

**Millennium Development Goal Achievement
Fund
Gender Window
Proposal for Knowledge Management**

7 December 2009

1. Proposal summary

One of the MDG-F's greatest assets is the tacit knowledge emerging from the Joint Programmes and the expansive reach of partners within countries. This bottom-up, experienced-based knowledge is central to maximizing the impact of this major investment made in contributing to the MDGs. This project is an important opportunity to for UNDP and all UN agencies to build a vast, shared knowledge base for future programming in the areas of gender equality and women's empowerment. All participating UN agencies will benefit from this knowledge and will learn from the perspectives of other agencies, building a stronger base for working together as one UN in the future.

This proposal aims to help capture and consolidate this valuable knowledge in order to facilitate the replication of good practices and learning during the MDG-F implementation period and beyond. By building a strong community and knowledge platform, this knowledge management initiative will enhance the capacity and coordination of joint programmes and will create an excellent resource to guide future programming for all UN agencies.

This proposal is built on the following main objectives:

1. Build knowledge sharing capacity across a community of Joint Programme participants to encourage the replication of best practices and sustainability of outcomes
2. Extract and share best practices and lessons learned from Joint Programmes across UN Agencies, Country Teams, and national counterparts
3. Communicate the achievements and human impact of the MDG-F Gender Window

The proposal is a timely opportunity, given the anticipated roll out of Teamworks, the new knowledge platform for UNDP and partners. This web 2.0 platform will enable a new level of knowledge sharing across the UN community, bringing agencies together in a shared space for the first time. As such the MDG-F Joint Programmes will benefit from the new possibilities offered under Teamworks to enhance collaboration and knowledge sharing.

The knowledge generated from the Joint Programmes will also be shared with and will benefit from UNDP's expansive pool of knowledge already existing within the practice workspaces and over 10 years of programming and policy knowledge accumulated from discussion on the practice networks (ie.. Governance, Crisis Prevention and Recovery, Environment, Poverty, HIV/AIDS etc...). MDG-F Joint Programmes have already begun consulting UNDP's knowledge networks for consolidated feedback and advice on their programming implementation.

This proposal will provide support to knowledge management to cover the duration of the joint programmes, beginning in the last quarter of 2009 until mid-2012. The proposal has been developed in close consultation with UNIFEM and UNDP's Bureau for Crisis Prevention and Recovery to establish common goals and the complimentary delivery of support to knowledge management of gender equality in the MDG-F.

2. Background and Rationale

As of January 2009, 13 Joint Programmes of UN Country Teams have been approved for the Gender Thematic Window of the Millennium Development Goal Achievement Fund –Algeria, Bangladesh, Bolivia, Brazil, Colombia, Ethiopia, Guatemala, Morocco,

Namibia, Nicaragua, Palestinian territories, Vietnam and Timor-Leste - with a total budget of \$90 million.

Ranging in focus from institutional capacity development to violence prevention and race relations, these 13 Joint Programmes represent a vast body of knowledge, lessons and good practices on the implementation of gender equality and women's empowerment programming. In addition, the MDG-F has brought about unprecedented levels of collaboration among UN agencies at the country level. The knowledge and experience emerging from the coordination of Joint Programmes in action will serve to inform future collaborative efforts and it will demonstrate the UN system's capacity for generating tangible results for gender equality.

Following the MDG-F meeting in Paris in April 2009, the Fund secretariat proposed to allocate up to \$750,000 towards managing this valuable knowledge and experience emerging from the Joint Programmes. Under UNDP's leadership, as the Convener Agency of the Gender Thematic Window, the UNDP Gender Team proposes to work alongside Joint Programme participants and national counterparts to effectively manage the knowledge generated throughout this process. The effective sharing of knowledge will help to promote the replication and sustainability of the best practices of the Joint Programmes, which will, in turn, lead to the acceleration of progress on the MDGs and on MDG-3 in particular.

UNDP is well positioned to take the lead on delivering the MDG-F knowledge management system. With over 10 years of experience in building communities of practice and integrating knowledge sharing in our daily work, UNDP has taken a leading role in providing innovative solutions to KM, at the HQ, regional and country level, with continuous efforts to improve technologies to meet emerging demands. Teamworks, the new knowledge management system, will provide a platform to create an MDG-F space that effectively combines the benefits of social networking together with a highly structured space for sharing quality knowledge products. The UNDP Gender Team has a dedicated KM team who have been instrumental in the creation and testing of Teamworks and who are well positioned to provide support for the facilitation and management to the knowledge management plan for the MDG-F Gender Thematic Window.

3. Knowledge Management Proposal Design and Implementation Plan

One of the MDG-F's greatest assets is the knowledge emerging from the Joint Programmes and the expansive reach of partners within countries. This bottom-up, experienced-based knowledge is central to maximizing the impact of this major investment made in achieving MDG-3.

By building a strong community and knowledge platform, this proposal will enhance the capacity and coordination of joint programmes during their implementation. It will also serve to capture and to consolidate knowledge in order to inspire the replication of good practices and learning during the MDG-F implementation period and beyond.

This proposal aims to facilitate the goals and operating principles as outlined in the Framework Document of the MDG-F, and will help to accelerate progress towards the attainment of the MDGs in the select countries through sharing of successful models, catalyzing innovations in gender equality, improving the efficiency of delivery and supporting the longer term sustainability of the initiative. The knowledge generated by this proposal will also enhance the capacity to effectively monitor and evaluate progress throughout the implementation.

The primary objectives of this KM Proposal are to:

1. Share knowledge through the creation of a community of Joint Programme participants to encourage the replication of best practices and sustainability of outcomes

Build Global Community of Practice: A primary component of this proposal will be to generate a strong network to assist Joint Programme participants in meeting key challenges in joint programme implementation. In this context a crucial step will be to build a Community of Practice to assist Country-level Joint Programme members in the execution of the programmes. KM focal points for each Joint Programme will take leadership in delivering on knowledge sharing across the Gender Thematic Window and at the country level. They will also play a role in involving national counterparts in sharing knowledge as they participate in implementing joint programmes.

Capacity development will play a significant role in improving the knowledge sharing and communications capabilities of the Community of Practice members. As such, an introductory workshops will be planned/held in collaboration with the MDG-F secretariat to equip KM focal points with the required tools, skills and knowledge to effectively take the responsibility of delivering on the objectives of the KM plan and for leading communities of practice at the national level with the broader joint programme community (including government, CSOs and other partners). In addition the workshop will provide an opportunity to share their experiences and challenges and learn from one another. Innovative approaches to the sharing of best practice in this face-to-face setting will help community members to inspire each other and to identify commonalities among themselves. A final workshop will be planned in collaboration with the MDG-F secretariat (and possibly the Spanish government – proposed to be held in Spain) to provide an opportunity to present the outcomes of each joint programme, share lessons learned and experiences and provide guidance for future replication of such a unique programme in other countries and regions. A final report, outlining the key successes and lessons of the Gender Thematic Window will be published.

Strengthen Knowledge Sharing Capabilities of Joint Programme Members: A vibrant participation and knowledge sharing at the country level is essential to successful implementation of the Joint Programme. Members of the Joint programme could include representatives of the UN Country Team and the Spanish government, as well key local partners from government and civil society. The KM focal points will encourage dialogue within the group and build capacity for additional knowledge sharing among members.

2. Extract and share best practices and lessons learned from Joint Programmes across UN Agencies, Country Teams, and national counterparts

Develop Global MDG-F Gender space in Teamworks

Teamworks, UNDP's new knowledge management platform will provide ideal spaces to host the MDG-F knowledge management network and communities. For the first time, agencies across the UN will come together in a common interactive space to share knowledge, experiences and questions about gender equality. To support the Gender Thematic Window, the MDG-F Gender service space will be developed within Teamworks by the UNDP KM team to provide a centralized location for sharing the best practices, lessons learned, programme reports, news feeds etc. It will also provide the tool for global community discussions across the MDG-F Gender Thematic Window.

These discussions will be linked to UNDPs practice networks to ensure that the lessons learned and knowledge generated benefits from and contributes to the wider UNDP and inter-agency communities of practice, beyond the MDG-F funded joint programmes. This is one important vehicle for ensuring that the MDG-F joint programmes benefit from cutting edge global practice and disseminate their lessons learned to the wider universe of programming across the UN.

Develop Pages/Groups in Teamworks to support Joint Programmes

In addition to the over-arching global service space, each Joint Programme would create and enrich its own page/group, supported by the KM focal points and the KM Group, and encouraging the participation of national counterparts, from government, CSOs, academia, etc, to share joint programme documentation, progress reports, summary reports, videos, press articles, photos, etc. This would also encourage the development of country-level online discussion and knowledge sharing, including in local languages. Tagging of the documentation will facilitate easy access to relevant documents, both along thematic lines (ie – gender-based violence) across the system, and along geographic domains.

3. Communicate the results and human impact of the MDG-F Gender Window

The purpose of knowledge sharing goes beyond capacity building and assistance to support implementation and replication. This proposal also recognizes the importance of bringing out the human impact of the MDG-F Gender Thematic Window. In this regard the UNDP KM team will equip and train Joint Programmes with the tools to share how each joint programme is impacting the real lives of poor women and men. Funding will be made available to translate experiences and lessons so they can be shared across regions. Materials will be prepared to publicize the achievements and lessons of the joint programme to the MDG-F secretariat for circulation to an international audience through the UNDP and partner public sites and at events.

Working in collaboration with the MDG-F secretariat to identify optimal timing and sharing of research, in particular with the extensive MDG-F work on M&E and communications, two areas of study will be conducted: one to capture success stories/best practices and another to explore the successes and challenges of joint programming in the areas of gender equality, as experienced by select MDG-F joint programmes.

4. Monitoring and Reporting

The Director of the Gender Team who is also the Convener of the Gender Thematic Window will oversee this KM project to ensure it meets its objectives. The UNDP Gender KM Team will report regularly to the Director of the GT on KM project implementation and progress. The UNDP Gender KM Team will prepare an annual progress report on the indicators defined for this KM Project and present it to the Inter-Agency Advisory Group described below.

The Progress Report will go further, by tracking the levels of participation and knowledge sharing. The Gender KM Team will do this by drawing on Teamworks. In particular, Teamworks can measure the activity of all members in the community to identify where more activity needs to be stimulated and identify best practices. Each time content is uploaded, commented upon, shared, etc, an automatic report is generated. Top participants are automatically identified within the system. To further encourage

participation, as outlined previously, an incentive programme will be established to reward the top participants in the communities of practice each year.

An annual survey of participants of the Joint Programmes community will help to assess the performance of the KM initiative, tools and services. The survey will allow for ongoing improvement of services each year. The annual survey and statistics on Teamworks usage and traffic will be drafted into an annual report, to be submitted to an inter-agency advisory group (see below). The inter-agency advisory group will help to monitor progress of the KM initiative and provide recommendations for improvements.

5. Institutional Management Arrangements

One of the notable successes of the MDG-F has been around the strong collaboration among UN agencies in the design and implementation of the thematic windows. Within the Gender practice inter-agency collaboration is well underway at the country level. Gender Thematic Country Teams coordinate functions to avoid duplication and to build upon their strengths.

In this context the UNDP Gender Team will further enhance inter-agency collaboration at the global level with our UN partners along the following lines:

An inter-agency advisory group will be selected from the participating UN agencies (UNFPA, UNIFEM, Unicef, UNDP, etc) in the MDG-F Gender Window. The advisory group will meet at a minimum of once each year with the participation of not fewer than 4 agencies.

The inter-agency group will have an important role in monitoring progress and results. This includes:

- Reviewing annual and final reports, to monitor progress and to provide advice on implementation
- Reviewing and brainstorming opportunities for collaboration within this KM initiative, at the outset and during annual reviews

In addition the Gender Team will collaborate with the KM focal points of the other thematic windows. In particular, the UNIFEM KM initiative as it is closely linked with the activities outlined in this proposal. Therefore regular, open collaboration between the UNDP Gender Team and UNIFEM will be an important factor of the success of both.

The UNDP KM Gender Team will manage the KM initiative in accordance with the MDG-F secretariat guidelines on the reporting mechanisms and procedures for programme and budgetary oversight.

6. Budget and Results Framework

Activities	Expected Results	Indicators	Lead Partner	Resource Allocations and Indicative Time Frame				
				2009	2010	2011	2012	Total
Output 1: Active Communities of Practice at Global and Country Level								
1. Build Global community of Practice								
a. Appoint KM Focal Points	Dedicated network of members sharing knowledge	Number of KM focal points making minimum of 2 contributions/year	Inter-Agency	x				
b. Hold KM Workshop to Establish Community of Practice to strengthen implementation and knowledge sharing	KM focal points will have capacity to use KM tools and share experiences to strengthen implementation and replication of best practices (budget includes travel for min 1 per JP)	Number of different KM tools used by each joint programme team -ie-email, blog, file uploads, online discussions, calendar, etc	KM Gender Team		\$90,000			\$90,000
c. Hold e-discussions	Community will continue to strengthen capacity and knowledge	Number of e-discussions held/year	KM Gender Team	x		x	x	\$0
d. Hold Final Workshop	Impact and lessons learned will be shared among participants (budget includes travel for min 1 per JP)	Number of participants, number of lessons learned presented, number of national counterparts attending	KM Gender team, Winning Joint Programme, MDG-F secretariat				80,000	\$80,000
e. Facilitate and Manage KM Initiative	Ongoing, regular updates to Teamworks and management	Number of inputs to Teamworks made by HQ on all related spaces/year, including responses to queries from JPs, and Minimum of one survey of JP KM focal points/year on KM initiative	KM Gender Team	x	75000	75000	75000	\$225,000
Output 2: Rich Pool of Knowledge on Gender Thematic Window Readily Accessible								
1. Create and manage MDG-F service space in Teamworks	Knowledge and Information on Joint Programme implementation in each country easily accessible through one entry point	Number of inputs to Teamworks made by joint programme members on all related spaces/year and Number of	KM Gender Team		\$65,000	\$65,000	\$65,000	\$195,000

		inputs made by national counterparts (gov't, CSOs, etc)						
2. Create dedicated pages for each joint programme	Reliable, multi-media knowledge about Joint Programmes will be available to MDG-F community	Number of inputs to Teamworks on each Joint Programme space/year (includes discussions, uploads, etc) and Number of inputs made by national counterparts (gov't, CSOs,etc)	KM focal points	X	X	X	X	
3. Generate Best Practices/Stories from the field	Selected country-level experiences and best practices available and shared	Number of best practices/stories shared	Inter-agency Community		\$10,000	\$27,000		\$37,000
4. Knowledge product on Joint Programming on Gender Equality	Opportunities and challenges of joint programming on gender equality better understood	Number of case studies considered, number of national counterparts consulted	KM Gender team/academia			\$20,000		\$20,000

Output 3: Gender Achievements of MDG-F widely Known

1. Develop bi-annual Communications Product	Human interest aspects of Joint Programmes will be communicated	Number of newsletters completed	KM Gender Team & KM focal points		x	x	x	
2. Translation	Multi-lingual dialogue encouraged and resources used	Number and different types of content translated	KM Gender Team		10000	10000	10000	\$30,000
3. Production of content for MDG-F site	Knowledge and experience will be consolidated and shared in a public site	Number of stories from Joint Programmes and resources shared with public	KM Gender Team			10000		\$10,000
4. Publish Final report on KM initiative	Impact of KM initiative for MDG-F Gender Thematic Window presented	Number of indicators reported upon, number of agencies reviewing final outcome	KM Gender team, MDG-F secretariat				\$10,000	\$10,000

TOTAL								\$750,000
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Budget

Line Item	Budget
Workshops (travel, hospitality, venue, etc)	\$170,000
Staffing	\$420,000
Publications	\$30,000
Translation	\$30,000
Website	\$10,000
Best Practices/Lessons (peer-to-peer travel, consultancy, etc)	\$37,000
Overhead/Recovery cost	\$53,000
Total	\$750,000