

**United Nations Development Programme  
Global Project Document**

**Project Title:** UNDP Knowledge Management 2014-2017 under the Global Programme V

**SP Outcome(s):**

**Outcome 7:** Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

**Organizational Effectiveness and Efficiency Results Area 1:** Higher quality programme through results-based management

**Expected GP Outcome(s):** Same as the SP Outcomes above.

**Expected Output(s):**

**Output 1:** Improved mechanisms and systems for knowledge capture and lessons learning in place

**Output 2:** Improved mechanisms and systems for knowledge exchange and networking in place

**Output 3:** UNDP's openness and knowledge sharing about its work increased

**Output 4:** KM measurement framework utilized to report on KM activities and performance

**Output 5:** KM and learning mechanisms and principles integrated in consultants procurement and HR talent management processes

**Contributing to Expected SP Output(s):**

**Output 7.7:** Mechanisms in place to generate and share knowledge about development solutions.

**Results Statement 1.3:** Knowledge management institutionalized and learning is made part of its performance culture

**Executing Entity:** BPPS/Development Impact Group

**Implementing Agencies:** UNDP

**Brief Description**

This global project aims to implement those elements of UNDP's Knowledge Management Strategy Framework 2014-2017 that benefit from ownership by the business unit that leads UNDP's KM mandate. The intended beneficiaries of this project are all UNDP staff, consultants and project staff at global, regional and country level, as well as UNDP's clients, partners and the general public that benefits from UNDP's knowledge, advisory and support services. Following the lessons and feedback from internal and external stakeholders of the last years and following the priorities of the Strategic Plan, the project prioritizes six KM focus areas to strengthen UNDP role as knowledge broker, builder of capacities and facilitator of exchanges in KM for development practice: Knowledge Capture and Lessons Learning, Knowledge Exchange and Networking, Openness and Knowledge Sharing, Measurement and Reporting, and KM and learning in HR and procurement. The KM team will be working jointly with various business teams within and outside BPPS on the implementation of specific initiatives of the project.

Programme Period: 1/2014 - 12/2017  
Key Result Area (Strategic Plan): Outcome 7,  
OE & ER Area  
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Atlas Award ID: \_\_\_\_\_

Start date: 01/08/2014

End Date 31/12/2017

PAC Meeting Date \_\_\_\_\_

Management Arrangements: DIM

Total resources required \$1,950,000

Total allocated resources: \$345,000

- Regular \$345,000

- Other:

- o Donor \_\_\_\_\_

- o Government \_\_\_\_\_

Unfunded budget: \$1,605,000

In-kind Contributions \_\_\_\_\_

Agreed by (UNDP):



03 Sept 2014

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Magdy Martinez-Soliman, Director a.i., Bureau for Development Policy

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## I. ACRONYMS

BDP	UNDP Bureau for Development Policy
BERA	UNDP Bureau for External Relations and Advocacy
BOM	UNDP Bureau of Management
BPPS	UNDP Bureau for Policy and Programme Support
CO	Country Office
COP	Community of Practice
DST	Development Solutions Team
DI	Development Impact
GCF	Global Cooperation Framework
GP	Global Programme
HQ	Headquarters
HR	Human Resources
IRRF	Integrated Results and Resources Framework of UNDP's Strategic Plan
KICG	UNDP Knowledge, Innovation and Capacity Group
KM	Knowledge Management
MOPAN	Multilateral Organization Performance Network
MSI	Mutual Support Initiative
OCHA	UN Office for the Coordination of Humanitarian Affairs
OIST	UNDP Office of Information Systems and Technology
OHR	UNDP Office of Human Resources
OPG	UNDP Organizational Performance Group
OSG	UNDP Operation Support Group
PSU	UNDP Procurement Unit
QAP	Quality Assurance Process for Knowledge Products and Publications
RC	Regional Centre
SCIG	UNDP Strategic Change Implementation Group
SP	UNDP Strategic Plan 2014-2017
SURF	UNDP Sub-Regional Facility
UNDP	UN Development Programme

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## II. SITUATION ANALYSIS

On the ground in 177 countries and territories, UNDP is the most universal actor in the area of technical development assistance and capacity development, generating not only direct development outputs, but also a rich base of collective knowledge. Since 1998, UNDP has been working on ways to tap into this base of experience in order to allow for accelerated lesson sharing and comparative analysis. A cornerstone of this effort was the establishment of thematic practices and the institutionalization of its global knowledge networks. This approach corresponded with the first two Global Cooperation Frameworks (1997–2004), when sub-regional resource facilities (SURFs) were established to provide policy support to country offices. During the decentralization phase of GCF-II and GCF-III (2005–2008), knowledge management (KM) activities were streamlined to coordinate work at the global, regional and local levels and capture the knowledge generated by the country offices, including support for the annual Human Development Report. Despite its strategic importance, however, KM in UNDP for many years was lacking an overarching strategic framework, and instead was mostly implemented through catalytic pilot initiatives. UNDP's approach to Communities of Practice stood out as the primary pillar of its KM work, widely recognized for setting the stage for formalized KM within UN organizations.

In 2009 UNDP set forth its Knowledge Strategy 2009-2011 to harness knowledge in support of its business objectives, putting heavy emphasis on supporting 'just-in-time' peer knowledge sharing by making new investments in people, processes, and technology. A key pillar of the strategy was the Teamworks global knowledge networking platform which addressed many of the weaknesses noted in prior UNDP evaluations. While the efforts undertaken have given staff more control over asking and solving their own knowledge queries, it did not put heavy emphasis on incentivizing staff to follow a standard model for doing their knowledge work, and as a result it has been difficult to consistently realize the potential for 'reuse' of knowledge that is flowing through UNDP.

The Global Programme IV Evaluation<sup>1</sup> highlighted that there has been increasing demand from country offices for knowledge on innovative approaches and solutions, advisory services and support. It emphasized the need to improve all aspects of knowledge products, to strengthen cross-bureau and cross-regional sharing, and to ensure that systematic knowledge sharing activities are put in place to institutionalize knowledge sharing as a key crosscutting dimension of the UNDP's work and to regularly monitor their effectiveness. The Multilateral Organization Performance Network's (MOPAN) "Assessment of the Organisational Effectiveness and Reporting on Development Results" from 2012<sup>2</sup> similarly asked for improved "reporting on how lessons learned and best practices are used to improve programming", and commended the "use of online communities of practice was noted as an effective means of sharing". The BDP/BCPR KM Assessment Report from 2010<sup>3</sup> highlighted that the system of capturing and transferring experiential and organizational knowledge needed to be stronger, that formal processes to capture tacit knowledge and make it available needed to be introduced, and staff roles should be formally supplemented with 'knowledge citizenship' expectations, where sharing is not a luxury, but an obligation.

The Strategic Plan 2014-2017 re-aligns UNDP's attention on a set of priority areas around Sustainable Development Pathways, Inclusive and Effective Democratic Governance and Resilience. Focusing its attention on these areas of development work will allow UNDP to allocate its resources more effectively, position itself more distinctively as a thought leader in the global development debate, and increase its impact on development results. For UNDP's knowledge management (KM) work this means that any KM activity in UNDP has to serve these three areas of development work, either directly through externally oriented evidence collection, analysis, knowledge capture, generation and exchange initiatives and engagement in policy debate, or indirectly by improving organizational effectiveness and efficiency and fostering of a culture of

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<sup>1</sup> <http://web.undp.org/evaluation/evaluations/rcf-gcf/gp/gpe-2013.shtml>

<sup>2</sup> [http://www.mopanonline.org/upload/documents/MOPAN\\_2012\\_UNDP\\_Final\\_Vol\\_1\\_Issued\\_December\\_2012\\_1\\_1.pdf](http://www.mopanonline.org/upload/documents/MOPAN_2012_UNDP_Final_Vol_1_Issued_December_2012_1_1.pdf)

<sup>3</sup> <https://undp.unteamworks.org/node/32133>

learning and exchange. The Strategic Plan envisions UNDP to be “a more knowledge-driven, innovative and open institution” and to achieve “greater organizational openness, agility and adaptability to harness knowledge, solutions and expertise”. This vision builds the overarching frame to formulate UNDP’s KM priorities going forward. More specifically, the Strategic Plan sets out to “draw on knowledge and expertise gained in all development settings, thus, able to grasp and respond flexibly to common concerns and important differences between countries and regions”. It demands the “utilization of South-South and triangular cooperation, in particular, to share knowledge on policy and institutional issues”, emphasizing that UNDP’s “role will be that of a knowledge broker, builder of capacities and facilitator of exchanges driven primarily by programme countries themselves, working with other interested stakeholders.”

The Strategic Plan 2014-2017 Integrated Results and Resources Framework (IRRF) makes explicit references to knowledge-focused results. Output 7.7 of the Outcome “Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles” is set to put “mechanisms in place to generate and share knowledge about development solutions”, and Results Statement 3 for ‘Improved accountability of results’ demands that “KM is institutionalized and learning is made part of its performance culture.”

Similarly, the Global Programme V (GP V) sets out to “overcome institutional, financial and informational barriers to ‘knowledge transactions’” and “tap into the collective experiences of UNDP’s large network of partners to harness country and regional knowledge about what works and what doesn’t in different settings”. As such the GP V is an important vehicle “for encouraging and generating ‘knowledge traffic’ between countries and across regions” and puts in place “stronger quality assurance mechanisms to ensure that knowledge management elements are fully integrated into programme and project design”, including “technical standards for evidence-based implementation and assessment of knowledge generation and sharing systems” and “analytics [that] support both internal decision-making for continuous course correction, and knowledge management that benefits the entire development community.” In addition, “UNDP’s web-based and social media platforms will help foster a stronger culture of knowledge capture, exchange and learning within and outside the organization”.

Following these institutional recommendations, UNDP developed a new UNDP KM Strategy Framework 2014-2017 that builds on the above points and summarizes UNDPs’ KM challenges as follows:

- There are multiple approaches to capturing, aggregating, sharing lessons within the UNDP network, so it is difficult to reliably find a universal compendium of UNDP’s activities and projects.
- Knowledge sharing is not yet fully institutionalized as a natural cross-functional and cross-practice exercise.
- The current process of knowledge product definition, development, dissemination and measurement does not yield the quality, reach and impact that is needed for UNDP to be a thought leader in development.
- Despite the benefits of Communities of Practices, they also nurtured the emergence of new thematic silos which often prevent cross-practice sharing and inter-disciplinary work
- Teamworks still requires improvements with regards to efficiency and usability.
- There is inconsistent or lacking reward for the sharing of knowledge, and staff lacks incentives and time to engage in knowledge sharing and learning beyond immediate deliverables.
- Metrics and indicators for successful KM are underdeveloped, and the potential of evidence-based statistics, including social network analysis, are underutilized.
- Open public sharing of challenges, shortcomings and lessons outside organizational boundaries is difficult and ‘against the culture’.
- UNDP needs to do more to tap the goodwill knowledge value of its wider audiences and beneficiaries.
- The potential of KM for identification and management of talent and expertise is underutilized.

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### III. STRATEGY

The theory of change for this project is derived from three overarching objectives for knowledge management which are stated by the Strategic Plan and the Global Programme V<sup>4</sup>:

1. Increased openness and knowledge sharing;
2. Facilitation of knowledge exchange and networking; and
3. Improved knowledge capture and leveraging of lessons learned for effective programming.

Following from this, as well as the lessons and feedback from internal and external stakeholders of the last years, including consultations in preparation to developing the KM Strategy, and following the priorities of the Strategic Plan, the UNDP KM Strategy 2014-2017 prioritizes six KM focus areas to strengthen UNDP role as knowledge broker, builder of capacities and facilitator of exchanges in KM for development practice:

- A. Organizational Learning and Knowledge Capture
- B. Knowledge networking
- C. Openness and public engagement
- D. South-South Cooperation & Ext. Client-Services
- E. Measurement and incentives
- F. Talent management

When adopting the KM Strategy 2014-2017 on 12 February 2014 the OPG reiterated that implementing the KM Strategy is a shared task across UNDP offices. While some functions fall directly under the mandate of BPPS KM support, there are other KM-related issues that are part of larger corporate processes and require ownership by all units of the organization.

This project will implement those elements of the KM Strategy that are owned by BPPS. Those elements that are explicitly championed by other business units or larger corporate initiatives will be part of corresponding projects under the responsible business unit. These elements include:

- the Global South-South Knowledge Exchange platform for Scalable Southern Solutions championed by the South-South team, and
- re-alignment of corporate incentives to foster knowledge sharing and learning.

BPPS will work closely with different business units to advise and support the respective initiative to achieve the objectives of the KM Strategy. With regards to the Global South-South Knowledge Exchange, the KM team will support the South-South team in conceptualizing the knowledge platform architecture and procuring services to develop it. With regards to corporate incentives, the KM team will support any corporate efforts to analyse and re-align incentives of business units, managers and staff as they pertain to knowledge sharing and learning.

The approach of this project is to implement a wide range of KM activities which – although each different in nature and implemented at different stages of the project – all contribute to the overarching goal of the the KM Strategy, which is to provide knowledge workers in UNDP with and an empowering ecosystem of mutually re-enforcing mechanisms, tools and policies for the production, exchange, re-use and dissemination of knowledge relevant to UNDP's Strategic Plan.

The knowledge management team will be working jointly with various business teams within and outside BPPS on the implementation of specific initiatives of the KM Strategy Framework, and in some instances, business teams outside BPPS such as BERA or OHR will be asked to take the

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<sup>4</sup> See Annex I for a review of the knowledge management elements prioritized by the Strategic Plan and the Global Programme and more details on the Theory of Change underlying the project.

lead on or support a specific initiative. In this regard, the KM team's role is not to define or lead the KM work and deliverables of these business units. Rather, its role is to provide advice, guidance and feedback as appropriate to support UNDP business units in achieving their own KM objectives derived from the corporate KM Strategy, which serves as common framework for UNDP's KM agenda that business units will pursue accordingly within. In addition, the KM team as custodian of the KM Strategy will also monitor and report on KM activities that lie outside the scope this project document and are implemented by other UNDP business units, to ensure KM initiatives across UNDP are directly contributing towards meeting the overall goals of the corporate KM strategy.

With the KM Strategy's emphasis on new and innovative mechanisms for knowledge mobilization and "working out loud", as well as the establishment of UNDP's new Innovation Facility in July 2014, many of the activities described in this project will directly support UNDP's innovation projects going forward, either directly by providing advice on supportive KM mechanisms to apply within innovation initiatives, or indirectly by establishing a supportive environment and infrastructure of services and capacity that innovation initiatives can leverage. With the establishment of the BPPS Development Impact Group which integrates more closely UNDP's innovation and KM functions, linkages between both areas will be strengthened at the team level and within work plans.

For most of its KM initiatives UNDP will – where available – work through its Regional Centre KM teams to deliver services and outputs specific to the region as well as promote global KM initiatives within the regions. Regional Bureaus are encouraged to contribute with their Regional Programmes' knowledge management outputs within to this project where appropriate.

While some of the initiatives establish modalities at UNDP HQ to improve knowledge management practices at the corporate level, other initiatives are explicitly targeted at country offices to promote a culture of knowledge exchange and 'working out loud' within country office teams. Knowledge management services, such as the implementation of KM events, trainings or knowledge fairs, as well as the mobilization of blog authors or staff exchanges will be delivered through KM personnel at Regional Centres.

It is important to note, that this project does not set out to implement in an encompassing way all possible KM initiatives and activities identified by the Strategic Plan 2014-2017 or by the Knowledge Management Strategy 2014-2017. Rather, it identifies a select number of activities that will be implemented as a global project within the available budget envelope of the Global Programme V. Other business units, including regional bureaus, central bureaus and country offices, through their respective programmes and work plans, are explicitly encouraged to design additional KM initiatives that are derived from the mandate, principles and goals laid out in the Strategic Plan and KM Strategy document, and that will complement the efforts of this global project in achieving the KM goals of the Strategic Plan and the corporate KM Strategy.

Following the three overarching KM objectives identified in the Strategic Plan and the Global Programme<sup>5</sup>, as well as the KM Strategy priority areas that have been identified as important as within the KM Strategy's situation analysis, this project will focus on the following initiatives:

- A. Knowledge capture and lessons learning
- B. Knowledge exchange and networking
- C. Openness and knowledge sharing
- D. Measurement and reporting
- E. KM and learning in HR and procurement

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<sup>5</sup> See Annex I for a review of the knowledge management elements prioritized by the Strategic Plan and the Global Programme and more details on the Theory of Change underlying the project.

## **A. Knowledge Capture and Lessons Learning**

### Initiative 1: Lessons Learned Database

UNDP will establish a database into which lessons learned are systematically entered during project implementation and closure, based on input from evaluations, project reports or other reflection and learning. The database will be implemented as part of UNDP's corporate planning system and pull together existing information from different sources, such as the ROAR and evaluation reports, and support COs in identifying, re-using and applying aggregated lessons from previous projects in the planning new projects. This should include mapping a "landscape" of projects showing how they relate to strategic plan outputs and to each other. Complementing the database will be a single landing page which makes content from the lessons learned database, as well as selected curated lessons learned content from Teamworks and other knowledge systems searchable and presents them in a structured, easily accessible way. The Development Impact (DI) Group will lead the design of the lessons learned database while working closely with OIST which is developing technical elements of the the corporate planning system and the lessons learned database, and the KM team will advise on the user experience, design and implementation, and will define mechanisms for identifying and curating lessons learned content in Teamworks and other KM systems to make them available through the search interface of the lessons learned database.

### Initiative 2: Lessons Learned Capture

This initiative will serve as a supply mechanism for the lessons learned database, in that the DI Group will proactively engage portfolio managers, project officers, implementation partners and beneficiaries to pull, extract and document, lessons, good practices, case studies, and on-the-ground data for thematic sectors, corporate topics, products or events which will then be used to populate the lessons learned database. UNDP will prototype different modalities for how to proactively capture lessons, including UNV volunteers assigned as Lessons Learned Officers to Regional Centres, to identify lessons learned and collect evidence from country offices, as well as provide guidelines and lessons learned support services to country offices in a particular region. Each modality will be designed to ensure lessons and evidence are fed into the lessons learned component of UNDP's corporate planning system, and the project team will work closely with UNDP's Innovation Facility to ensure feedback loops for lessons learning are created when prototyping new innovation initiatives. Investments to capture lessons learned will also include review of evaluations, official reports and corporate planning documents. The team leading the lessons learned capture initiative will closely collaborate accordingly with the Evaluation Office and other business units to strengthen learning as an important component of corporate accountability and compliance mechanisms.

### Initiative 3: Knowledge production and dissemination plans for Development Solution Teams

Under this initiative a methodology will be developed for teams to identify for a given thematic area the key players and experts, the knowledge gaps and needs, the key products, data sources and examples as well as relevant forums and events, and pull in cutting-edge knowledge from the outside to help UNDP make development breakthroughs, in particular with non-traditional actors. The support will also include guidance on regularly initiating and contributing to thematic discussions in public forums and networks. Where possible, linkages will be established to the Open Government Partnership to empower citizens and strengthen open governance approaches. Regional Centres will contribute by mapping stakeholders and forums and contribute to engagement activities relevant to their regions. The knowledge management team will support DSTs in applying this methodology for their particular subject matter area, and on the bases of the assessment develop 'knowledge production plans' that formulate how the DST plans to collect data, identify and aggregate cutting-edge knowledge, conceptualize it to create new knowledge, and inject it into development debate, policy and practice.

### Initiative 4: Revision of K-products development and dissemination process

This initiative will include the revision of the process of planning, developing, and disseminating knowledge products, including review of the Quality Assurance Process (QAP) and typology for

knowledge products, creation of a global queue of products in development, creation of public global library for knowledge product distribution, and development of a performance indicator framework to measure their impact. This revised framework will establish knowledge campaigns as a central element of the knowledge product development and dissemination process to ensure outreach, awareness and impact monitoring after publication. The new QAP needs to entail criteria for monitoring and ensuring knowledge products and underlying data are gender sensitive and foster promotion of gender equality.

## **B. Knowledge exchange and networking**

### Initiative 5: Knowledge mobilization around Strategic Plan outcomes

After conducting an analysis of which SP areas require specific KM investment, this initiative will include regular moderated online and offline events such as e-discussions and crowd-sourcing exercises in subjects of the strategic plan and its outputs as part of theme-driven knowledge campaigns. The initiative will provide the intellectual foundation and a corporate feedback loop for developing substantive content of knowledge products, for providing better policy advisory services, as well as designing projects and programmes. Knowledge mobilizations will also serve as supporting mechanisms to tie into dedicated innovation-focused initiatives implemented under UNDP's new Innovation Facility, such as concentrated "Weeks of Action" to mobilize country-level experiences and solutions and facilitate knowledge exchanges between country offices (in which case a Regional Centre's KM team will lead and implement the initiative with country offices in the region) or around specific topics, during which innovation activities such as country office based design-thinking workshops and social innovation camps will be supported by dedicated knowledge mobilization activities.

### Initiative 6: Re-alignment of UNDP's Knowledge Networks

Following the restructuring of UNDP's policy bureaus the existing global knowledge networks will be realigned to support UNDP's new strategic outcomes and increasingly opened up to external partners. Particular attention will be paid to strengthening an integrated community model that is specifically designed to avoiding the creation of new thematic silos and instead foster and reward engagement with external networks, cross-thematic thinking and inter-disciplinary exchange of peers across teams formed around development solutions. The final setup of communities must ensure continued relevance and nurturing of UNDP's cross-practice community of practitioners working on gender issues. In a first immediate step in 2014, the project team will map the existing thematic networks, their audiences, and thematic areas of focus, using the initial participants base of the GMM 2014 discussions and Post-2015 discussions, and reach out to UNDP policy clusters to collaborate together in an event that will facilitate a corporate conversation on the future of the knowledge networks. During the course of 2015, the project will then facilitate the transition to the new communities, leveraging and improving UNDPs' community and knowledge networking platform Teamworks for that purpose, with an aim to build strong community identities and at the same time to retain and expand existing external audiences.

### Initiative 7: Redesign of the Mutual Support Initiative (MSI)

The project will initiate a crowd-sourced<sup>6</sup> concept for a redesign of the Mutual Support Initiative championed previously in the Asia-Pacific and Arab States regions, allowing country offices to exchange staff members for a certain amount of time. The initiative intends to build strongly on the experiences and lessons from the original MSI initiative and the Global Fund country-to-country support mechanism and encourage in particular staff in non-advisory functions to make their skills and knowledge available and work for a certain time in another team to assist with a specific task or challenge, thus institutionalizing knowledge sharing as a natural cross-functional exercise. The concept will put Regional Centres in charge of scanning and facilitating exchange opportunities in the region, and will pay special attention on monitoring and ensuring gender parity across staff exchanges. While the initiative will include physical staff exchanges, it will be complemented by

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<sup>6</sup> See glossary



measures for country offices staff to serve and contribute as peer experts in the global knowledge conversation and engage in mutual peer support online.

### **C. Openness and knowledge sharing**

#### Initiative 8: Public Blogging

Scaling up the good experiences of RBEC's 'Voices from Eurasia' blog, the initiative will establish public blogs around strategic thematic areas to serve as a channel through which staff can share, discuss and vet knowledge with the outside world. This will include coordination, editorial assistance, social media marketing, measurement and analytics tools. Special attention will be paid to gender parity among the pool of blog authors. Given that openness and public blogging is to a large extent a culture change issue, a change management plan will be prepared along with it, which will include the identification and engagement of global and regional champions that can serve as change agents within UNDP. The initiative will be led by the knowledge management team which will identify authors and content, with substantive support from BERA which will provide the IT infrastructure and editorial support, and will include clear deliverables for each Regional Centres to source blog authors and stories, and promote global regional blogs through its communications channels. The initiative, which should also learn from experiences of partner agencies versed with public media engagement, such as UNICEF, will also serve as a means for country offices to create visibility for their work and inject stories of their successes and results into global debate, thus increasing the impact of their activities. It will also serve as a means to amplify progress and success of activities implemented under UNDP's Innovation Facility.

#### Initiative 9: Public Online Dialogues and Consultations

UNDP will continue managing public dialogues and crowd-sourcing initiatives for clients and partners, building on its recent experiences with public dialogue and crowd-sourcing initiatives (Rio Dialogues, Post-2015 consultations), to create further opportunities for virtual community engagement and crowd-sourced collaboration. This will include the Rio Dialogues 2.0, future Civil 20 Dialogues as well as support to OCHA conducting consultations for the World Humanitarian Summit 2016. UNDP Regional Centres will act as amplifiers and mobilizers for consultations that have a regional focus, and the KM team will collaborate with regional communications staff to this extent, while the Development Impact Group will develop guidance and practical tools to support Regional Centres and Country Offices in engaging in public dialogue initiatives.

#### Initiative 10: Regional South-South Knowledge Fairs

UNDP will support country offices and Regional Centres and Global Policy Centres in identifying and systematizing good practices and results outside the UNDP. One key vehicle will be the conducting of regional knowledge fairs that facilitate South-South learning and developing strategies for engaging regional institutions and intergovernmental forums, in order to connect solution seekers with providers and transmit existing practical knowledge and expertise from practitioners. Building on previous successes in Latin America and the Caribbean, Regional Centres and Global Policy Centres will have the lead role in planning and executing regional knowledge fairs with a focus on South-South knowledge sharing in collaboration with SU/SSC and national partners. In order to ensure a systematic good practice approach, the global KM team will, in collaboration with Regional Centres, develop good practice guidance and quality assurance standards for the organization and performance measurement of knowledge fairs in UNDP. This will also include virtual engagement and impact measurement activities before, during and after the on-site events.

### **E Measurement and Reporting**

#### Initiative 11: Monitoring and reporting on UNDP's KM activities and progress

The KM team will fulfil its role as custodian of the KM Strategy by monitoring and reporting on progress and results of not only the activities within this project, but also on KM activities that are led by other business units and under different corporate projects. The project will develop a

performance indicator framework for KM with metrics and tracking mechanisms across COs, RCs and HQ that help the organisation measure progress and impact of knowledge generation, knowledge sharing efforts and knowledge products, and integrate KM elements into the Results-Based Management Framework. Sources of metrics for initiatives and knowledge products will come from both inside and outside the organization, including social media footprints, and tie into UNDP's Balanced Scorecard system. This will ensure that all KM activities are not disconnected from each other, but are all aware of and complement each other in achieving together the overarching goals of UNDP's KM Strategy 2014-2017.

## **F. KM and learning in HR and procurement**

### Initiative 12: Open UNDP-wide Expertise Roster

UNDP will develop a concept for streamlining its roster functions to provide one single roster with universal access for business units to UNDP's pool of consultants. The concept will be developed by the KM team in collaboration with UNDP Procurement, and should acknowledge and build on previous and current UNDP roster experiences, such as the existing BCPR SURGE Roster and others. Depending on the trajectory and mandate of the concept, UNDP will identify the business unit most suitable to implement it.

### Initiative 13: Embedding KM in HR processes

Under the leadership of OHR as the owner of UNDP's onboarding platform, KM and HR teams will work together to foster the systematic streamlining and application of KM incentives and indicators in HR recruitment, staff development and performance assessment across all staff levels and units, to emphasize the role and responsibilities of each UNDP staff member as a knowledge worker. Onboarding of new staff as well as handover/exit procedures will be improved and streamlined with a focus on learning, with a focus on supporting each bureau to develop local orientation for new staff, and tying into UNDP's ongoing efforts on staff development and learning, including UNDP's Learning Management System (LMS), where appropriate.

### Initiative 14: Knowledge Management Training

UNDP will develop capacity of staff in KM methodologies, processes and tools, including lessons learning reflection and capture, use of the lessons learned database, as well as communication, storytelling and online networking skills through on-demand workshops and webinars at HQ, Regional Centre and County Office level to ensure knowledge sharing, lessons learning and networking activities in projects and programmes yield the desired quality and impact, and seek collaborating with other UN agencies to this extent.