United Nations Development Programme

Bratislava Regional Center for Europe & CIS
Project Document

Knowledge Management Support for Europe and the CIS
(Short title: KM Support for ECIS)

UNDAF Outcome: N/A

Expected RPD Outcome: *Note: This project contributes to all outcomes of the RPD, as it is providing overarching knowledge management support to all practices.*

Expected Output: Practitioners' capacities in the region increased to understand and apply existing relevant knowledge and experience for more efficient and quality programming.

Executing Entity: UNDP Bratislava Regional Centre

Implementing Agencies: UNDP

Brief Description
The objective of the Knowledge Management (KM) efforts in the Europe and the CIS is to support the achievement of UNDP's development agenda in the region, specifically to enable UNDP to work in a more networked and collaborative fashion, where people's knowledge and practical experiences are leveraged to the fullest extent, with the lowest transaction costs, and as easily as possible. This should be done by building on existing experience in the region and across UNDP, which showed the success of communities of practice and networking of professionals, the strengths and weaknesses of knowledge codification and dissemination, as well as the development of new tools and methods in support of KM.   In the past several years, the PSPD in the Bratislava Regional Centre managed to integrate key knowledge management activities into every-day practice work to ensure KM is everyone's business. As such, the role of KM at the regional level is to work with practices to ensure these elements are constantly present and strengthened, offer support and capacity building for the communities of practice, and ensure cross-practice fertilization.

Programme Period: RPD 2006-2010	Total resources required	$ 510,000
Programme Component: Knowledge Management	Total allocated resources:	$ 510,000
	• Regular	$ 510,000
Project Title: Knowledge Management Support for ECIS	• Other:	
	o Donor	
Atlas Award ID: _____	o Government	
Start date: January 2008	Unfunded budget: $0 -	
End Date: December 2010	In-kind Contributions	
PAC Meeting Date 20 December 2007		

Agreed by (UNDP): _____

Note: The current project document addresses the need to formalize the regional knowledge management project. Activities in the past were based on an approved strategy and approach, but formal project document has not been put forward.

1. Situational Analysis

Knowledge Management has been a key element in UNDP's business model, as delivering development services effectively constantly requires analysis and application of past knowledge and experience. Capturing, sharing and re-applying this knowledge have been a challenge given the decentralized nature of the organization. Over the past few years there have been several knowledge management (KM) initiatives both at the corporate and regional level (The KM Roadmap; 2004 KM Strategy in ECIS) to address this challenge. These have achieved a lot, provided a framework for KM, which is still valid – at the same time, they also led to a KM "fatigue" and the use of the term very broadly to a wide range of activities. These initiatives ranged from the traditional knowledge codification approaches to people-centered networking solutions, from simple to high-tech solutions.

The regional KM project is set in the context of the PSPD's function supporting COs and other clients, and at the same time considering the corporate direction[1]. The regional knowledge management project builds on past efforts and lessons learnt taking into account what worked and what didn't work[2]. The purpose of this project is to set forth a practical and pragmatic approach for 2008-2010 to enhance the positive impact on people's actual work through knowledge sharing, connection of people and experience, as well supporting tools. The project approach is based on the principle that KM is fundamentally a service, rather than a set of requirements for mandatory actions. At the same time, it also acknowledges that knowledge management –to a certain extent- is built into the programming cycle, and where possible, this should be emphasized instead of parallel processes created.

Background Information

At the regional level the following is a brief summary of key KM areas in the past few years:
2004-05: (a) Focus on knowledge capture and codification; (b) Use of standardized knowledge products (Action Reflection Notes, How-to-guides); (c) Launching 9 regional communities of practice (CoPs), and related networking and capacity building.

2006: (a) Continued support to CoP development, mainly through financial resources, (b) Encourage creation of knowledge products as a result of CoP process; (c) Encourage issue-based cross-practice collaboration (MDGs, conflict prevention, etc. See 2006 KM fund criteria); (d) Testing new ways of knowledge sharing and community mobilization - Virtual water fair in a cross-regional fashion; (e) initiate enhanced KM/communication platform, the regional Intranet; (f) Global cooperation – WIDE expert roster initiated.

2007: (a) Enhanced support to CoP development through capacity building of CoP facilitators and support to CoP meetings, (b) support innovative ways of knowledge management with

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[1] UNDP's new Strategic Plan, as well as the Proposal for Implementing the Practice Architecture at the Regional Service Centres (November 2007)
[2] The PSPD also conducted a KM evaluation in 2005, the results of which have been guiding KM work in the region

special attention to cross-practice knowledge fertilization; (c) introduce new platform (Intranet, new Public website, regional newsletter) for enhanced knowledge exchange and communication.

Intended project beneficiaries, clients and partners

The ultimate *beneficiaries* of the present Project are UNDP staff in the region (practitioners of Communities of Practice). The primary *clients* (and intermediary beneficiaries) of the project are practices and sub-practices of the PSPD, with special attention to the facilitators of the regional communities of practice (CoPs). They are the primary contacts for UNDP practitioners in COs, and they are the ones who are the closest to the substantive experience and knowledge in the field. The project aims to implement knowledge management through a real and meaningful integration of knowledge management work through the practices (KM capacity building to PSPD practice advisors and specialists), as well as with targeted KM efforts directly towards the beneficiaries (direct CO support).

The regional knowledge services team implementing this project works under the overall umbrella of the corporate KM initiative supported by the Bureau for Development Policy (BDP), and is part of the knowledge services teams with similar representation in each region. Regular exchange of experience across the regions and within BDP strengthens the effectiveness of project implementation.

2. Scope and Strategy

The following challenges must be addressed by the UNDP regional project *KM Support for ECIS* in order to ensure the project's success:

(i) KM in many cases still works as a standalone activity, knowledge capture and sharing not followed with real application in programming.

(ii) KM initiatives need stronger and more quality control as well as periodic evaluation of success (for CoPs, knowledge products and other KM activities).

(iii) CoPs are good frameworks – there is a need to enhance their collaborative nature and better utilize the human capacity of these communities.

(iv) Knowledge products are not always effective as intellectual input to further programming. Efforts should be dedicated to ensure they are catering to the needs of the region, and their use and usability is supported and feedback on such is sought.

(v) Cross-regional cooperation should be further explored as a way to bring fresh ideas and experience into the region.

(vi) Limited focus and time dedicated to KM in the field, a perception that KM-related work is an additional burden.

(vii) Limited cooperation across UN agencies on knowledge management.

Given these challenges, the project aims at enhancing the application of knowledge and experience for further programming through (1) enhancing collaboration of practitioners in Communities of Practice; (2) strengthening the capture and sharing of knowledge and experience with special attention to best practices; (3) improving tools in support of the above; and stronger quality control and evaluation of results in all three areas mentioned above. An overarching characteristic of the approach will be to support innovative ideas and ways that involve and mobilize people to participate in the knowledge exchange, and which also consider cross-practice synergies.

The proposed project is built on the results of the 2004-2007 initiatives both at corporate and regional level. Therefore, some of the activities of the 2008-2010 project are continuations of previous activities.

Project Output: Practitioners' capacities in the region increased to understand and apply existing relevant knowledge and experience for more efficient and quality programming.

The project will aim at achieving this through the following activities:

Activity 1: Support regional and sub-regional Community of Practice development

Activity 2: Support the development and dissemination of knowledge and experience through enhanced communication, strengthened knowledge products and publications

Activity 3: Develop and promote tools in support of KM

When implementing these activities, the following principles will prevail:
- Service orientation responding to demands of beneficiaries and clients;
- Support activities that have sub-regional or regional impact
- Support activities that can be replicable and applicable in other countries/sub-regions
- Support activities and way that are innovative and that support active involvement of practitioners
- Devise and apply mechanisms for quality control

Activity 1: Support regional and sub-regional Community of Practice development

The expected beneficiaries of this activity are the RBEC practitioners focusing on programme development and implementation across the priority practice areas. Their functions are supported through Communities of Practice. The Communities of Practice are managed directly by the sub-practices, and the role of the current project is to provide support (both financial and substantive) to the successful facilitation and management of these CoPs.

Specifically, this activity covers:
1. Capacity development of CoP facilitators:
   - Identify and develop skills of CoP facilitators in order to strengthen their abilities to manage and facilitate their CoPs.
   - Further integrate knowledge management work into practices through establishing and maintaining a community of advisors and CoP facilitators (e.g. through regular meetings of CoP facilitators to exchange experience, discuss effective ways to cooperate, validate services offered).
   - Provide support to the design of CoP events and activities to ensure they can be optimized for networking and knowledge sharing.
   - Work with the CoP facilitators (identify at least one CoP as a pilot) to turn the CoPs into a truly interactive network even outside of CoP meetings (e.g. discussions on strategic regional issues, collaboration towards knowledge products of programme formulation) and to link regional CoPs further to global ones.
   - Work with the CoPs (identify one as a pilot) to open outside UNDP. Particularly to involve other UN agencies, other organizations/NGOs, national counterparts, experts and partners. Assess the lessons learnt.
   - Act as a liaison across PSPD practices in sharing experiences with CoPs vis-à-vis knowledge management initiatives.
   - Devise and apply a strong monitoring and evaluation framework for CoPs, assessing their effectiveness in supporting practitioners.

2. Targeting directly CO practitioners:
   - Encourage COs to treat KM as a function (not necessarily as a separate function, possibly part of an existing role, while keeping the idea that KM is the "business of everyone" incorporated into their business processes).
   - Provide knowledge services and support to COs in support of their own KM solutions. These include a range of services such as advisory missions, facilitation and team building, sharing and transferring solutions from other contexts at global, regional, national and local level (e.g. local knowledge hubs), support with tools development.
   - Act as a focal point for and facilitate research for experiences/best practices on a demand basis from COs.
   - Support the development of in-country knowledge management solutions, such as solution exchange networks, sub-regional institutional or practitioner networks.
   - Enhance the expert exchange scheme in support of knowledge sharing.

Activity 2: Support the development and dissemination of knowledge and experience through enhanced communication, strengthened knowledge products and publications

The purpose of this activity is to ensure that experience and knowledge is captured, shared and its application is supported. Support to this knowledge exchange will focus on initiatives that are relevant, applicable and replicable across the region or sub-region and which are innovative and help further programme development and implementation.

Specifically, this activity covers:
- Strengthen linkages between communication and knowledge management in order to use knowledge and experience for advocacy and promotion, as well as to take advantage of communication to increase reach of best practices.
- Introduce communication tools in support of knowledge exchange, such as regular newsletter internally and externally, effective web-content management, innovative communication methods (e.g. stream video).
- Enhance the knowledge products & publication management, design and implement a quality assurance process to ensure the development of quality products and publications that are serving the needs of the community and can be applicable for future programme development.
- Develop methodology for and perform assessment of use and satisfaction with knowledge products.
- Introduce innovative ways for delivering knowledge products (addressing the issues identified through the assessment).
- Take advantage of basic knowledge management elements embedded within the project management cycle:
  - Collect, organize and promote experience and good practices during the project closure in the development of lessons learnt for the projects (as required by UNDP's RBM).
  - Encourage the practice of having proper exit interviews with Project Managers.
  - Promote the actual implementation of systematic monitoring frameworks to capture critical information and progress made during the project cycle (already part of our project management principles.)
- Act as a liaison across corporate, regional and local level in sharing KM experience and available solutions. Support global and other regional KM initiatives where relevant.

Activity 3: Develop and promote tools in support of knowledge management

The purpose of this activity to support the use of enabling tools for knowledge management. These tools are prioritized to support mainly Activities 1 and 2, such as collaborative tools for Communities of Practice, platforms and delivery tools for knowledge and experience.

Specifically, this activity covers:

- Develop and maintain the Regional Knowledge Portal as a real interactive platform for knowledge sharing by adding features for collaborative working and Web 2.0 communication.
- Continue and expand the regional newsletter with the aim of communicating KM initiatives in the region, important events, best practices, experiences, resources, etc.
- Continuously maintain and develop the WIDE expert roster in order to become credible at both BRC PSPD and CO level.
- Enhance and maintain the regional calendar to share relevant meetings and events both at regional and country level.
- Offer templates that can serve as standards for knowledge products and that will support the mainstreaming of these into the business processes. (Including some innovative ways/technical solutions of better presenting and delivering content.)
- Devise and apply a strong monitoring and evaluation framework for tools, assessing their effectiveness in supporting practitioners.

Implementation Strategy

The findings of the knowledge management evaluation and experience throughout the ongoing knowledge management work provide the basis for identifying priority activities of the project. Throughout the project annual assessment of demanded focus areas will be done and adjustments of the indicative activities accordingly will be done.

The main characteristic of implementation is the integration of activities within the practices and sub-practices which serve as the main interface with CO practitioners. The role of knowledge management is that of a service provision and supportive nature. In that sense, the method of implementation will be two-fold:
- Direct support to knowledge management activities by the team.
- Financial incentives to knowledge management activities that fall under the priority areas as described under Activities 1&2. This will be done in the form of a Knowledge Management Fund with set criteria and proposal approval method (continuing on previous years' practices.). (Criteria adjusted every year as part of the Annual Workplan, depending on funding availability and in case of changing priorities) This may include partnerships with country-based KM activities.

In operational terms, the activities will be directly implemented by the knowledge services team in the Bratislava Regional Centre with close collaboration with the practices and BDP.

3. Project Results and Resources Framework

Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:
Note: This project contributes to all outcomes of the RPD, as it is providing overarching knowledge management support to all practices. It will result in improved and strengthened capacities in all practice areas through the use of existing experience and peer collaboration.

Outcome indicators and baseline: *see above*

Applicable MYFF Service Line: As per the new Strategic Plan: Capacity development as an overarching contribution

Partnership Strategy: The project is implemented in close collaboration with the Bureau for Development Policy.

Project title and ID (ATLAS Award ID): Knowledge Management Support for Europe and the CIS

Intended Outputs	Output Target (for 2008 and 2010)	Indicative Activities	Responsible parties	Inputs	
				UNDP Trac	Ot her
Output: Practitioners' capacities in the region increased to understand and apply existing relevant knowledge and experience for more efficient and quality programming. **Baseline:** - 9 CoPs established, which organize annual meetings and have limited other activities, overall satisfaction is good. - Knowledge products and publications produced in a decentralized way with very little quality control; - Use and effectiveness of knowledge products unknown. - Basic platforms to support KM are developed, but not widely used.	- No. of active CoPs remaining at baseline level or increasing in 2008, 2009 and 2010. - Satisfaction level with CoP effectiveness averages at 'satisfied' or 'highly satisfied' as per surveys level in 2008, 2009 and 2010; -Quality of knowledge products is at least 'average' as per assessment in 2008, 'satisfactory' or 'highly satisfactory' in 2009 and 2010. - At least 20% of practitioners use KM tools in 2008, 50% in 2009 and 70%	***Activity 1: Support regional and sub-regional Community of Practice development*** - Capacity development and targeted support to CoP facilitators; - Support CO to enhance in-country knowledge management activities	Knowledge Services Team	2008: $100,000 2009: $100,000 2010: $100,000	$0
		Activity 2: Support the development and dissemination of knowledge and experience through enhanced communication, strengthened knowledge products and publications - Enhance knowledge products and publication management and quality assurance. - Introduce innovative ways for products and publications.	Knowledge Services Team Communications Team	2008: $70,000 2009: $30,000 2010: $30,000	

Indicators:	in 2010.		
- No. of active CoPs - Satisfaction level of CoP members with the effectiveness of CoP support, (based on feedback of meeting and as per annual survey). - No. of CoP facilitator trained - Skill level change of CoP facilitators as per continuous skills assessment. - Quality of knowledge products (based on quality criteria as per assessment). - %. of users of tools in support of knowledge products. - Quality assessment (as per feedback collected) of tools. - % of expert referrals ending with recruitment (where referral request comes through BRC.).	- Quality of KM tools is at least 'average' as per assessment in 2008, 'satisfactory' or 'highly satisfactory' in 2009 and 2010.		
	Activity 3: Develop and promote tools in support of knowledge management - Develop and maintain web and communications platforms for KM. - Develop and implement collaborative KM tools. - Support effective use of expert roster. - Develop and maintain other tools as demanded.	Knowledge Services Team Communications Team	2008: $40,000 2009: $20,000 2010: $20,000
Total budget			**$510,000**

4. Indicative Budget, 2008-2012

In USD	2008	2009	2010
Output 1: Practitioners' capacities in the region increased to understand and apply existing relevant knowledge and experience for more efficient and quality programming.			
Activity 1: Support regional and sub-regional Community of Practice development	100,000	100,000	100,000
Activity 2: Support the development and dissemination of knowledge and experience through enhanced communication, strengthened knowledge products and publications	70,000	30,000	30,000
Activity 3: Develop and promote tools in support of knowledge management	40,000	20,000	20,000
Total	210,000	150,000	150,000

5. Management Arrangements

The project will be implemented directly by the Knowledge Services Team of the UNDP Bratislava Regional Center as a part of the Regional Program and DEX authority. Project management arrangements, following UNDP's Results Management Guidelines, are described and illustrated below.
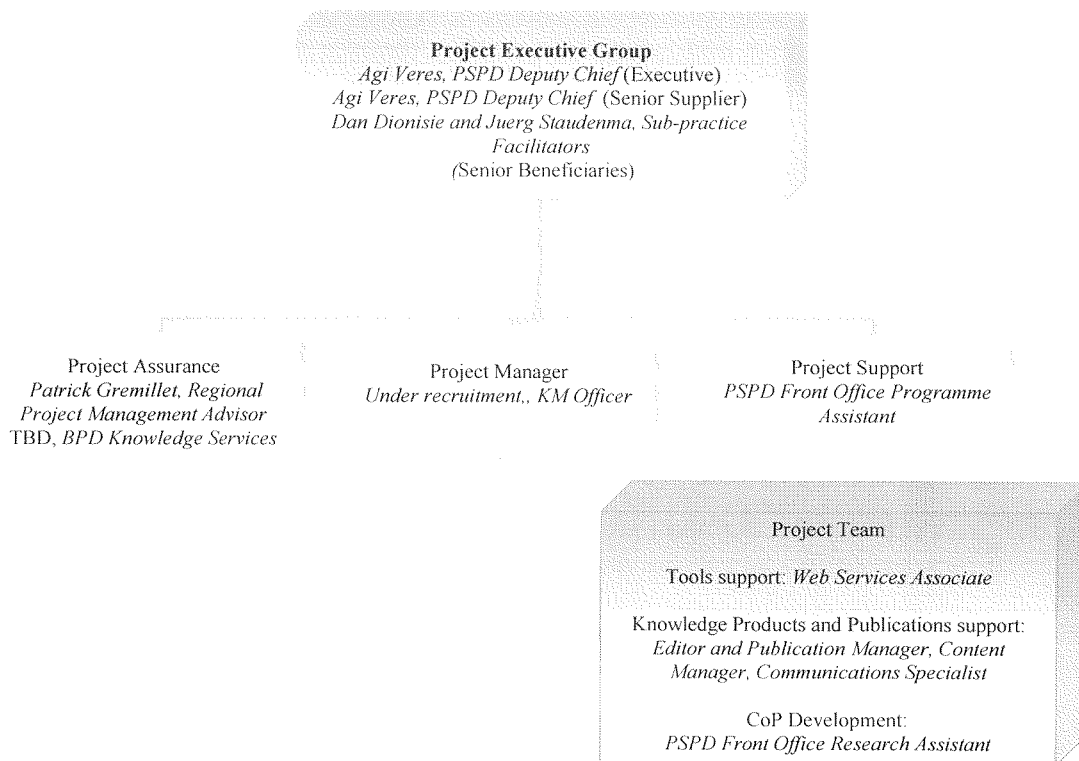
Project Board: the Project Board will be the executive decision making body for the project, providing guidance to the Project Manager, and approving project revisions.

Project management: The Knowledge Management Officer supported by the project team as described below will be responsible for the overall management, backstopping, and monitoring of the project, following UNDP rules and regulations in the UNDP Results Management Guidelines RMG). He/she will be responsible for the effective and timely implementation of the project activities as per the approved project work plans. Project manager will also be responsible for timely and appropriate reporting required for the effective monitoring and evaluation process, also referring to the UNDP RMG.

Project assurance: The role of the project assurance is to support the Project Board by carrying out objectives and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project support: Project manager will be supported in the implementation process by the Programme Assistant in the PSPD directorate.

The below diagram outlines the Project's governance structure and key processes:

Project Executive Group
Agi Veres, PSPD Deputy Chief (Executive)
Agi Veres, PSPD Deputy Chief (Senior Supplier)
Dan Dionisie and Juerg Staudenma, Sub-practice Facilitators
*(*Senior Beneficiaries*)*

Project Assurance	Project Manager	Project Support
Patrick Gremillet, Regional Project Management Advisor	*Under recruitment,, KM Officer*	*PSPD Front Office Programme Assistant*
TBD, *BPD Knowledge Services*		

Project Team

Tools support: *Web Services Associate*

Knowledge Products and Publications support: *Editor and Publication Manager, Content Manager, Communications Specialist*

CoP Development: *PSPD Front Office Research Assistant*

6. Monitoring Framework and Evaluation

Monitoring on an ongoing basis throughout the Project implementation period will allow stakeholders to track progress and take timely corrective action as needed. Oversight and monitoring of project activities and outputs are under the responsibility of Project Assurance role.

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

<u>Within the annual cycle</u>
-   On a quarterly basis, a quality assessment shall record progress towards the completion of key results.

-   An Issue Log shall be maintained by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

-   Based on the initial risk analysis submitted (see table II below), a risk log shall maintained by reviewing the external environment that may affect the project implementation.

-   Based on the information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Chief Technical Advisor to the Steering Committee 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 organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

Annually
- **Annual Review Report**. An Annual Review Report shall be prepared by the Chief Technical Advisor and shared with the Steering Committee. As 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 Steering Committee 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.

7. Legal Context

This regional project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Governments participating and the United Nations Development Programme.

8. Annex 1: Assumptions, Risk Assessments and Risk Mitigation Strategies

Assumptions	Risk Assessment (L, M, H)	Risk Mitigation Strategy
Knowledge Management will remain priority and well staffed in Regional Centres	Medium	- Follow the developments of the regionalization initiative and address any issues that may affect the project approach. - Discuss with BDP any upcoming changes in advance and address any resources issues with them and RBEC HQ. If human resources will be reduced over the years, the project scope will need to be reduced accordingly.