



XII IACC 2006

Role of IGOs in Knowledge Management: A UNDP Case Study

*Strategic session on sharing information and knowledge to fight corruption
- challenges and opportunities*

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Overview

- **Context of UNDP's Practice and Knowledge Networks**
- **KM at UNDP-The Milestones & KM Roadmap**
- **CASE STUDY: The what, the why, the change, and the how?**
- **The Impact- democratic space**



The Context

- UNDP in 130+ countries...so is Knowledge !
- Knowledge Networking **established in 1999** in all 6 of UNDP's thematic priority areas of work
- Global networks originally set up as a **capacity building** mechanism for the field; to serve as a **bridge** between HQ and the field; and to **connect COs** & promote **South-South exchange**, avoid reinventing the wheel
- Knowledge Networks subsequently became institutionalized as part of the **UNDP business plan**

The UNDP organizational model for the future should be based on dispersed capabilities and decentralized networks

*Mark Malloch Brown
2000 – 2003 Business Plan*



KM at UNDP-The Milestones

- ❑ **Historically:** long research, publishing and consulting tradition
- ❑ **1990s:** Establishment of RSCs, SURFs, Global Networks, UNDP's Practice Architecture, Knowledge Service Teams
- ❑ **2004:** 'Knowledge Management Roadmap' to transform UNDP into "professional services organization"
- ❑ **2005:** KM stocktaking – review of progress
- ❑ **2006:** KM activities highlighted as key ingredients for MDG support services



UNDP KM Roadmap

“ *UNDP needs systematic processes for gathering, distilling, organising, finding and presenting information in ways that improve staff understanding in key substantive and administrative areas; and that allow the organisation to operate more efficiently, gain insight and understanding from its far-ranging experience on the ground... and turn this understanding into a competitive advantage in the development marketplace... using knowledge to further human development in programme countries.*”

The KM Roadmap, 2004: 2.



UNDP Roadmap Progress

- New Collaborative Tools and Technology**
Search engines, workspaces, network management tools
- Networks and Communities Strengthened**
UN-wide networks (HuriTalk), regional and country CoPs, knowledge fairs, stronger facilitation teams, rosters,
- Human Resources and Staffing Developed**
Initiatives to enhance KM culture, communication strategy, HR procedures
- Content Management and Knowledge Products Developed**
corporate taxonomy, human development viewpoints
- Alignment with MDG Support Services**
Improving support to the COs, strengthening RSCs, improving interagency cooperation



The What: Communities of Practice

“Groups of people who share a common concern, set of problems, or passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis”-

Etienne Wenger



UNDP's Communities

Knowledge communities are organized around 7 practices:

- Democratic Governance
- Poverty Reduction
- Crisis Prevention and Recovery
- Energy and Environment
- HIV / AIDS
- Management
- UN Co-ordination

Additional knowledge communities supported by knowledge networks

- National Human Development Reports
- Millennium Development Goals
- Gender
- Micro-finance
- ICT for Development
- EvalNet
- Sub-practice Networks – Management, Regional Networks

UN Networks (ESCAP, DPKO, WHO, UNDESA etc.)



The Anti-corruption Sub-practice

- **Anti-corruption** is one of the **Sub-practices** of the Democratic Governance Practice.
- **UNDP support to:** develop national anticorruption laws, enforce international conventions, establish national integrity bodies, improve advocacy efforts, civil service reform for efficient, effective, and responsive pro-poor policies, civil society for increased participation in decision-making processes, monitoring of the Executive, Judicial and Legislative branches.
- **Anti-corruption Sub-practice** - Two CoP Meetings (2004, 2006)
- **Anti-Corruption Practice Note**, Good Practices & Tools
- **Anti-corruption workspace:**
<http://content.undp.org/go/bdp/dgg/ac-cop-2006/?src=bdp>



The Why?

For The Organization:

Promotes UNDP's capacity to become a knowledge organization by **drawing on local, regional and global expertise** and **promoting the exchange of more nuanced information**. Enhances the **delivery, relevance and effectiveness of our work and advisory services**.

Promoting democratic space

For the thematic community:

Allows for the development a **common language & understanding of thematic issues**.

For the individual:

Help staff to do their jobs better, builds stronger bonds with peers, keep up to date & relevant



The How?

Standardised, demand driven Products and Services!

- Referrals and Sharing of Best Practices
- Consolidated Replies
- News Updates/Practice Newsletters
- Knowledge Collection and codification and Practice Workspaces
- eDiscussions (i.e., Political Corruption)
- Community building beyond email



The How?

- **Face-to-face meetings: Workshops**
“UNDP Practice setting from bottom up”
i.e., CoP Meeting on Anti-corruption in Guatemala (12-14 Nov, 2006)
“**Scholarships**” for active participants to attend relevant training events
- Knowledge based **advisory services**
- Technical and substantive **backstopping**
- **Mutual Support Initiative**



The Impact: Qualitative Analysis

User feedback

*“...it is comforting to know that **my query is going out to over 1,500 eyes who could potentially respond. This gives me a greater sense of confidence in communicating with government counterparts as I can tell the government with more conviction what UNDP policy and experience on the given issue is... I also directly interact with members once we get the ball rolling through the network and it is also useful to get to know them on a one to one basis.**” Malawi CO, September 2006*

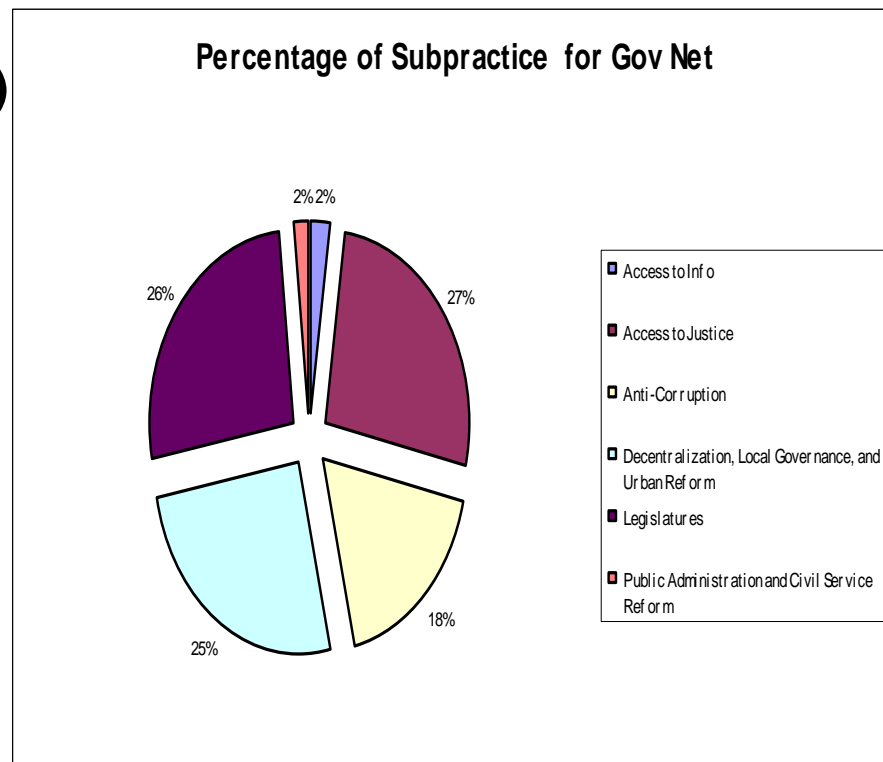
External Evaluation

*“ **The group was particularly impressed with the energy and responsiveness of the networks. Indeed, we believe UNDP has something unique going on: ...Overall, the system is remarkable, and indicative of a culture that cares passionately about development issues and knowledge.**” Steve Denning, Geoff Parcell, Larry Prusak, Tom Davenport, November 2004*



The Impact: Links to Policy Analysis and Programming

- **Analysis of contributions, and members/network (COP) activity.**
- **Using the COP as consultation mechanisms.**
- **Bottom up definition of policy issues.**
- **Agenda setting via practice meetings or e-network.**
- **Utilising COP for peer review, identification of good practices which can then feed into policy development.**





The Impact: UNDP & UN Cross-fertilization

- **Supporting UN agencies to develop Knowledge Sharing approaches:** UNDESA, the ECA and ESCAP are developing knowledge sharing strategies drawing on UNDP's experiences.
- **Expanding UNDP networks into UN Networks:** HuRiTalk transformed from an internal UNDP network to the UN System Network. UNDP's HIV/AIDS Practice Network expanded to include UNAIDS colleagues.
- **UN Support of UNDP COPs:** A series of "Advisory Groups" established for UNDP Practice Networks in order to regularly tap the expertise of UN agency colleagues.
- **Practitioner Networks:** DPKO, WFP, WHO and FAO are implementing knowledge sharing and networking strategies, based on UNDP's approach,
- **Expert Network:** UNCTAD has established a network on debt management (DebtNet) for Central Bank and Ministry of Finance Officers
- **Exchanging Queries Across Networks within the UN:** UNDP's CPR and DGPN selectively cross-post queries with the Department of Peacekeeping Operations (DPKO) Network on Rule of Law.



Successes

- **South/south collaboration and the exchange of knowledge and information across regions**
- **Participatory approaches and demand driven initiatives to facilitate change**
- **Bottom up Evolution- stealth approach**
- **Active facilitation function**
- **Developing responsive, standardised products and services**
- **Clearly defining objectives/mandate for the community**
- **The power of linking policy and practice**



Challenges

- **Knowledge is power-upsetting the applecart**
- **Myth busting**
- **Measuring Impact**
- **No time to share**
- **Adequate Senior Management Support**
- **Reactive vs. strategic approach**
- **Mainstreaming into business processes**



One UN? newer challenges...

“

“To bring about real progress towards the MDGs and other internationally agreed development goals, we believe that the UN System needs to “deliver as one” at the country level. To focus on outcomes and improve its effectiveness, the UN should accelerate and deepen reforms to establish unified UN country teams—with **one leader, one programme, one budgetary framework and where appropriate one office.”**

- Report of the Secretary-General's High-level Panel on UN System-wide Coherence, 09 November 2006