



**REIMAGINING  
KNOWLEDGE  
MANAGEMENT  
STRATEGY AND  
FRAMEWORK  
FOR ACTION  
2022-2025**



# TABLE OF CONTENTS



<b>VISION</b>	<b>4</b>
<b>PART ONE – LANDSCAPE</b>	<b>6</b>
<b>PART TWO – INTERNAL ALIGNMENT</b>	<b>12</b>
<b>PART THREE – KEY OBJECTIVES</b>	<b>15</b>
<b>PART FOUR – GOVERNANCE ARRANGEMENTS</b>	<b>34</b>
<b>ANNEXES</b>	<b>35</b>

# REIMAGINING KNOWLEDGE MANAGEMENT STRATEGY AND FRAMEWORK FOR ACTION 2022-2025



MARCH 2022

## VISION

UNDP aspires to be a world-class knowledge leader and seamless knowledge sourcing and sharing entity. The KM Strategy is a call to action: to establish and align the systems, incentives, culture, and resources needed to move the needle on the 2030 Agenda

## PART ONE

Landscape highlights global research, previous knowledge management investments and innovation in knowledge management to inform UNDP's direction.

## PART TWO

Internal alignment outlines the related organizational investments planned under other corporate strategies in line with the current Strategic Plan.

## PART THREE

Key objectives establishes the focus of the knowledge management strategy, drawing from global best practice, leveraging current investments and past lessons.

## PART FOUR

Governance arrangements sets out current and proposed functions and an enhanced knowledge management architecture and governance arrangements.

## ANNEXES

Separate document.



# VISION

# UNDP aspires to be a world-class knowledge leader and seamless knowledge sourcing and sharing entity



UNDP's Strategic Plan needs to come to life in 170 countries and territories, including through knowledge generation and sharing. This is not an academic exercise. It is about establishing the right systems, incentives, culture, and resources to move the needle on the 2030 Agenda.

The knowledge management (KM) strategy advances an approach to knowledge that embeds development impact with a sense of purpose. This approach to knowledge management is both quantitative and qualitative, collaboration-based and curiosity driven. Designed in the third year of the COVID pandemic, this strategy reflects our learning as an organization, and critical role of knowledge-based coalitions to drive change.

Values and culture, together with a common sense of purpose, create the space for such coalitions to flourish. Our knowledge systems must connect with leading external knowledge and learning and provide UNDP staff member

around the world with access to an ecosystem that fosters knowledge generation and sharing aligned with common principles and values.

The KM strategy also acts as connective tissue, leveraging critical institutional investments in digital, data and people towards the ambition of the 2030 Agenda. Recognizing that knowledge exists in varied forms across the organization, the strategy calls for a minimum consistent infrastructure to activate knowledge collaboration and peer-learning, increased coordination, standardized common processes, and seamless collaboration among headquarters, regions, and country systems.

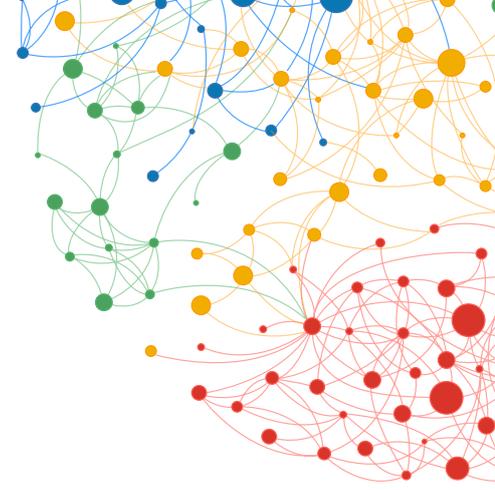
Amplifying UNDP's hyperlocal to global reach, the knowledge strategy reflects a need for greater tailoring to peoples and places and strategic focus. Aligning to the ambition of the 2022-25 Strategy Plan, the KM strategy situates knowledge as a critical enabler for an agile, purpose-led, and responsive organization.



# PART ONE

## LANDSCAPE

# LANDSCAPE



Knowledge will continue to be a key differentiator in driving organizational performance and development impact. UNDP currently holds a comparative advantage in specific knowledge niches: granular insights into how development works on the ground; inter-disciplinary learnings into how integrated action leads to development impact; and increasingly a future-oriented perspective that encompasses digital and green transformation across the developing world.

However, deepening and connecting knowledge niches requires a sharper proposition on how we derive value from knowledge, use it to forge partnerships, and apply it as a driver of development impact. While technology is an enabler, leading global surveys<sup>1</sup> show that effective knowledge management requires human solutions to bridge organizational silos, create incentives for collaboration and ensure a robust organizational mandate for knowledge.

Values and culture, together with a common sense of purpose, create the space for knowledge collaboration and its application to flourish. Many individuals feel that holding onto their knowledge allows them to safeguard their worth. So, cultivating an ethos where people feel that sharing their knowledge makes them more

relevant – and organizational advancement comes from contributions to personal and organizational reinvention<sup>2</sup> – is a critical element of an effective KM Strategy.

This raises both cultural and technological questions for the future of KM in UNDP. At a time when global megatrends, such as pandemic preparedness, resilience to climate shocks and the fourth industrial revolution, need to be addressed in diverse development contexts, KM systems and capabilities become invaluable. Yet, as the deepening inequities and unfolding human and ecological crises attest, we remain ill-equipped to achieve the means of implementation called for by the 2030 Agenda. Despite the consensus and re-articulation of the need for more meaningful knowledge co-creation, sharing and application, the focus of our attention and resources fail to mirror the rhetoric.

Solutions to these development challenges are developed and tested in many places. UNDP needs to become more connected with knowledge centers, both in the Global North and Global South, so that our knowledge can benefit others and we can bring to bear the best thinking in our pursuit of results.

<sup>1</sup> [Deloitte Insight\\_The-new-knowledge-management.pdf](#)

<sup>2</sup> [TobyLowe-PMAconferencepaper-FINAL.pdf \(humanlearning.systems\)](#)

# Corporate lessons and feedback on knowledge management

Knowledge management in UNDP has been formalized over the past twenty years and is characterized by a history of promoting knowledge networking, knowledge production, public dialogues, mapping expertise, and learning through programming. The aim has been to strengthen UNDP's role as knowledge broker, builder of capacities and facilitator of exchanges, including on South-South and triangular cooperation (SSTC).

The 2018 Manifesto<sup>3</sup> established the Global Policy Network (GPN) and reimagined the policy function in UNDP. Considering the new six cross-cutting Signature Solutions, it was a response to challenges in UNDP's capacity to provide development advisory services. Knowledge was seen as key to the revitalized policy function that "must better capture the knowledge, innovation and best practice from country, regional and global experience". The primary purpose of the policy function was deemed to "deliver the knowledge needed for UNDP's work". This KM Strategy builds on that experience; however, the challenge remains formidable as evidenced by internal and external feedback.<sup>4</sup>

A frank assessment of successes and challenges is essential for any improvements to take root. The evaluation of the Strategic Plan 2014-17 highlighted UNDP's comprehensive

knowledge management strategy and the emphasis on knowledge facilitation and learning. The global policy centers were seen to have potential to facilitate knowledge exchange across and outside UNDP. It also noted limitations in harnessing knowledge and the systematic application of knowledge and lessons to improve results at the country level. Particularly in areas of SSTC, where knowledge partnerships play a significant role, stakeholders' perception of UNDP as a partner of choice dropped by half between 2017 and 2020.

The evaluation of the Strategic Plan 2018-21 highlighted the investments in the Accelerator Lab network and the Digital Strategy. However, it also pointed out the need to enhance learning and skills of programme personnel to use more complex approaches in support of countries' pursuit of the Sustainable Development Goals (SDGs). Many recommendations contained in prior evaluations on KM were never acted upon.

The latest assessment by the Multilateral Organization Performance Assessment Network (MOPAN) assessment highlighted the supply side of KM, for instance the establishment of Communities of Practice (CoPs); however, it found the horizontal and vertical exchange of knowledge within UNDP, including between the GPN and the Human Development Report Office

<sup>3</sup> The Manifesto – Policy without Borders, Policy beyond Borders, 10 April 2018

<sup>4</sup> See: Global Staff Survey (2020); Partnership Survey (2020); Evaluation of the UNDP Strategic Plan and Global and Regional Programmes (August 2017); Evaluation of the UNDP Strategic Plan 2018-2021 (March 2021); MOPAN Assessment Report (November 2021)

(HDRO) and with other UN entities, lacking. A 2020 Joint Inspection Unit evaluation<sup>5</sup> of learning platforms across the UN system found that their alignment with thematic business units nurtured the emergence of thematic silos and that internal hierarchies and political sensitivities favor private knowledge sharing, with broader interaction limited to highly processed knowledge products.

UNDP personnel and partners have reflected on their experience with KM in recent surveys, workshops, and interviews. Many are currently unable to easily access the knowledge to do their work and rely on external platforms and offline conversations to find what they are looking for. The large number of 'one-off' knowledge and information systems, many built to fill a specific gap or need, lack cohesion or connection to one another. They contain partial personnel data, and a comprehensive mapping of expertise and experience is lacking.

The 2020 Global Staff Survey (GSS) found an increase in offices and teams collaborating effectively, compared to 2018. However, the need to enhance a culture of learning and knowledge sharing remains of critical importance. Significant opportunities exist, for example, to systematically connect SSTC knowledge and development solutions to wider knowledge networks – KM in support of SSTC was seen less than favorably by 42 percent of GSS respondents.

Most knowledge emanates from projects with a limited lifespan, which creates challenges for

the sustainability of knowledge in UNDP. This equally applies to knowledge contained in documents, as well as tacit, undocumented knowledge which resides in our development experts.

## **Communities of Practice (CoPs)**

CoPs provide a critical peer learning space which connects experts and knowledge across a distributed workforce. The CoPs were first launched in 1999 as email networks and became a cornerstone of UNDP's global policy and programme function, connecting practitioners across regions, flattening hierarchies, and increasing knowledge exchange and learning among personnel. The CoPs transitioned to Teamworks, a homegrown knowledge platform developed in 2009, which introduced a culture of virtual, democratized knowledge sharing. In 2015, UNDP moved from Teamworks to Yammer which offered a social networking space that scaled down knowledge networks.

The latest iteration of CoPs was launched in February 2019 as part of the GPN. The platform SparkBlue, launched in 2020, houses the CoPs and has become the home for public dialogues and engagements, – and is in high demand by UN agencies, Member States, and other partners for knowledge collaboration. The CoPs offer an important opportunity to re-balance internal hierarchies and political sensitivities which have, across the UN system, tended to favor private knowledge sharing.<sup>6</sup>

<sup>5</sup> JIU/REP/2016/10 [https://www.unjiu.org/sites/www.unjiu.org/files/jiu\\_document\\_files/products/en/reports-notes/JIU%20Products/JIU\\_REP\\_2016\\_10\\_English.pdf](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_10_English.pdf)

<sup>6</sup> Ref JIU report on UN learning systems (details to be added)

## Regional investments in knowledge platforms

These have increased staff access and interaction, serving as hubs for project level information and relevant data on development issues.

The KM gateway managed by the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) supports knowledge storage and has piloted a region-specific dashboard on SparkBlue to curate and amplify most relevant knowledge for specific development contexts.

The Knowledge Gateway managed by the Regional Bureau for Africa (RBA) provides information at a glance about resources, publications, contact information and country-specific documents. The Arab Development Portal is an online one-stop-shop with credible and timely data and knowledge resources for the region. The innovative data investments and expert partner database managed by the Regional Bureau for Latin America and the Caribbean (RBLAC) connects leading think tanks, academia, and top-level expertise to serve the needs of the region. The Knowledge Hub managed by the Regional Bureau for Asia and the Pacific (RBAP) connects thought leadership, experts, and Country Office expertise.

Regional initiatives to collect and distill insights to support evidence-based policy choices enhance corporate data sources and build new expert collaborations with academia, think tanks and thought leaders. While invaluable resources

within regions, the challenge is to better connect and combine data for new insights that is available across regions and regional teams, particularly in relation to complex challenges that require a diverse set of partners.

## Maintaining high quality knowledge products

The corporate Knowledge Product Quality Assurance process introduced in 2018 ensures that important aspects are being observed during development, including standards, due diligence, and clear accountability. It is complemented by a knowledge product feedback and measurement system to gain insights into the perceived value of our knowledge products, UNDP's thought leadership and understanding of our audience. Almost half a million contacts have been collected from readers of UNDP's publications, with 16,500 having provided detailed feedback on the publications. UNDP is well-regarded as a source of valuable and tailored knowledge products, according to AidData<sup>7</sup>. Human Development Reports are more widely read than any other development report in the multilateral system.

## Global public dialogues and citizen engagement

Global public dialogues as a UNDP service was first launched via Teamworks in 2012, combining an online platform and facilitation support

---

<sup>7</sup> AidData

for UN agencies and development partners to manage large-scale global consultations. With Teamworks' decommission in 2015, that service was strengthened through successor platforms like Global Dev Hub and now SparkBlue. These public dialogues and the accompanying advisory services have contributed to UNDP's reputation as a trusted knowledge broker and convener. In fact, the design of the SDGs was supported by "The World We Want", a global citizen engagement led by UNDP's post 2015 KM team. To date it's the largest crowdsourcing of development needs that fed into global commitments.

## **Accelerator Labs**

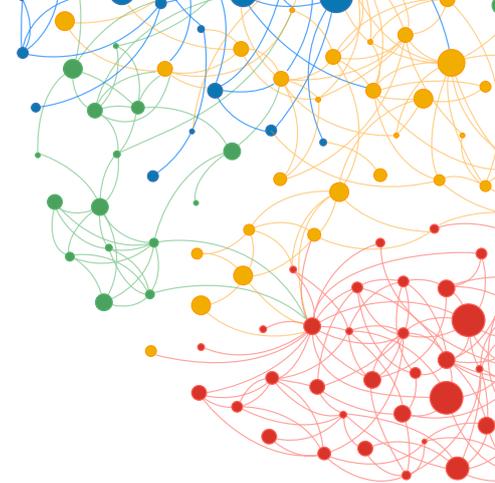
With the launch of the Accelerator Lab Network in 2019, UNDP set out to reimagine sustainable development and configure new ways of working. By accelerating learning, creating actionable intelligence and test solutions with national partners, the 91 Accelerator Labs are supporting 115 Country Offices to make greater impact towards the SDGs. A key driver of UNDP's ambition to connect hyperlocal to global, the Labs play a critical role in exploring methods and systems to enhance collective intelligence, including the sourcing, and sharing of tacit knowledge.



# PART TWO

**INTERNAL ALIGNMENT**

# INTERNAL ALIGNMENT



The KM Strategy directly contributes to the ambition set out in the [UNDP Strategic Plan 2022 – 2025](#), including its Signature Solutions and the pursuit of ‘moonshots’. It supports a cultural shift that is data driven, tackles complexity, navigates uncertainty and actively manages risk. An optimized knowledge flow with robust learning systems that connect across diverse development settings is a critical enabler of the risk-informed and agile management UNDP seeks to advance.

This strategy and its implementation deliver on knowledge outputs listed under Organizational Effectiveness and Efficiency (Tier 3) in the Integrated Results and Resources Framework (IRRF)<sup>8</sup>. The KM Strategy complements and benefits from corporate investments pursued under other flanking strategies and will leverage relevant strategies and policies that have been insufficiently applied by UNDP. Connecting knowledge priorities with the investments guided by UNDP’s digital, data and people strategies requires an alignment of the teams responsible for its application, mapping and identifying synergies and consolidation of existing knowledge platforms, unified user profiles and sharpening knowledge curation with AI backed solutions.

**The Digital Strategy** 2022-2025 guides UNDP in its efforts to support countries to build inclusive, ethical, and sustainable digital societies. It builds upon the Strategic Plan and puts forth a vision whereby digital is an empowering force for people and planet.

- Efforts are underway to streamline our digital ecosystem where external, programmatic, and operational data and knowledge is recorded, codified, curated, and disseminated to connected to profiles, achievements, deployments, and learning.
- Investments in the right infrastructure are needed that support collaboration and the easy sharing of knowledge. The implementation of Quantum, together with other efforts, present an important opportunity to reassess UNDP’s current business model that creates siloed domains in every country with their own business unit, own projects, own resources, and own staffing. To achieve the seamless flow of knowledge across UNDP requires that we move away from a culture where every country office is a closed off unit and instead collectivize all our assets.

<sup>8</sup> In particular the KM Strategy contributes to output 3.1.1 on quality programmes, 3.3.1 on knowledge, and 3.3.2 on the quality of evidence.

**The Data Strategy** enables UNDP to leverage data as a strategic asset with consistent, transparent standards for analysis and collection. Investments, for example in a centralized customer relations management system, will enable the real-time coordination of strategic engagement with UNDP's partners at any level, in any place, on any topic.

- UNDP's first unified data hub was finalized in 2021 and several data pipelines are currently underway, as part of UNDP's Data Strategy. In 2022, ATLAS is slated to be replaced by Quantum, which promises to enhance data-driven decision making by consolidating data sources, improving data integrity, and enhancing reporting capabilities.

**The People for 2030** Strategy focuses on the skills and competencies to respond to development challenges of the future with a key focus on ensuring UNDP is progressively transformed into a learning organization with a culture of continuous learning. COVID-19 has highlighted that 'people' is UNDP's greatest asset, and their contribution in an inclusive work culture free from all forms of discrimination, exploitation, or abuse.

- New investments in digital, data and financial literacy, building and attracting capacities to manage uncertainty, risk, and complexity will enhance knowledge generation, sharing and

usage. Investment in workplace culture supports our staff to listen at speed, digest, and act rapidly on issues before they escalate in turn creating an environment where staff feel valued and heard.

**The IT Strategy** aims to deploy new ways of working and collaborating by providing easy to use and intuitive tools and technologies that are secure and provide reliable access to information for better and more timely decision-making, delivering results. Efforts are underway in providing a fit for purpose, high quality, and cost-effective operational backbone, together with smart facility services.

**The Evaluation Policy** lists learning and better decision-making as its first purpose: "A strong culture of evaluation is a prerequisite for a learning organization." Efforts are underway to make the lessons and findings contained in evaluations more accessible and searchable.

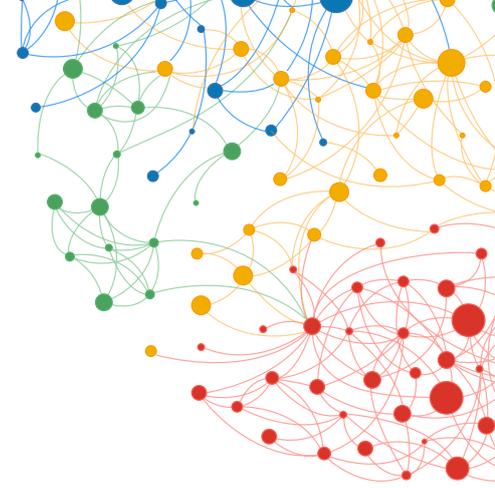
**The Risk Appetite Statement** for the first time sets out a corporate position on risk-taking in support of a more risk-enabled culture in UNDP. The organization continuously takes risk to deliver its programmes, and knowledge of past successes and failures are instrumental for risk-informed decision-making. Efforts are underway to better link enterprise risk management with an organizational culture of continuous learning as part of the programming cycle.



# PART THREE

## KEY OBJECTIVES

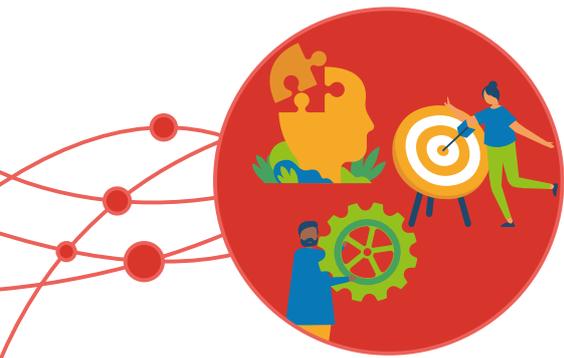
# KEY OBJECTIVES



UNDP aspires to be a world-class knowledge leader and seamless knowledge sourcing and sharing entity. The KM Strategy aims to **create a system of knowledge and a culture of learning** that detects the challenges of the future in real time and provides a robust foundation for

meaningful action and impact. Connecting the organization vertically and horizontally, the strategy is advanced through three key objectives, which advance knowledge generation (Objective One); knowledge sharing (Objective Two) and knowledge application (Objective Three):





### **Objective One:**

#### **Generate world-class thought leadership on emerging development issues**

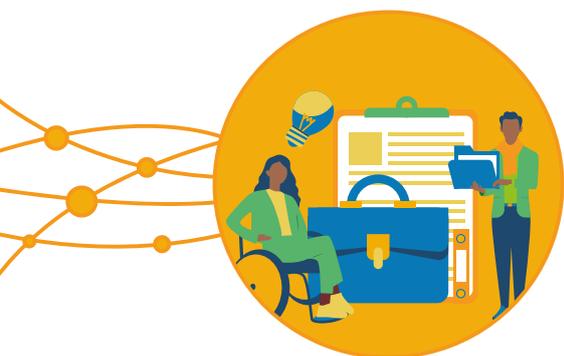
Optimize the generation and flow of knowledge across the organization, to enable all UNDP personnel to contribute and source knowledge that sits across the countries and territories where we work. Translate knowledge insights into new value propositions that reinforces UNDP's strategic positioning.



### **Objective Two:**

#### **Share knowledge through dynamic networks that drive a culture of learning**

Leverage knowledge networks as purpose-driven spaces to share and exchange ideas and source development solutions. Build an ethos of knowledge collaboration that encourages risk taking, experimentation, sense-making and reflective practice and enhances our ability to respond to complexity.



### **Objective Three:**

#### **Apply knowledge across development portfolios to sharpen results and impact**

Strengthen development impact by applying new knowledge and experience through our portfolios and sharpening our results contribution. Translate knowledge and knowhow into actionable intelligence that amplifies impact and sharpens development results.

Several of the priority actions contribute to more than one objective and their implementation needs to proceed in conjunction with other corporate efforts as outlined below.

## Objective One: Priority Actions

### 1. Robust knowledge quality standards improve rigor and encourage diversity in knowledge products.

UNDP generates a wealth of development research including and beyond the HDRs. The Knowledge Product Production and Quality Assurance was established in 2019 to ensure elevated and uniform quality of all research and publications across the organization. The quality of knowledge products is of paramount importance and academic quality criteria should be followed. Enhancing quality assurance systems, including the introduction of regional and global editorial

boards, advances strategic direction and the substantive quality assurance of select knowledge products. The introduction of a corporate, senior level editorial board serves to further enhance quality assurance and integrated support to launch significant thought leadership produced by the organization. The editorial board will be a mechanism within the knowledge management architecture to strengthen cohesion, quality, and impact of UNDP's corporate strategic agenda.



## Objective One: Priority Actions



### CASE STUDY

## Decentralizing thought leadership

The Development Futures Series (DFS), launched in 2020, invites UNDP personnel to share insights grounded in evidence and practice in the form of briefs and papers with the aim of sharpening the organization's focus on research and evidence-based policy debate on top development issues. This is the first initiative of its kind in UNDP – an open call for all staff, regardless of title, seniority, or expertise, to submit proposals for publications under their own name on the UNDP external website, without needing to reflect the official stance of UNDP on the topic at hand.

By collecting metrics on gender and geographical distribution, the DFS team has been able to track author profiles and proactively reach out to underrepresented groups and regions with tailored support – and thereby diversify its cohort of authors. However, more needs to be done, including allocating resources for translation to allow non-native English-speaking staff to contribute to the series more easily.



## Objective One: Priority Actions

### 2. Enhance R&D capabilities to identify trends, frontier challenges and development futures.

UNDP has invested significantly over the years to build the tactical muscle of exploration, experimentation, and learning, which provides an essential capability for governments and development organizations to generate new insights and rapidly prototype a variety of solutions. However, helping our partners and governments 'solve the puzzle' requires augmenting the fast delivery, tactical capability with a long term, strategic approach. Strengthened R&D spaces enable collective learning and impact measurement through access to relevant data, knowledge, and experiences to create next gen-

eration global commons. For instance, the 'M&E Sandbox' explores new forms of monitoring and evaluation that emphasize agile learning beyond compliance. Applying sensemaking protocols can support more coherent narratives of what UNDP is doing, which in turn can inform new offers. The Accelerator Labs play a key role in sensemaking, weak signal detection and integration of new forms of data. To fully unleash the transformational potential of the Labs their functional mandate should be integrated as permanent R&D functions in the Country Office while maintaining the curated network effect.

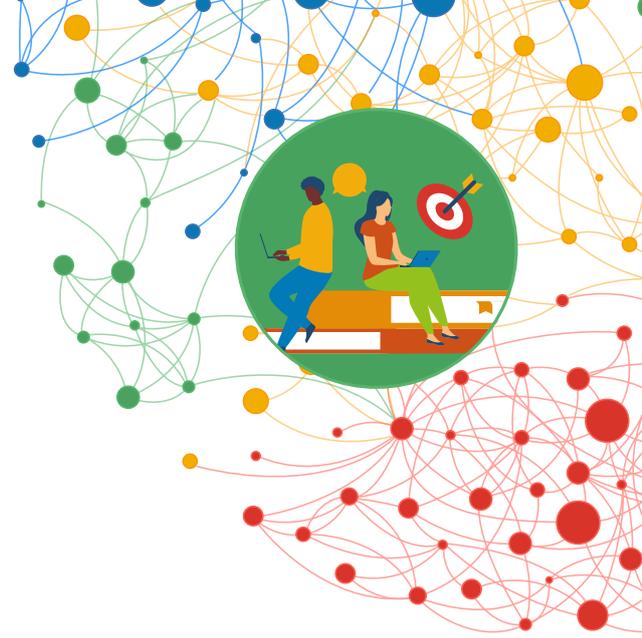


## Objective Two: Priority Actions

### 3. Curate, share and position UNDP's learning to meet needs.

A stronger focus will be made on curation and demand-driven engagements. A combination of investments in people and systems will support the learning experience of personnel. This includes the recruitment of knowledge managers and the implementation of Microsoft Viva as a platform to bring together knowledge and insights to empower people. Dynamic networks curate best-in-class knowledge and knowhow in

real time. Cutting-edge advisory services include deployment capabilities and experts on the basis of agreed criteria ('SURGE-like' knowledge function). Evolving knowledge collaboration requires design of user-led learning spaces, investment in staff capabilities and flexibility to work across disciplines and in creative external coalitions to drive change.



## Objective Two: Priority Actions



### CASE STUDY

## Strengthening a community of global crisis practitioners – SURGE Academy

The SURGE Academy was launched by the Crisis Bureau in 2020 to strengthen a community of global crisis practitioners within UNDP. To date it has inducted over 151 new SURGE Advisors, based on technical expertise that matches one of 29 SURGE profiles. SURGE Advisors participate in a digital learning campus to access peer-to-peer support, find deployment opportunities in crisis settings, and inform the evolving role of UNDP in crisis response and recovery. Through a mentorship scheme (the SURGE Experience), new advisors are provided coached deployments with peers.

Building on the success of the SURGE Academy model, the Crisis Bureau has created custom learning journeys on the HDP Nexus, Stabilization, Infrastructure, and Prevention. The newly created Crisis Academy streamlines all the Academies' offerings under one overarching people-centered knowledge and learning system, that enhances readiness of country-level leadership and supports practitioners to deal with the complexity of high-risk crisis contexts.



## Objective Two: Priority Actions

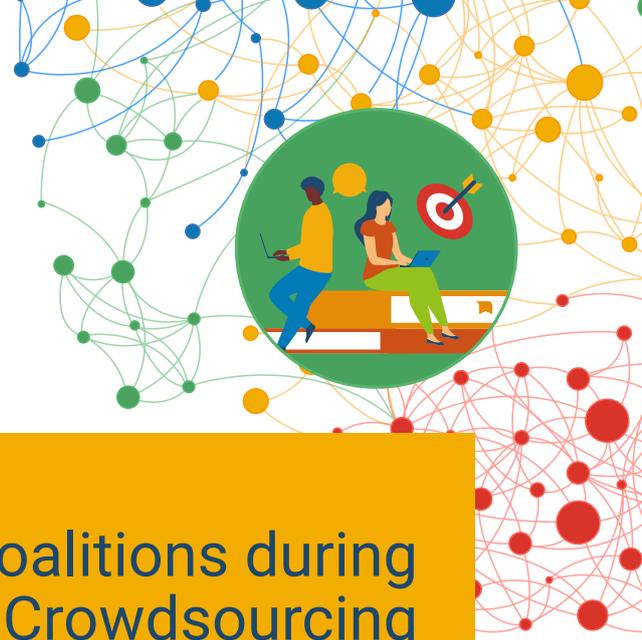
### 4. Connect knowledge and know-how in communities to solve development challenges.

The aim is to build an ethos of knowledge collaboration that encourages risk taking, experimentation and reflective practice. Staff cite learning new skills as key reason to participate in CoPs and see access to learning opportunities as an incentive for higher levels of participation. CoPs provide real-time learning on priority issues. Community managers coordinate and support the learning process,

communicate results, drive innovation, and in doing so deepen the collaboration. Knowledge communities are based on expert insight and trusted relationships. In the next phase, the CoPs will be optimized to help connect across organizational silos, to use network analysis and horizon scanning more consistently, and to identify in-demand topics and experts and track their interaction.



## Objective Two: Priority Actions



### CASE STUDY

## Cultivating networks and coalitions during the COVID-19 pandemic – Crowdsourcing insights

Restricted interactions imposed by the pandemic challenged how the Communities of Practice engage with their members. A new function on SparkBlue which has proved powerful is the ability to crowdsource ideas and insights. Co-led with the Syria Country Office, the Gender and Poverty CoPs joined forces to launch UNDP's first social enterprise challenge to advance women's economic empowerment in Syria. The challenge brought together 154 UNDP and external members to vote on 50 ideas, which garnered more than 370 comments from 18 Country Offices – and which subsequently were actioned by the Syria Country Office and its partners.



## Objective Three: Priority Actions

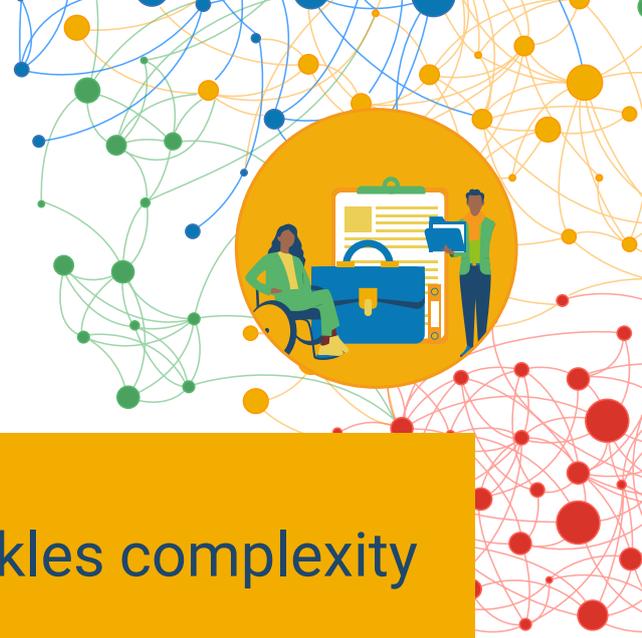
### 5. Embed knowledge in corporate Results Based management (RBM) for faster learning.

The pursuit of results and the achievement of impact requires searchable and integrated RBM and knowledge systems. Insights drawn from quality assurance processes, audits, evaluations, and partnership assessments, allow us to learn faster, perform better, and avoid costly mistakes. The full integration of programme

and project management in Quantum and the digitalization of risk managements from the project to the corporate level are the first steps to improve results management through the real-time application of knowledge. The goal is to enable us to manage for results and learn from other projects to elevate development results.



## Objective Three: Priority Actions

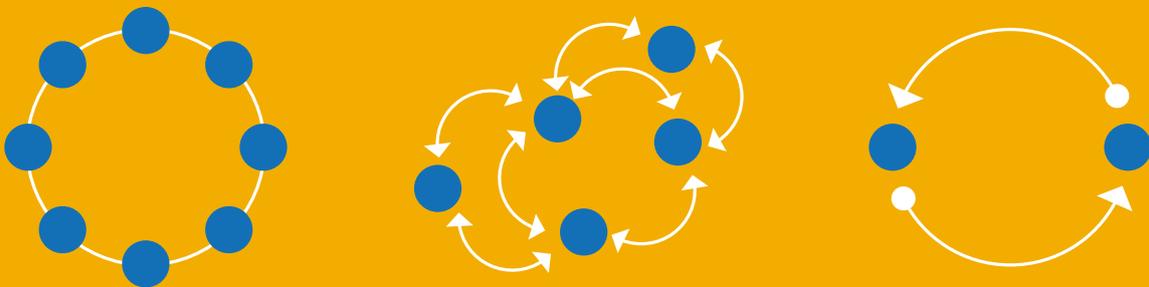


### CASE STUDY

## The portfolio approach tackles complexity

Since 2020, the Innovation Facility has supported a cohort of “Deep Demonstrations” in nine Country Offices, utilizing sense making to understand rapidly changing realities and combining existing data with a range of qualitative insights to develop portfolios of interventions.

This work has resulted in new entry points and new capabilities in the Country Offices, including improved knowledge about thematic issues, enhanced skills related to portfolio development, systems thinking and sensemaking; and strengthened collaboration across teams and silos. A second cohort of deep demonstrations in eight Country Offices are being implemented in 2021-2022 with additional Country Offices experimenting with systems and portfolio approaches.

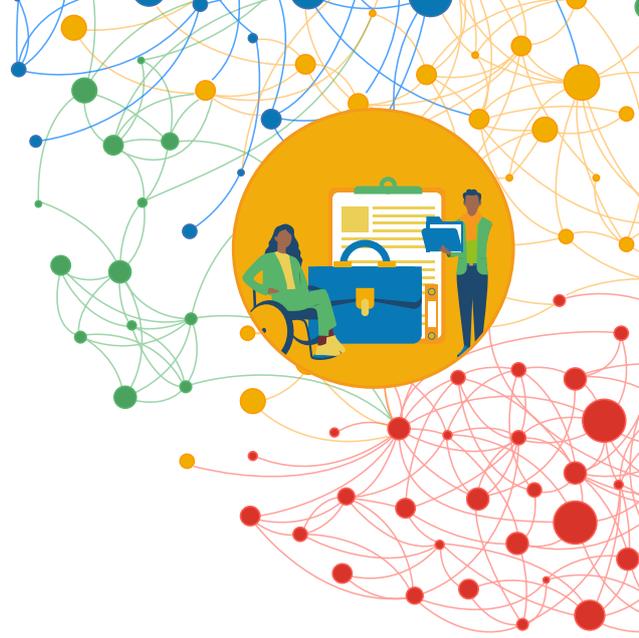


## Objective Three: Priority Actions

### 6. Enhance evidence-based decision-making with relevant, data-led insights.

Improving the quality and flow of knowledge requires systematically deriving meaning from available data and knowledge. The majority of our projects and programs manage information (data, expertise, knowledge) offline which prevents access and analysis for optimal learning and decision making to deliver better results.

UNDP's data is an extraordinary strategic asset that can be leveraged much more and plays a central role in the generation of knowledge for development impact. The goal is to harness development data for meaningful policymaking, efficient resource allocation, and effective public service delivery.



## Objective Three: Priority Actions



### CASE STUDY

## Data insights for sustainable development

The Global Dashboard for Vaccine Equity brings together a unique combination of vaccination data and socio-economic characteristics to generate new actionable insights and possibilities for policy makers to dive into the implications of vaccine inequity for economic recovery, jobs, and welfare. The Dashboard is built through a collaboration between UNDP, WHO and the University of Oxford, and provides the instrument for improving the quality and flow of knowledge surrounding vaccine equity. In addition, harnessing information from multiple organizations has helped identify data gaps and needs to generate new data.



## Cross Cutting Priority Actions



### 7. Integrate digital systems for real time access to knowledge products, data catalogues, and expert profiles.

UNDP's Digital and Data Strategies pinpoint key areas where a well-integrated, dynamic, and user-friendly technical architecture can enable the organization to deliver on its KM ambitions. This requires an alignment of efforts in the mapping and identifying synergies, consolidating existing knowledge platforms, unified user profiles, and stronger search functionality across platforms. Through these systems, the KM Strategy aims to establish a global curated

digital repository that provides real-time, seamless access to global thematic knowledge products. The repository will be designed with users in mind and organized per Signature Solution and tagged to the corporate thematic taxonomies. Stronger search capabilities, enabled by the central taxonomy and unified user profiles, will help community members find the specific knowledge and related experts.

## Cross Cutting Priority Actions



### 8. Empower staff with the capabilities to navigate 21<sup>st</sup> century development challenges.

The People For 2030 Strategy emphasizes that having people with the right capacities is essential for UNDP to achieve results. We need to accelerate the UNDP-wide capacity mapping to provide UNDP with effective mobility, workforce planning and succession management policy and practice. The capacities UNDP requires depend on the results it pursues in line with the Strategic Plan. Hence as a first step,

UNDP needs to determine and close the capability gap between its aspirations at its current personnel complement.<sup>1</sup> Expanded learning communities connect across organizational silos require upskilling in key capabilities for tackling new challenges. The emphasis is on curiosity, creativity, and a shift from intended learning to emergent learning.

<sup>1</sup> For instance, to deliver clean and affordable energy to an additional 500 people by 2025, how many renewable energy expert does UNDP need and in which regions.

## Cross Cutting Priority Actions



### CASE STUDY

## Fit for the future – RBAP’s Foresight journey

In 2021, RBAP embarked on a journey to include both the practice of anticipation and foresight into its internal policies, planning and strategic pathways. The goal was to become more anticipatory and adaptive, taking a proactive ‘risk and opportunity management approach’.

RBAP did this by adopting a systems approach in their integration of foresight across four pillars which were designed to institutionalize foresight and anticipatory planning across different streams of work. Pillar #1: Integration into the Regional Programme and Country Programme Document Processes, which was achieved in the first year. Pillar #2: Thought leadership on a range of foresight briefs and foresight research. Pillar #3: A rigorous horizon scanning infrastructure to inform anticipatory decision making – tested with eight Country Offices (to be scaled in 2022). Pillar #4: Building the culture, values and capabilities needed. The first UNDP Strategic Foresight Network has been created with over 400 members in the first seven months, and various learning events as well as the first Foresight Playbook have been created to highlight pathways and approaches through which foresight can be integrated into UNDP programming and policy cycles.



## Cross Cutting Priority Actions



### 9. New metrics established for knowledge understanding and use.

Knowledge metrics are critical to measure performance and assess impact of knowledge investments over time. Three sets of investments are proposed to accompany the Knowledge Management Strategy. The first is an incentive framework for knowledge collaboration that will establish baseline for knowledge collaboration drivers and measure changes over time. The second is the establishment and corporate de-

ployment of Diversity, Equity, and Inclusion (DEI) metrics (including age, race, ethnicity, disability and Sexual Orientation and Gender Identity) as a basis to improve knowledge diversity, representation, equity and inclusion standards and requirements. Finally, metrics to understand knowledge use, including its adaptation and adoption in practice will support stronger knowledge products and enhanced knowledge flows.



# PART FOUR

**GOVERNANCE  
ARRANGEMENTS**

# GOVERNANCE ARRANGEMENTS



The KM Strategy will be implemented based on a plan that focuses on key actions during 2022 and 2023. Details for future years will be concretized as part of UNDP's regular corporate planning process and reflected in Integrated Work Plans. Implementation will be monitored on an ongoing basis, and progress will be tracked via an executive dashboard.

The KM Strategy is corporately owned and approved by the Executive Group (EG). Its implementation is overseen by the GPN Governance Board, which meets in a special session on knowledge once a year. The chair of the GPN Governance Board provides periodic updates to the EG and the (OPG) to allow for any adjustments, as appropriate.

Day-to-day coordination of the KM Strategy is done through a core knowledge team an-

chored in in the Bureau for Policy and Programme Support (BPPS) to ensure streamlined operations. This core team comprises the personnel designated by lead units responsible for each key objective. The core team coordinates actions across objectives, defines implementation targets and timelines, monitors the KM Strategy, and provides results reporting and regular updates to the GPN Governance Board. The core team meets quarterly or as required.

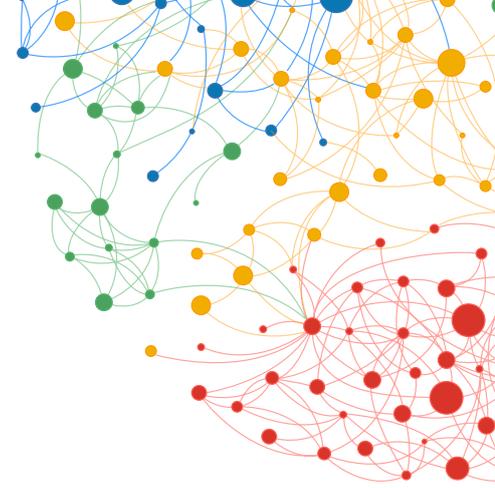
Each objective will be pursued by teams composed of technical managers from units with direct responsibility for specific actions that either flow directly from the KM Strategy or other flanking corporate efforts. Technical managers are responsible for day-to-day progress on key deliverables, based on the accountabilities established in the implementation plan.



# ANNEXES

# ANNEX 1:

## Understanding knowledge management @UNDP



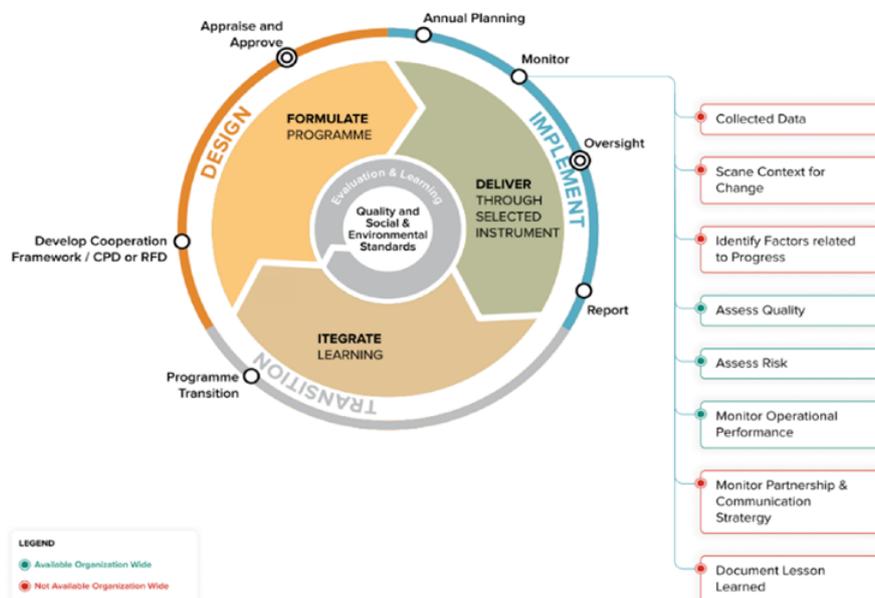
Mapping knowledge flows responded to five main lines of inquiry, which are also summarized via this link to interactive data visualizations: [KM Strategy and Mapping \(visme.co\)](#)

1. We examined the points of knowledge capture in the implementation of the program cycle.
2. We analyzed knowledge capture in the implementation of the project cycle for 4700+ current projects.
3. We analyzed knowledge generation, curation and transfer through global thematic policy offers.
4. We assessed the reach and depth of knowledge collaboration networks.
5. We examined the way we currently generate, and quality assure thought leadership.

### KNOWLEDGE CAPTURE IN PROGRAMMES

#### Current Status

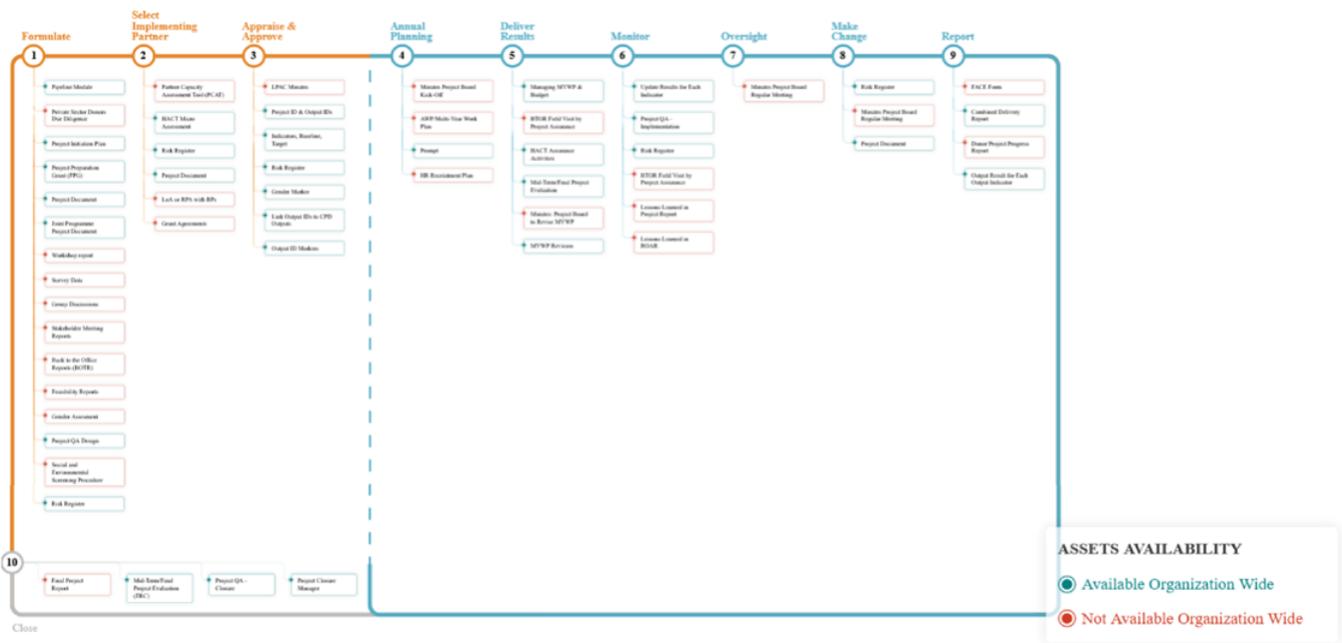
- Cycle organized by Design, Implement and Transition phases
- 31 potential points where knowledge is captured
- 33% are available organization-wide but in different systems (UNSDG website, ERC, SharePoint, Power BI, UNINFO.)



## Implications

- Knowledge capture and potential for application is not optimized. Not available organization wide:
- Collected data, lessons from changes in context and factors that drive progress and partnership not available corporately.
- Regional programmes collect key data on country programs. The knowledge is predominantly captured in regional systems and not accessible corporately.

## KNOWLEDGE CAPTURE IN PROJECTS:



## Current Status

- Average of 4700 projects annually in UNDP
- 48 potential points where data and information are captured.
- 50% available organization-wide but in different systems (Atlas/ERP, SharePoint, websites) 6,000 evaluations (since 2002) captured in ERC repository. Not currently linked with unified data hub.

## Implications

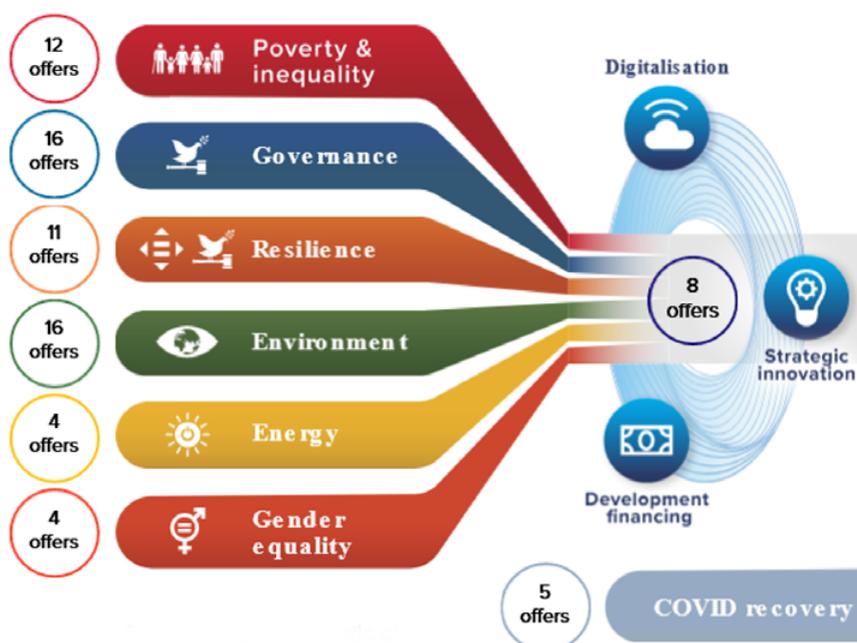
- Knowledge capture and potential for application not optimized.
- Key information not available organization-wide: survey data for project feasibility; baseline, midline and end line data; beneficiary selection/stakeholder engagement; lessons learned.
- Global thematic offers not fully capturing lessons from the CO experience.

## GLOBAL THEMATIC OFFERS

### Current Status

- 76 offers anchored in BPPS & CB structures. Limited results alignment to SP/IRRF. Limited integration across thematic offers.
- BPPS & CB produce policy guidance, program manuals, analytical tools and lessons learned among other knowledge products.
- Thematic offers and related knowledge products not centrally managed and currently reside in a mix of platforms, websites, thematic team knowledge repositories.

### Policy offers align to 6 Signature Solutions, 3 enablers and a bespoke offer on COVID recovery



### Implications

- Offers not aligned with RPDs and programs which limits learning and real-time application.
- Knowledge products require standardization in content, taxonomy and quality.
- Lessons from offers are not systematically captured to speed up learning and application.

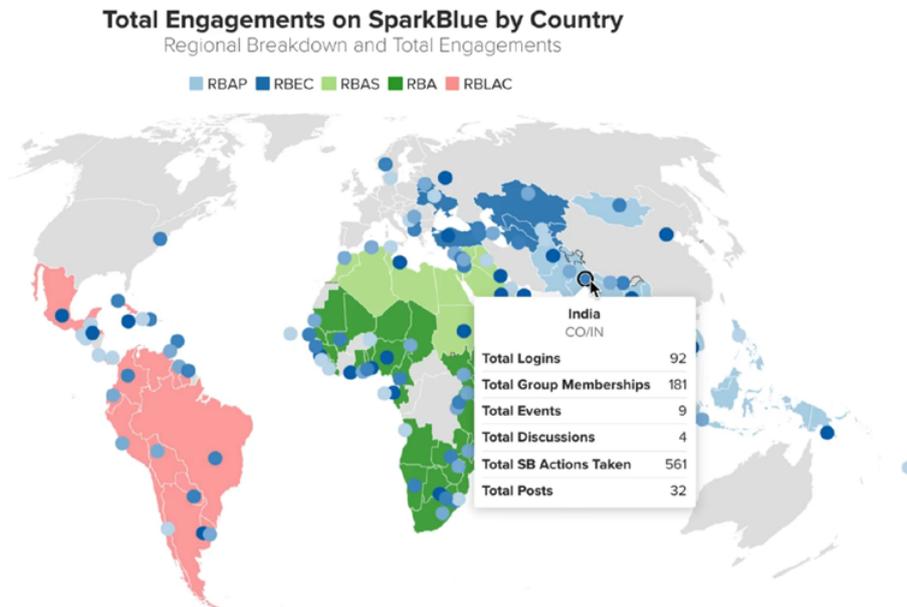
## KNOWLEDGE COLLABORATION

### Current Status

- 8 communities of practice drive internal knowledge sharing. Each community is comprised of integrated and issues driven learning and knowledge exchange.
- Collaboration with UNFPA, UNICEF, UNEP, FAO, WFP, UN Women, UN DESA, UNISS, ILO, UNFSS, and academic institutions, Member States and think tanks.
- 1.3 million views, 16,000 users (7,000 internal and 9,000 external).

## Implications

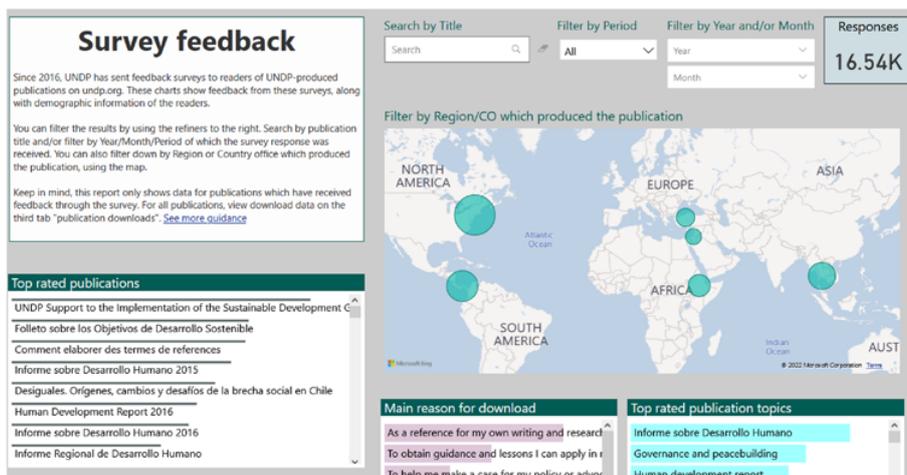
- Organization-wide contribution to corporate strategies/policy offers.
- Limited alignment with program/project results. Not tailored to learning needs.
- Knowledge exchanges not searchable by result areas or experts, limited direct peer-to-peer learning.



## THOUGHT LEADERSHIP AND QUALITY ASSURANCE

### Current Status

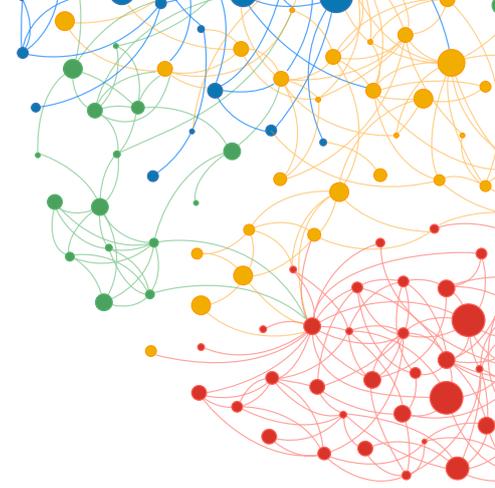
- Since launch of Knowledge QAP in 2018, 325 knowledge products have been quality assured with 43% developed by BPPS/CB and 5% co-developed with other bureaux.
- Top topics: Governance, COVID-19, Inclusive Growth, LNOB.
- Regional/Global Editorial Boards are being established.
- 96% of respondents in knowledge product survey (out of 16,5k) consider UNDP publications useful or extremely useful.





# ANNEX 2:

## Insights from External Benchmarking



The benchmarking exercise was comprised of desk research and deep-dive interviews with selected counterparts in UN Agencies, other international organizations, government and select private sector and consulting firms.

### MAIN FINDINGS AND GOOD PRACTICES:

#### Incentive Framework

- Incentive framework based on behavioural diagnostic increased knowledge sharing behaviours by 65% at the **World Bank** by adopting three drivers of change: 1) Linking knowledge sharing to self-development, 2) making knowledge sharing social, 3) making knowledge sharing easier.
- **DFID** previously used an organizational learning benchmarking framework (developed internally with staff) to help define KM and learning objectives and measure progress.
- **Underscoring the importance of recognition in incentivizing collaboration, UNEP** established the Baobab awards in 2007 to reward exceptional performance and dedication to achieving the goals of UNEP. The winner receives funding which they can use to further enhance their skills and the awards have become a source of pride and recognition within the institution.

#### Digital Knowledge Sourcing and Sharing

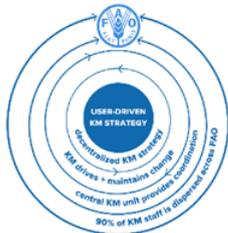
- **Cisco** with over 70,000 employees implemented knowledge solutions to create an integrated workforce experience. It launched a Cisco collaboration platform to build trust and share knowledge insights across teams. It also uses enterprise social software to facilitate healthy collaboration with personalization and relevance. All these platforms connect to each other for an integrated and user-friendly experience.
- One tech does not fit all: entities rely both on flagship, white label corporate platforms and on mainstream tools (Microsoft, Google, Salesforce) at the same time.
- The **Knowledge Action Portal (KAP)** is a flagship online community-driven platform launched by the WHO. The KAP presents users with an innovative way to enhance global understanding, interaction, and engagement across sectors for the purpose of fulfilling existing – and initiating new – commitments to noncommunicable disease (NCD) prevention and control.

- **McKinsey's** central knowledge repository is held in relational and graph databases with very good tagging and semantic search capabilities that are integrated across all internal platforms.
- **Asian Development Bank (ADB)** uses author-driven marketing tool called Kudos to introduce ADB publications to new audiences.

## Learning Communities

- Through **UNICEF's** BUILD programme, the communities of practice were revitalized and over 6,000 staff now have effective means to unblock and accelerate the flow of "living" knowledge, across locations and organizational hierarchies.
- **Worldwide Fund for Nature (WWF)** utilizes multi-stakeholder platforms to unwrap challenges and identify existing or new game-changing solutions to boost nature-positive production. Each platform has a lead facilitator to ensure that all voices are heard and considered and that collective propositions are delivered.
- Knowledge networks (CoPs) need to be designed and set up as core corporate structures that help connect people with topics and content, leveraging both tech and human resources to create what **Deloitte** describes as 'super teams'.
- Knowledge networks that are most vibrant often are comprised of smaller, cross-cutting sub-groups that actively work together towards concrete objectives/goals (i.e., **WWF's** ACAs – Areas of Collective Action & Innovation).

### KM Benchmarking: zoom-in on FAO



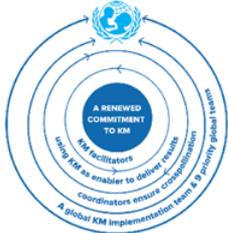
**KEY INFO**  
 Year of the KM strategy:  
 2016-2017 (TBC)  
 Budget for KM implementation:  
 N/A  
 KM focused personnel:  
 Central KM unit with 3 key staff

### KM Benchmarking: zoom-in on ILO



**KEY INFO**  
 Year of the KM strategy:  
 2018-2021  
 Budget for KM implementation:  
 N/A  
 KM focused personnel:  
 Several teams work across KM with dedicated, KM-focused units

### KM Benchmarking: zoom-in on UNICEF



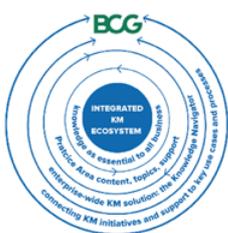
**KEY INFO**  
 Year of the KM strategy:  
 2021-2022  
 Budget for KM implementation:  
 750,000USD  
 KM focused personnel:  
 150 persons

### KM Benchmarking: zoom-in on ADB



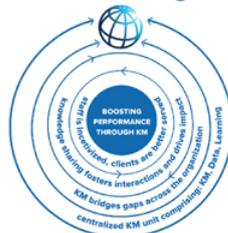
**KEY INFO**  
 Year of the KM strategy:  
 2021-2025  
 Pillars of KM:  
 People and culture, processes and systems, relationships  
 Top ideas:  
 • Offer is differentiated, to meet different needs  
 • Client-oriented knowledge creation, flow, use

### KM Benchmarking: zoom-in on BGC



**KEY INFO**  
 Year of the KM strategy:  
 2018+  
 Pillars of KM:  
 Organization, Tools, People, Culture  
 Top ideas:  
 • KM portal as 'sole source of truth'  
 • KM Specialists capture knowledge along project life cycles

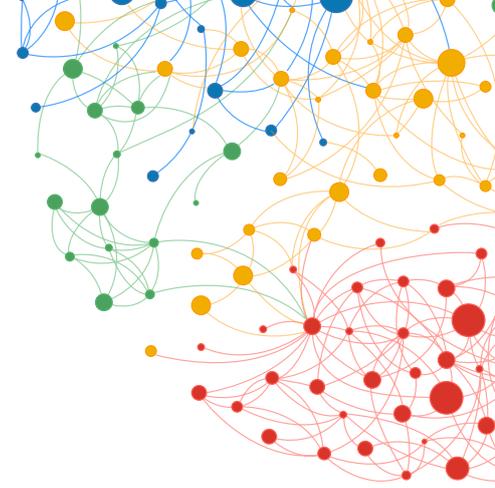
### KM Benchmarking: zoom-in on WB



**KEY INFO**  
 Year of the KM strategy:  
 N/A  
 Pillars of KM:  
 Share, access, use knowledge  
 Top ideas:  
 • Dedicated main unit e DEC Knowledge Management unit (DECKM) for KM  
 • Dedicated sub-units working on specific KM applications i.e. SSC, Data Analytics, GES

# ANNEX 3:

## Listening Forums



### RESEARCH OVERVIEW

The focus of this one-month consultative process was to capture UNDP practitioner experiences and document the multiple ways of understanding, using, acting, and sharing knowledge. Through a series of six participatory listening sessions involving 50 UNDP colleagues in semi-structured interviews, the learning science team captured and distilled the experiences of knowledge management practitioners into a gap analysis of current and future state visions. These were translated into eight actions to progress to preferable futures coming directly from UNDP Practitioners.

### Key Observations

1. Knowledge management practitioners represented various understandings of what knowledge is and therefore what management of it entails.
2. The culture of knowledge management at UNDP is mediated by an expert mentality that makes learning individualistic, specific, and transactional.
3. Due to an overload of knowledge products, practitioners rely on self-assessment and word of mouth to prioritize what is important to focus on.
4. Sharing knowledge happens in informal circuits based on personal relationships between colleagues.
5. UNDP practitioners have difficulty visualizing a preferable state for knowledge management in the organization.

## Quotes from Participants

“It's critical to understand what the organization is doing and even more so - what your bureau is doing. Just as important, being **able to have access to information** and **making information EASY AND SIMPLE for people to find.**”

“Knowledge Management is a fundamental part of our work, but the **Organization is not dedicating the right resources and approach to it**, so many opportunities, many people with great talent and knowledge get lost.”

“‘Knowledge’ in UNDP is a very broad concept. In practical terms, from a country office perspective, it includes anything ranging from **how to formulate and implement projects and programmes** that we need daily to the sort of sector specific but often **tacit/non-codified body of technical notions that allow us to dialogue credibly with government counterparts, development partners, and development practitioners.**”

“I am, continuously, learning and documenting some of the lessons. **Sharing such knowledge, however, remains a challenge.**”

## EIGHT ACTIONS TO PROGRESS TO PREFERABLE FUTURES

### 1. Expand Visibility and Recognition

A lot of knowledge sharing happens through informal networks that rely on personal connections between colleagues and are not formally recognized. To progress to a preferable state that embraces both a formal and informal network facilitating connections, suggested actions include high management endorsement for knowledge management, showcasing internally the benefits of having a solid knowledge management infrastructure; and giving visibility and offering opportunities to UNDP practitioners to speak in key forums, global events etc.

### 2. Enable Access and Ownership

Practitioners are extremely careful about whom to share knowledge with as many of them perceive knowledge as an individual power in the organization. To progress to a preferable state that prioritizes accessibility and considers the diverse voices, experiences, and languages of UNDP practitioners, suggested actions include creating a less hierarchical environment for learning, emphasizing get-to-know each other sessions, developing accountability spaces and involving outside partners in knowledge production.

### **3. Restructure Process and Management**

Practitioners stated there is a lack of strategic guidance of what knowledge management is, how it should be performed, and who should take part in it. To progress to a preferable state of knowledge as a crucial value of a long-term organizational strategy, suggested actions include devising an organization-wide knowledge management plan, establishing a commonly understood metric of success, prioritizing knowledge management during onboarding, and defining an internal incentive's structure.

### **4. Invest in Experimentation**

Practitioners stated UNDP does not promote sharing mistakes, thus disincentivizing people to experiment with new ways of sharing and capturing knowledge. To progress to a preferable state of incentivizing and encouraging sharing of failures and experimenting, suggested actions include experimenting with non-traditional knowledge products, activities and re-designing office spaces that would cater to different learning styles, offering peer-to-peer office hours, and facilitating knowledge exchanges.

### **5. Bridge Learning**

UNDP practitioners find it hard to apply learnings from knowledge products in other projects they are working on. This creates an imbalance between the knowledge that is produced, shared, and used. To progress to a preferable state of knowledge products design based on the learning needs of practitioners, suggested actions include creating and investing in community spaces, offering placements and secondments, utilizing different physical and digital spaces for knowledge sharing, designing micro-courses on knowledge activities, and creating plans for disseminating knowledge products.

### **6. Collaborative Content Curation**

UNDP Practitioners mentioned knowledge products are often outsourced to procuring experts as opposed to created internally, which leads to keeping many reports "on the shelf". To progress to a preferable state in which practitioners have more dedicated time and space to work on knowledge management, as well as balance of external-facing and internal products, suggested actions include embracing participatory ways of designing products, eliciting peer-to-peer recommendations, democratically limiting the number of competing platforms by voting, devising a knowledge management toolkit.

## 7. Reimagine Products

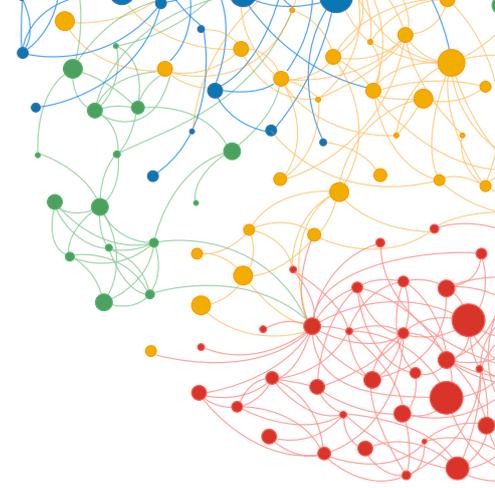
Knowledge products are materialized mostly through specific, standardized formats such as reports with institutionalized language frameworks, and official online platforms. To progress to a preferable state of an open-source knowledge management system that is flexible, fully transparent, accessible and uses strategies beyond reports, suggested actions include: creating shorter, easier approval process for new knowledge products, experimenting with format of the knowledge products that are co-designed, including interesting and relevant narratives and storytelling, focusing on accessibility and relatability with practitioners.

## 8. Allow Local Vision to be a Driving Force for Global

Knowledge is generated all the time but in different silos, whether between global, regional, and country offices or within the same project portfolio. To progress to a preferable state of equal knowledge sharing and application, less duplication and clear responsibilities between projects, country offices, regions, and headquarters, suggested actions include: seeking interoperability between country and global offices, maintaining knowledge products in multiple languages, respecting the necessities of country offices, ensuring knowledge is passed straight between practitioners in the field, and allocating extra resources for country offices to decrease inequalities.

# ANNEX 4:

## Digital landscape analysis

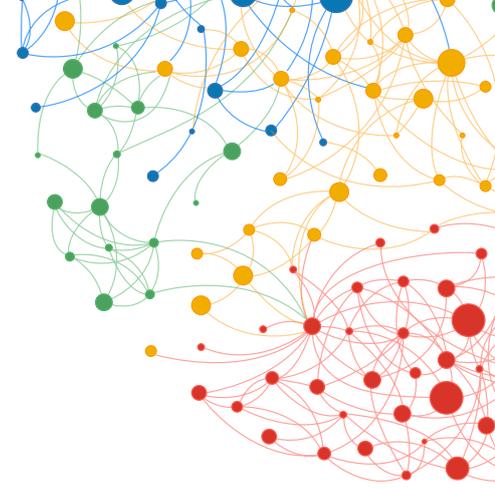


FINDING	RECOMENDATION
<p><b>Large number of systems and lack of integration across systems results in data, information, and knowledge silos.</b></p> <ul style="list-style-type: none"> <li>• Atlas modules not fully integrated</li> <li>• Many non-integrated extension apps to close Atlas functional gaps (e.g., Linking App)</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP should proceed with current plans to consolidate operational systems to core set of best of breed operational systems (ServiceNow, Oracle Cloud ERP, Salesforce)</li> <li>• Systems not yet on roadmap for inclusion into core set (PIMS+, ERC, and others) should be evaluated for inclusion. If not included, should be integrated into core.</li> <li>• Fuel50 should be evaluated against ERP and other current profile locations to ensure there is no overlap, and if retained should be integrated</li> <li>• Any ancillary systems required should be integrated into core. Deployment of additional systems should be governed to ensure functional need cannot be supported with existing systems.</li> </ul>
<p><b>Large amount of data, information, and knowledge buried in unstructured document formats (like PDF).</b></p> <ul style="list-style-type: none"> <li>• In some instances (Linking Tool), a document is the system of record (CPD), and some information is manually entered into the system, which is prone to errors and difficult to audit/trace.</li> </ul>	<ul style="list-style-type: none"> <li>• Ideally, unstructured documents should be an output of more structured data with a system.</li> <li>• In instances where this is not feasible, AI could be used to extract data, information, and knowledge from the documents and make it available as such.</li> <li>• UNDP should evaluate leveraging IEO’s experience with AIDA for this extraction.</li> </ul>
<p><b>No centralized user profiles exist that showcase users’ expertise and the knowledge products those users create.</b></p> <ul style="list-style-type: none"> <li>• Large amount of knowledge buried within UNDP personnel (it walks out the door with the people)</li> </ul>	<ul style="list-style-type: none"> <li>• Having such a profile both incentivise individuals to create and share knowledge and provides a location for knowledge consumers to locate both knowledge and expertise.</li> <li>• Evaluate creating a “profile of profiles” that centralizes access to profiles even if some of the details are more distributed in “fit for purpose” areas. The HR profiles in Oracle Cloud may provide a basis, but integration across other profiles (e.g., SparkBlue, Fuel50) would be required as well as an ability to link to or publish knowledge products.</li> <li>• Expertise identification efforts like Eva.ai could be leveraged to “discover” profile expertise.</li> </ul>

FINDING	RECOMENDATION
<p><b>It is not easy to find or share knowledge.</b></p> <ul style="list-style-type: none"> <li>• Too many places to look</li> <li>• Often google is better than any UNDP provided method to locate knowledge</li> <li>• Lack of business ownership for federated search is limiting UNDP from fully utilizing this capability</li> <li>• On undp.org many knowledge products are siloed by country</li> </ul>	<ul style="list-style-type: none"> <li>• Having a minimum and well-defined set of locations for publishing knowledge would help people know where to share knowledge, but, ideally, people don't have to do anything out of the context of their normal activities to make knowledge assessable to others.</li> <li>• By expanding federated search to integrate with all locations within UNDP that contain knowledge, no additional "sharing" is required. Microsoft search has connectors for Microsoft products, Salesforce, ServiceNow, and Oracle. Custom connectors for additional systems can be built.</li> <li>• Leveraging Microsoft Viva search capabilities also enables automatic contextual recommending of knowledge (e.g., when I am working on a document, Microsoft can recommend knowledge that might be useful to me based on the context)</li> <li>• Having a corporate taxonomy and tagging knowledge products with that taxonomy enables search to be semantic as well as lexical. UNDP should have a single taxonomy, so this could build on the work currently happening around a data taxonomy as part of the data strategy.</li> <li>• Microsoft Viva Topics should be evaluated as a method for (1) leveraging AI to identify knowledge topics found in UNDP and (2) enable knowledge experts to create curated knowledge topics based on the federated search capability. It integrates these topics into contextual links to learn more as topics are referenced.</li> </ul>

# ANNEX 5:

## Global and Regional Consultation Synthesis



### REGIONAL CONSULTATION

Deep dive consultations with all five regional hubs proved to be extremely insightful and highlighted several good practices as well as challenges.

#### Key insights:

##### Thought Leadership

- Four of the regions (RBA, RBAS, RBEC and RBLAC) are either about to or had already set up **editorial boards and enhanced quality assurance measures** in their regions providing region-wide compliance with the corporate QA process.
- Since 2019, RBAP has a structure of staff and offices to **support the knowledge Product QA process**.
- RBLAC through the Office of Senior Economist manages a vibrant **Research Network Partnership** with Academia.

##### Knowledge Platforms

Significant investments have been placed in developing knowledge platforms across the regions:

- **RBA:** Regional programme knowledge management platform (Internal) provides a one-stop-shop for the region to source information, access to regional documents, and links to regional communities and collaboration tools,
- **RBAS:** ARAB SDG Gateway (External), Arab Development Portal (External) acts as a development database on Arab countries,
- **RBAP:** Knowledge hub (Internal) serves as the regions knowledge entry point with access to latest events, knowledge products and tools, Asia-Pacific knowledge portal pools together policy expertise by and across sectors, allowing countries and country teams to identify the expertise available, and facilitating a response to emerging national needs,

- **RBEC:** regional knowledge gateway (Internal) gathers information and resources relevant for the RBEC region and brings regional GPN policy and programme teams together; RBEC Programmatic Space (Internal), RBEC SparkBlue dashboard serves as an entry point for collaboration across the region,
- **RBLAC:** LAC SDG Gateway (External) serves as a reference and place where all information related to the SDGs can be found as well as links to analytical tools and knowledge products.

## Knowledge challenges identified

- **Learning:** systems of extracting recommendations from evaluations, audit, and comparable experience (to learn from past) is fragmented and complex to navigate disparate knowledge sources.
- **Incentives:** there is no incentives framework to promote knowledge sharing or learning, sharing knowledge is not seen as a corporate priority.
- **Knowledge Management Staff:** There are few corporate knowledge positions in the region, those which exist are mainly associated with regional programmes, or others hired based on project needs.
- **Networks:** Regional centres COPs are currently not connected to corporate communities of practice.

## Global Consultation

Following is a synthesis of the consultation [Shape UNDP's Knowledge Management Strategy 2022-2025](#), which was conducted from 25 Oct – 12 Nov 2021.

The discussion generated 237 members and 99 comments which led to the following main recommendations:

1. **People are at the core of knowledge, not tools or tech;** knowledge tools and processes need to be accessible and adaptable to country, regional and global knowledge management cultures.
2. **Knowledge needs strong governance for quality standards.** It helps knowledge to be captured across all projects, connecting project level good practices to learning
3. **Knowledge Management should help carve out space for risk-taking, failure,** experimentation, and candid conversations on what has been learned.
4. **Knowledge promotes learning;** allowing personnel to immediately and collaboratively learn from past experiences and emerging challenges.
5. **Knowledge needs to be searchable with** digital platforms integrated to make it easy to find what you need when you need it.
6. **Knowledge services should be agile and respond to need** to be effective in the contexts of uncertainty and complexity.
7. **Knowledge Management needs to focus on results** and learning communities need to be aligned with the Strategic direction of the organization.

The Discussion Room posed the following three questions:

- What approaches, principles and processes have best served your knowledge needs?
- How can UNDP personnel be better supported and encouraged to focus on quality knowledge generation and knowledge management?
- What are the most pressing knowledge questions in your area of work?

Question one and two are addressed together, as most participants demonstrated the inter-relatedness of the answers.

Four areas emerged as important for the knowledge need of the colleagues participating in the discussion. They were: Cultivating internal capacities, tools, and processes for Knowledge Management (KM), KM governance and the role of people and culture in Knowledge management.

## 1. Cultivating internal capacities

Many of the respondents identified the need for on the job learning and becoming future ready as an important necessity to a revised knowledge management vision for the organization. The use of targeted workshops was raised as a highly effective method of KM as it not only can help improve work processes and approaches, etc. but establishes a support network from the workshop cohort such as in the Surge trainings. Colleagues touched upon a participatory approach to knowledge sharing workshops, involving a target population or beneficiaries along with relevant experts. Many identified the need for a comprehensive induction to be part of welcoming personnel to all new offices and should be connected to a peer network to help guide them.

Many touched upon being able to continuously adapt and acquire needed skills to meet the needs of the future of work and recommended that learning becomes a dedicated weekly activity, or at least as an active part of projects, for example, adding regular learning-focused workshops to project implementation. The AccLab model of 90-day learning cycles was presented as an example, as it allows for reflection and experiential learning as well as sharing.

## 2. Tools and Processes for KM

Many colleagues mentioned that employees need access to, and support using, the right tools to capture, centralize, and share knowledge. This guidance, along with the process for using the tool, should be user-friendly. Many colleagues provided suggestions for how tools can support personnel with knowledge management and encourage a focus on the generation of quality knowledge. Most people mentioned centralization and ease of use as tenants for an ideal tool.

Even though the tool may be a one-stop-shop of guidelines, libraries, clear taxonomies, skills/people, etc., it should still offer filtering and customization for country offices. One colleague highlight-

ed that we should establish a knowledge-orientated technology infrastructure, co-designed with users, which can capture and monitor the use of knowledge generated by programme and project personnel. We should refrain from developing lots of systems and databases, but where multiple tools must exist, we need better coordination between the various knowledge platforms to facilitate meaningful participation. There was a call to invest in a more robust IT support group to help the oversight and management of the digital ecosystem.

Several respondents touched upon the required features of a knowledge management tool:

- Interactive organizational charts that map UNDP personnel and their respective teams.
- UNDP Global Calendar of events with standard invitations that differentiate between newsletters, announcements, invitations, etc.
- Consolidated stakeholder lists and access.
- Manage back-to-the-office reports after every knowledge related event.
- Assistance with collecting and storing data.
- Best practices and a solutions library.
- Better structure to the intranet and regular updates; and
- Federated search, multilingual content, and access, and mobile friendly.

### 3. KM Governance

Participants mentioned the importance of centralized KM governance that would ensure that UNDP has the capabilities and knowledge to deliver our signature solutions, that we are learning from the past, that we engage with all our partners, and adapt projects when the outside world doesn't conform to expectations. It was also highlighted the importance of leveraging other organizational strategies such as the Digital and People2030 strategy.

Colleagues asked that UNDP protect KM and innovation at the regional and country level, so that the search for corporate homogeneity does not hinder the benefits of pluralism. Related, colleagues asked that knowledge management allows for risk-managed failure, experimentation, and candid conversations, because these will lead to new and innovative solutions.

Colleagues listed several specific requirements for KM governance:

- KM governance is also about business processes and accountabilities (KM in job descriptions and ToRs) that integrate networking and learning in roles and responsibilities.
- Incentives that encourage a culture of knowledge that facilitates and appreciates learning
- PMDs should hold personnel accountable for the learning targets they have set. PMDs need to have space where action-based and experiential learning is a prerequisite and mandatory.

- KM standards: many comments touched upon standards and templates, along with tools for documentation. Especially standards that are corporately approved and not just considered best practices.
- Knowledge production should be a key deliverable output in the ROAR.
- Shift M&E process to incorporate learning.
- Roster of experts; and
- Preserve and build upon the current UNDP mentorship programme

#### 4. The Role of People and Culture in KM

The role of people and corporate culture was mentioned often in the discussion. That is; a culture of knowledge sharing and learning where personnel feel respected through ample opportunities to contribute ideas, offer feedback, and motivated to contribute to the improvement of organizational systems or policies. It was noted that middle and senior managers need to underscore the importance of building and cultivating a knowledge-based culture, where curiosity, organizational learning, experimentation, and risks are encouraged and tolerated. An inclusive knowledge culture would respect personnel diversity, language, and regional and local cultures. The Communities of Practice were mentioned several times as one of the mechanisms to share and learn and contribute ideas. They were identified to discover (or build) best practices from country office, regional and global experiences.

Many respondents discussed the need for dedicated KM experts and/or ToRs that include KM components. One commenter highlighted the need for KM focal points in country offices, just as there is currently for communications.

#### **Question 3: What are the most pressing knowledge questions in your area of work?**

The responses to this question are grouped according to 1) general approaches 2) specific needs:

##### General approaches

- Practical training on basic UNDP operational procedures.
- Knowledge on UNDP policy and strategy development.
- Knowledge on country context and new development trends or changes in direction.
- knowledge on cross practice area work (across thematic areas or signature solutions).
- Knowledge on integrated solutions.
- Knowledge on home grown innovative approaches and solutions.
- Knowledge on research and development.
- Knowledge about grassroots (and other) innovations in past and present UNDP projects and from UNDP partners in the context of a UNDP project.

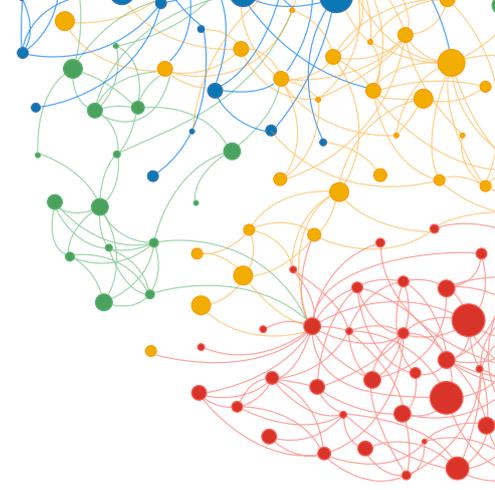
- Knowledge on timely technology solutions and enablers (digitalization, strategic innovations, and development financing).
- Knowledge on UNDP internal expertise in a specific area of work that we are about to tackle? if so, where, and how can we engage?
- Knowledge of significant gaps in the literature, policies, and programmes as well as emerging lines of research and programmes that show promise, especially if they appear to be under-resourced; and
- Knowledge on contract modalities and procurement procedures. Guidance on when to choose what method of procurement, necessary documents, and step-by-step walk-through through respective processes.

## Specific needs

- Digitization, automation, and the ability to use data in compelling and convincing ways.
- Understand the parameters of UNDP's work in certain sectors
- Knowledge on resource mobilization (donors' information, areas of interest, criteria, calendar for calls of proposal, etc.).
- How is UNDP already incentivizing integrated policy and programming at the regional and CO level?
- What management and coordination tools are we using to help strengthen and better institutionalize joint resource mobilization, design, and implementation of programmes that leverage expertise across the GPN and respond to nexus issues such as the food-water-energy crisis?
- How can we scale successful examples of integrated programming to cover most of the countries and communities that we serve?
- The extent to which research that will be useful to developing democracies.
- Where do we access skills in accurate donor mapping?
- What can we learn from the implementation of different UNDP Initiatives?
- The practical application and experience of systems design and portfolio approaches to tackle stubborn and evolving development problems.
- How do we use/adjust UNDP corporate results frameworks and M&E frameworks to cater to an adaptive programming and management approach, also considering the systems and procedures of our development partners who provide traditional and non-traditional resources?
- The importance of behavioural science (and data and AI?) in our interventions.

# ANNEX 6:

## Persona Development



As part of the research and analytics phase of the Knowledge management strategy, the KM 'core team' co-created a set of UNDP personas to help guide the prioritization of investment recommended in the draft strategy.

A "Persona" is a fictional representation of an actual user in UNDP and has been vital in driving design decisions by taking common user needs and bringing them to the forefront of planning before design had started. These provide a shared understanding of users in terms of knowledge needs and learning preferences, specific goals, and capabilities.

Once Personas were defined, they were validated through the Deputy Resident Representative (DRR) Knowledge Collective. This was designed as a three-day online exchange which took place in Q4 2021.

DRRs play a critical role in knowledge generation and sharing in country offices, connecting program and operations, overseeing M&E, and driving excellence in terms of development results across our portfolios. The Knowledge Collective as was embedded into the DRR leadership journey to build a peer network of CO based leadership to advance our knowledge ambition over the 2022-25 period.

The first session was opened by the Associate Administrator, Ms. Usha Rao-Monari, and opened an exchange on the findings of knowledge flow mapping and proposed priorities in the KM strategy. Based on feedback from the Knowledge Collective, the second session co-designed and validated the personas, which in the third session stress-tested both proposed objectives and specific investments proposed in the KM strategy. Through these sessions, the team identified additional personas, adjusted, and validated the personas.

The personas will also inform, and stress test the proposed implementation plan, ensuring investments proposed respond to user needs and learning preferences.

**All personas are entirely fictitious and are based on aggregate user insights. Any similarity to actual persons is purely coincidence.**

PERSONA



Role: **Regional Policy Specialist**  
 Location: **Addis, ET**  
 Unit: **RBA**  
 Age: **48**  
 Years with UN: **21**  
 Before UN: **Academia**

**ABOUT**  
 Deborah with extensive UN experience has worked in UNDP, UNICEF and UNFPA. She has produced several knowledge products and is a avid reader. Besides work, she volunteers at the animal shelter.

## Deborah the thought leader

“After all these years, there are still so many new ideas.”

**Responsibilities**

- Advice country office on policy and programming
- Providing substantive inputs and facilitating the sharing of experience between countries
- Lead the development of Knowledge products for the region

**Pains**

- Easy access to relevant data and insights from across the region.
- Lack of sufficient time to produce a knowledge product in a timely manner
- Find the corporate quality assurance process complicated and time consuming

**KM needs**

- Access to relevant data and insights
- Knowledge Product quality assurance: editorial board
- Exchange with experts in all related Country Offices

Motivators	Knowledge Channels	Knowledge Asset Needs	
Impact +++++	Relationships +++++	Data +++	Tacit Knowledge +
Praise +	Online spaces +	Lessons Learned +++++	Benchmarks +++++
Promotion +	Intranet +++	Reports +++++	Guidelines ++
Success +++	Internet +++++	Thought Leadership +++++	... ..
Social +++			

PERSONA



Role: **Desk Officer**  
 Location: **Bangkok, TH**  
 Unit: **RBAP**  
 Age: **43**  
 Years with UN: **8**  
 Before UN: **Private sector**

**ABOUT**  
 More than 8 years of professional experience in Africa, Latin America and the Pacific's. Skilled in policy analysis, production of policy briefs and reports, and speech writing.

## Marco

“Never stop learning because life never stops teaching”

**Responsibilities**

- Provides support to programme design and implementation at CO level.
- Performs monitoring and evaluation functions
- Contributes to the facilitation of knowledge building and sharing

**Pains**

- Needs to scramble every time there is a new request
- Lacks the network to source knowledge effectively
- Missing a good overview of available global knowledge
- Hard to stay on top of the latest thinking across all our solution areas

**KM needs**

- Better connection to community to ask and receive support
- Have full overview of CPD implementations globally, with insights and learnings - readily available
- “ROAR mining” to get insights about programme delivery

Motivators	Knowledge Channels	Knowledge Asset Needs	
Impact +++	Relationships +++++	Data +	Tacit Knowledge +
Praise +++++	Online spaces +++++	Lessons Learned +++++	Benchmarks +
Promotion ++	Intranet +++++	Reports +++++	Guidelines +
Success ++	Internet +	Thought Leadership +++++	... ..
Social +++++			

PERSONA



Role: **Resident Rep.**  
 Location: **Barbados, BB**  
 Unit: **RBLAC**  
 Age: **54**  
 Years with UN: **22**  
 Before UN: **Private sector**

**ABOUT**  
 With over 20 years of experience in four regions, Leyla has extensive knowledge in international development. She is future oriented and interested in advancing UNDP's development discourse.

## Leyla

“You are what you do, not what you say you will do.”

**Responsibilities**

- Provides vision, managerial & substantive leadership, maintaining group dynamics & guidance to the CO
- Strategic direction in the national context through a country programme aligned with the UNDAF.
- Engages with the government and broader UN and international community

**Pains**

- Agreeing to all requests & Scrambling when a request comes in (“rubik’s cube”)
- Lack of easy access to internal knowledge producers/researchers
- Access to the right knowledge at the right moment to catalyze change
- Data overload & talent gaps

**KM needs**

- Working out loud across the organization
- Swift responses to knowledge needs: premium service line
- Access to knowledge and data insights at country level
- One stop shop for controls and indicators preventing reactionary management

Motivators	Knowledge Channels	Knowledge Asset Needs	
Impact +++++	Relationships +++++	Data +++++	Tacit Knowledge +++
Praise +	Online spaces +	Lessons Learned ++	Benchmarks +
Promotion +	Intranet ++	Reports +++++	Guidelines +
Success +++++	Internet ++	Thought Leadership +++++	... ..
Social +++++			

PERSONA



## Andres

"I love the inherent beauty of a well designed result framework."

Role: **M&E Specialist**  
 Location: **Caracas, VZ**  
 Unit: **CO, RBLAC**  
 Age: **31**  
 Years with UN: **5**  
 Before UN: **University**

**ABOUT**  
 Andres is a former JPO who is motivated by learning new things and meeting new people. He hopes to experience different areas of work in UNDP. He is interested in learning more about UNDP's added value in the countries it serves.

### Responsibilities

- Implementation of M&E policies and strategies
- Prepare learnings for ROAR
- Knowledge building and knowledge sharing on M&E
- Develops lessons learned papers.
- Coordination of evaluations
- Program quality assurance

### Pains

- Detached from actual projects
- Impersonal and incomplete information flow from project teams to M&E
- Seen as controller, not as helper
- Under resourced
- Dependent on projects for field visits

### KM needs

- Inspiration how M&E can be deeper integrated in output monitoring for project management
- Access to data and insights
- Access to central repository of project and programmes and their log frames

Motivators		Knowledge Channels		Knowledge Asset Needs			
Impact	+	Relationships	+	Data	+++++	Tacit Knowledge	+
Praise	++++	Online spaces	++	Lessons Learned	++++	Benchmarks	+
Promotion	++++	Intranet	+++++	Reports	++++	Guidelines	++
Success	+++++	Internet	++++	Thought Leadership	+	...	...
Social	++						

PERSONA



## Aika Kyōda

"Lost time is never found again."

Role: **Programme Advisor**  
 Location: **Lebanon**  
 Unit: **RBAS**  
 Age: **41**  
 Years with UN: **12**  
 Before UN: **Consulting firm**

**ABOUT**  
 12+ years of international development experience, with a successful track record of establishing and managing complex projects, problem-solving and strategic analysis, government relationship management, and partnerships management.

### Responsibilities

- Development of project documents.
- Manages the overall knowledge generation for various partners.
- Establishes the engagements of a Knowledge Hub through provision of data and analysis.

### Pains

- Not intuitive to find pertinent evaluations for similar projects
- Hard to find colleagues who have developed similar projects
- Hard to exchange with other expert colleagues
- Efficient time management

### KM needs

- Access to relevant data and insights
- Tacit knowledge about similar projects
- Overviews and benchmarks of implemented solutions
- Talking to programme peers
- Requires Information data base

Motivators		Knowledge Channels		Knowledge Asset Needs			
Impact	+++++	Relationships	++	Data	++++	Tacit Knowledge	+++++
Praise	+++	Online spaces	+	Lessons Learned	+++++	Benchmarks	+++++
Promotion	+++	Intranet	++	Reports	++	Guidelines	++++
Success	+++++	Internet	++++	Thought Leadership	++	...	...
Social	++						

PERSONA



## Perlita

"It is fascinating how digital is changing the way development works."

Role: **Team leader**  
 Location: **New York**  
 Unit: **GPN**  
 Age: **51**  
 Years with UN: **22**  
 Before UN: **Private Sector**

**ABOUT**  
 Perlita has worked for UNDP for over 20 years and has both country, regional and HQ experience. She has managed large teams and experienced in managing large portfolios. She is passionate about climate change.

### Responsibilities

- Provides strategic guidance and thematic oversight
- Provides thought leadership internally through the CoPs
- High-quality, timely and responsive technical and policy advisory services to UNDP Country Offices

### Pains

- Too many requests for briefs and reporting
- A lot of last minute on-demand requests
- Finding the right expert to talk to takes time
- Limited headspace to "really" think visionary

### KM needs

- Effectively exchanging with a large number of experts inside the organization
- Access to aggregate intelligence of UNDP
- Communities of practice
- Thought leadership

Motivators		Knowledge Channels		Knowledge Asset Needs			
Impact	+++	Relationships	+++++	Data	+++++	Tacit Knowledge	+
Praise	+	Online spaces	+	Lessons Learned	++++	Benchmarks	+++++
Promotion	+	Intranet	++++	Reports	++++	Guidelines	+
Success	+++	Internet	+++++	Thought Leadership	+++++	...	...
Social	++++						

PERSONA



**Role:** Jr Professional Officer  
**Location:** Burundi  
**Unit:** Knowledge Management  
**Age:** 25  
**Years with UN:** 2  
**Before UN:** Private

**ABOUT**

Paul worked in the private sector for three years before joining UNDP as a Junior Professional Officer. He is responsible for managing governance portfolios. He is passionate about knowledge sharing.

**Paul**  
**“A great dream never gets fulfilled. It transcends.”**

**Responsibilities**

- Managing Governance Portfolio
- Searches and organizes Knowledge products
- Guardian of knowledge products and dissemination
- Review, analyse and distil information, good practices and lessons learned

**Pains**

- Difficulty in finding relevant information from large datasets (data overload)
- Lack of access to information and/or collaboration
- Inconsistency of information across different platforms
- Knowledge fragmentation and duplication

**KM needs**

- A unified platform which addresses fragmentation, networking needs and delivers reliable information
- Well trained staff
- Community of Practice platform facilitating cross collaborative requirements
- Guidelines to address data mismatch across platforms

Motivators		Knowledge Channels		Knowledge Asset Needs			
Impact	++++	Relationships	++++	Data	++++	Tacit Knowledge	+++
Praise	+++	Online spaces	+++	Lessons Learned	+++	Benchmarks	++
Promotion	++++	Intranet	++	Reports	++	Guidelines	+++
Success	++++	Internet	+++	Thought Leadership	+++		
Social	++						

PERSONA



**Role:** NO Program Analyst  
**Location:** Sri Lanka  
**Unit:** SDG  
**Age:** 41  
**Years with UN:** 4  
**Before UN:** Consultant

**ABOUT**

Chandra worked for the national government for over 15 years as a consultant on various developmental initiatives. He is now a Program Analyst at UNDP and provides professional support for the 2030 Agenda

**Chandra**  
**“Gaining knowledge is the first step to wisdom  
 Sharing it is the first step to humanity”**

**Responsibilities**

- Provides policy advice
- Tracks country policy agenda
- Scans relevant UNDP global offer, frontier topics and issues
- Coordinates activities of project staff.

**Pains**

- Lack of access to network
- Learning curve
- Missing on effective utilisation of tools and mechanism
- Struggles to find the balance between delivery and learning
- Lacks means to capture new experiences

**KM needs**

- Need to achieve relevant connections in COP and capture org culture
- documenting and capturing lessons including from failures
- Access to unfamiliar/ international best practices which are replicable at a national level

Motivators		Knowledge Channels		Knowledge Asset Needs			
Impact	+++	Relationships	+	Data	+++	Tacit Knowledge	+++
Praise	++	Online spaces	++	Lessons Learned	+++++	Benchmarks	+++
Promotion	++++	Intranet	+++	Reports	+++	Guidelines	+++++
Success	+++	Internet	+++++	Thought Leadership	+		
Social	++++						



Copyright © UNDP 2022 All rights reserved.

United Nations Development Programme

One United Nations Plaza

New York, NY 10017 USA

The views expressed in this publication are those of the author(s) and do not necessarily represent those of the United Nations, including UNDP, or the UN Member States.

UNDP is the leading United Nations organization fighting to end the injustice of poverty, inequality, and climate change. Working with our broad network of experts and partners in 170 countries, we help nations to build integrated, lasting solutions for people and planet. Learn more at [undp.org](https://undp.org) or follow at [@undp](https://twitter.com/undp).

