of the strategy.

Project Title: Knowledge Management (KM) in UNDP: The Next Generation		Award ID: 00056581		Date: October 2009					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of organisational support at all levels	2008	Organisational Strategic	Describe the potential effect on the project if this risk were to occur  Staff motivation and contribution to KM in general and implementation of the strategy in particular are encouraged by significant support for the strategy from the Executive Office and senior management. However, there may still be a risk at the country and regional levels. Impact could include losing opportunities of generating and using knowledge and duplicating efforts and wasting resources.  P = 1 <sup>[9]</sup> I = 4	The strategy has been approved and disseminated, after extensive discussions with central units, regional centres, country office RRs and dozens of individuals through presentations and face-to-face meetings. Expectations have been discussed, and concerns have been addressed. Clear and consistent communications from senior management championing the strategy have garnered organisational support. A communication and change management strategy will be developed and implemented to solidify support during the implementation phase.	KMG Director	KMG Director	Strategy adoption announced by UNDP Admin. 5/2009	reducing
2	Incomplete disbursement of funding	2009	Financial	Partial funding for the implementation of Teamworks was approved in September 2009. Given the small size of the KMG and the	This risk can be mitigated by the swift conclusion of the RFPs related to the implementation of the knowledge strategy and the swift completion of	KMG Director	KMG Director	Funding approved 9/2009	In progress

3	Unclear or Unrealistic expectations of what Knowledge Management is and what Knowledge Sharing can deliver	2008	Strategic	<p>scope of the project, there is a risk that the late approval will make it difficult to fully disburse the allotted funds by year end. P = 4 I = 4</p> <p>It is important to have clearly articulated and common expectations of what knowledge management is and what a knowledge strategy can deliver, and to manage the expectations of different parts of the organisation even though they may be varied and sometimes opposed. Failure to understand and address constituents' expectations risks undermining the entire Knowledge Strategy. P = 2 I = 2</p>	<p>an implementation and roll-out plan that includes training, advocacy and change management initiatives. Corporate support will be needed for the KMG team to move quickly to procure needed staff for the project.</p> <p>While it is not possible to anticipate all demands and needs, thorough consultation with organisational units at all levels and a comprehensive advocacy and communication strategy will ensure that the majority of concerns are considered and accommodated where possible. Monitoring and evaluation throughout every stage of the implementation of the strategy will support this process.</p>	KMG Director	KMG Director	OG meeting April 09	In progress
4	Resistance to Teamworks	2008	Operational	<p>Success will depend on management support of a cultural shift that encourages willingness to adopt new concepts in sharing knowledge and to support the concept of individuals at all levels being empowered to share and contextualize their own knowledge. Barriers to successful knowledge sharing in the past may have included a lack of management commitment to change, inadequate policies, a lack of user-friendly systems and processes for capturing</p>	<p>This can be mitigated by clear communications with senior and mid-level managers about the benefits to staff, the organisation, partners and clients of empowering staff to share and contextualize knowledge as made possible by the implementation of the strategy. Targeted messages and an awareness campaign will promote an environment in which all staff believes that their knowledge is respected, valued and used to inform decisions. In parallel a change management plan will be developed in collaboration</p>	KMG Director	KMG MCT		In Progress

5	Confusion and Resistance to using Teamworks due to lack of adequate training	2008	Operational	<p>knowledge, a sense that 'knowledge is power' and fear that the knowledge will be taken out of context and used inappropriately. P=2</p> <p>I=3</p> <p>Lack of understanding of Teamworks will leave people reluctant to use it and will leave valuable knowledge assets unleveraged. Unless they are fully trained and comfortable navigating Teamworks in their daily work, users will continue to use old systems and the benefits of the knowledge strategy will not be realized. P=3</p> <p>I=3</p>	<p>with the MCT Strategy.</p> <p>The bulk of knowledge production will be carried out by individual staff members, advisors and knowledge facilitators as the true subject matter experts within the practices and other organisational units. Distribution, guidance and training will be provided through the core services and support delivered by the newly constituted Knowledge Management Group, including corporate guidelines, services support and clear communication on the changing knowledge roles and what these changes mean for each individual and for the organisation. The system itself will also facilitate this new way of working and support the transition. A training programme will be implemented to ensure introductory and on-going training at HQ, regional centres and Cos. Training and user guidance materials will also be available on Teamworks.</p>	KMG Director	Strategy reviewers	ICT Board October 2009	In progress
6	Misunderstanding the role of Teamworks as a corporate Extranet system	2008	Operational	<p>Lack of understanding of the role of Teamworks will result in a lack of use and a failure to maximize the platform's ability to leverage UNDP's expertise and knowledge. It will be important to clarify and carefully communicate the role of Teamworks as an Extranet system and as part of</p>	<p>Close coordination and consistent collaboration with OIST in delivering messaging at HQ, regional offices and Cos about the three components of the Content and Collaboration Architecture will prevent confusion and ensure that each of the three components are used as intended to</p>	KMG Director	Strategy review	ICT Board October 2009	In Progress

7	Failure of System and Infrastructure	2008	Organisational	<p>the new corporate Content and Collaboration Architecture. It is envisaged that all knowledge assets that can be effectively contextualized and captured will be shared using Teamworks.</p> <p>P=1 I=1</p> <p>The system of this magnitude is complex and implementation will face obstacles and delay the process and will not link with existing systems</p> <p>P=1 I=3</p>	<p>their maximum benefit.</p>	KMG Director	OIST/OG/BOM	ICT Board October 2009	Reducing
8	Privacy compromised by	2008	Regulatory	<p>There is an inherent concern related to the desire to protect internal</p>	<p>This has been addressed and will continue to be overcome through close and constant coordination with OSG, BOM, OIST and PB. Highly technical and detailed discussions have already taken place with each of these units with a view to ensuring that technical proposals for the new system are feasible in terms of compatibility, low-bandwidth environment issues, hosting and other standards of corporate information systems infrastructure. The development and roll out of the Content and Collaboration Architecture and close co-ordination across the three components will mitigate this risk. The development of a Teamworks prototype has enabled testing of system and security functionality and gathering of lessons learned to inform the final product application. Selecting a small group of Cos to pilot the platform will enable further testing and the gathering of valuable feedback for system development.</p> <p>These concerns can be addressed by putting in place robust and clear</p>	KMG	ExO, HR, OIST	ICT Board October	

insufficient or unclear security policies and functionalities	Operational	<p>UNDP knowledge spaces and the benefits of sharing knowledge with other UN agencies and national partners.</p> <p>P=2 I=4</p>	<p>guidelines and a security structure at the asset level for access and use of UNDP's knowledge base by non-UNDP users. Similarly, clear guidelines will be necessary to govern questions of content generation and uploading into the system, accountability and system usage ethics. The safeguarding of people's private information in the system will be addressed through the promulgation of clear system security guidelines on the types of personal information that should and should not be included. Careful and thorough consultation with ExO, BOM/OIST and OHR will be necessary in the preparation of these policies to ensure that any issues relating to harassment, abuse and profile privacy are addressed, and user guidelines will be published online. A security matrix will also be provided to OIST.</p>	Director	2009	In progress
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## ENDNOTES

- [1] "Delivering as One" Report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment (A/61/583), November 2006.
- [2] The term "2.0" collectively represents the collaborative technologies such as blogs, wikis and social networks-based platforms. LinkedIn, Facebook, Twitter, Devex and other are examples of public 2.0 platforms which enable sharing professional and social information across a large number of users, wherever located and allows them to participate in discussions and fora through groups, themes, causes, etc.
- [3] Office of Information Systems and Technology.
- [4] The term "1.0" describes technologies such as email, static web-sites and portals and other "vertical" managed solutions for information and communication. UNDP manages most of its thematic networks through email lists.
- [5] The UNDP Approach to Policy Advisory Services (SDM) articulates a common framework for the delivery of policy advice to Country Offices.
- [6] "Delivering as One" Report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment (A/61/583), November 2006.
- [7] A comprehensive list is provided in the strategy document
- [8] Meetings have so far taken place with DOCO (UNDG), ILO, FAO, UNAIDS, UNIFEM, OCHA, UNICEF, UNFPA, CEB, the Interagency KM informal group (UNIDO), and in the UN Secretariat -- the Departments of Political Affairs and Peacekeeping Operations and the UN Knowledge Management Forum initiative.
- [9] p=probability; I=Impact