

TITLE: Culture and Development Thematic Window - Knowledge management to maximize impact:
Establishing a Knowledge Management System on Culture and Development

PROGRAMME DURATION: 2 years,
October 2010 – October 2012

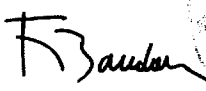

ADMINISTRATIVE AGENT: UNDP New York

EXECUTING AGENCY: UNESCO

TOTAL BUDGET: 750,000 USD

BRIEF DESCRIPTION: The MGD-F is an important producer of innovations and knowledge both at in the field of development policy and the organizational level. UNESCO, as the Convenor of the MDG-F Thematic Window on Culture and Development, and in partnership with UNDP, will develop a Knowledge Management System on Culture and Development in partnership with UNDP which will serve as a reference base for the UN System while providing space for sharing of experience and expertise as well as best practices and policy data in this field. The overarching objective of this proposal is to contribute assessing the linkages between culture and development and more specifically, the impact of culture in the achievement of the Millennium Development Goals (MDGs), by capturing, codifying, sharing and disseminating knowledge and best practice stemming from the 18 joint programmes. It also aims at reinforcing inter-agency cooperation and coordination through effective team work processes and practices with a view to achieving greater coherence and harmonization in the context of the “Delivering as One”.

Names and signatures

<p>United Nations Educational, Scientific and Cultural Organization (UNESCO)</p> <p>Mr Francesco Bandarin, Assistant Director-General for Culture</p> <p>Signature</p>  <p>Date & Seal</p> <p>6/09/2010</p> 	<p>United Nations Development Programme (UNDP)</p> <p>Ms Sophie de Caen, Director of the MDG-F Secretariat</p> <p>Signature</p> <p>Date and Seal</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------

1. Background and Rationale

The thematic window on Culture and Development of the MDG Achievement Fund (MDG-F) supports eighteen countries towards social inclusion and poverty reduction through the promotion and valorisation of cultural resources and assets. UNESCO, as the Convenor and lead agency of the thematic window on Culture and Development, has designed the present proposal as a strategy for the elaboration of a Knowledge Management System (KMS) that suits the Culture and Development thematic window's characteristics and specific needs, and, at the same time, a structure that can be integrated in a more universal MDG-F all-encompassing knowledge management strategy.

There is relatively little codified information to sustain the demonstration of the linkages between culture and development due notably to the lack of data availability and comparability as well as the complex variety of sources. Few countries collect comprehensive statistics or information in this area, and there is not yet a critical mass of substantial assessments of the impact on culture to allow an in-depth and quantifiable analysis of it. This situation penalizes the sector and contributes often to confine culture as a secondary sector of intervention by governments and international donors and/or subsidized to other sectors such as health, environment, urbanism, etc. This means that there is an urgent need to generate, store, codify and diffuse knowledge in a way that enables homogeneous treatment, analysis and feedback, while being internalized, adapted and applied to local contexts in order to impact development.

In this context, the overarching objective of this proposal is to contribute assessing the linkages between culture and development and more specifically, the impact of culture in the achievement of the Millennium Development Goals (MDGs), by capturing, codifying, sharing and disseminating knowledge and best practice stemming from the 18 joint programmes. It also aims at reinforcing inter-agency cooperation and coordination through effective team work processes and practices with a view to achieving greater coherence and harmonization in the context of the "Delivering as One".

A key principle is to develop connections between people and the multiple intellectual assets generated by or around the programme activities and positive results and impact. In that sense, the KM approach proposed here must be conceived as *systemic*: the KM system should not be confused with 'Information System'. Information technologies are just one building block of the proposed KMS which will also rely on people, processes and content as complementary pillars.

There is also a strong case to adopt a common Knowledge Management System and basic structure at a MDG-F level. All agencies involved in the KMS project should share their approaches and hold consultations in order to find synergies and coordinate their actions. This approach should promote the convergence of project planning and management practices across UN entities involved in this programme. Furthermore, some Culture and Development joint programmes will generate information which might be relevant for a KMS pertaining to other thematic windows (such as conflict prevention and peace-building, environment and climate change, development and the private sector, etc.). Reciprocally, a number of Joint Programmes implemented under other thematic windows than Culture and Development contains a cultural dimension and hence will generate information which might feed the Culture and Development KMS. This reinforces the case for an interagency KMS common approach.

Finally, the KMS will provide pertinent information and data to support the MDG-F Advocacy and Communications strategy, which is seen as an essential component of the programme's effectiveness: *"The Fund presents an important opportunity to achieve concrete MDG results through the joint programmes but an even bigger opportunity to both sustain and scale up results through advocacy within the countries of operation."* Advocacy and communication require a consistent and substantial flow of relevant information stemming from the joint programmes, notably, concerning the results that are being produced and how the fund's investment strategy is having a significant

impact in development. One component of the KMS is the Knowledge Platform that will have to respond effectively to this requirement and, more significantly, support the programmes themselves in order to fulfil these expectations.

2. A KMS to Demonstrate and Appraise the Link between Culture and Development

The MDG-F has targeted Culture as one of the thematic windows to be financed in order to contribute to the achievement of the Millennium Development Goals, thus acknowledging the importance of the link between culture and development. The terms of reference for the Culture and Development window reckon that *“cultural policy is a key component of development strategies... Culture and Development has a critical role in assisting efforts to generate inclusive growth as well as for human rights, democracy, and peace-building, all of which are essential for achieving the MDGs by 2015”*.

Consistently, the global goal of the Culture and Development thematic window are social inclusion and poverty reduction through the promotion and valorisation of cultural resources:

- promoting the inclusion of minorities and disadvantaged groups in social, political and cultural life as well as in economic formal circuits;
- harnessing the potential of the cultural sectors for job creation, economic growth and poverty reduction efforts through tourism, cultural industries and other culture related economic activities.

The joint programmes are supposed to support countries in:

- the design, implementation and evaluation of effective public policies that promote social and cultural inclusion, facilitate political participation and the protection of rights;
- the promotion and development of cultural and creative industries;
- the generation of data and information necessary for the effective formulation and monitoring of policies on diversity, culture and development.

The resources invested in this sector are expected to have a measurable and significant social and economic impact for beneficiary countries. Culture has a direct positive effect in the economy through the creation of revenue generating activities in cultural related sectors¹, which materialize in goods, services and cultural activities produced or delivered by individuals, institutions, private companies, associations or public organizations. These cultural outputs, as well as the income generating activities involved in their production, can be assessed and valued in economic terms.

But culture-induced economic impact is not limited to the value of cultural sector's direct output. It also contributes to economic development by means of:

- indirect economic impact induced at a local level by cultural events, such as festivals, traditional cultural gatherings, etc.
- decentralised development, through the valorisation of local cultural heritage, assets and specificities;
- improved country positioning in the competition to attract foreign investment (recent studies reveal that the cultural environment of a city is one of the main criteria for international managers in choosing their place of residence);

¹ Cultural and creative industries are understood as those which comprise the creation, production, commercialisation, and distribution of cultural goods, services and events resulting from human inspiration and imagination and/or cultural heritage. Among others, this includes printing and publishing, visual and performing arts, cultural tourism and related heritage industries, cinema, audiovisual, music, radio, arts, design and crafts.

- enhancing creativity and the capacity of individuals to adapt to social, economic and technological changes;
- helping to promote inclusion of socially marginalized groups into formal economic circuits;
- improving general development programmes' efficiency and local appropriation, by means of mainstreaming the cultural dimension in development policies.

Moreover, the production, circulation and "consumption" of cultural goods and services as well as population's access to culture are indispensable to enhance social cohesion. They constitute a fundamental component of human wellbeing.

From this standpoint, the KMS that is to be rolled out is an innovative tool in international cooperation. It has to be structured in order to assess, help understand and improve the link between culture and development – ie. how culture related activities generate economic and social progress – while capturing and measuring its development impact. This information ought to be shared and diffused within the UN system, governments and other international organisations.

As required in the MDG-F Culture and Development terms of reference, programmes are expected to demonstrate credible, measurable results and they should identify the key indicators including a baseline, as well as performance and results indicators. These can be used to measure and monitor success of the programme. The KMS will provide a framework as well as the tools and procedures required to collect the data during and after the proposed programme period. This includes quantitative statistics and qualitative surveys to measure attitudes and values relevant to cultural diversity, focusing on social inclusion and development. Furthermore, it is expected that project managers and stakeholders will seize this process to collectively learn from existing approaches and gaps, and jointly strengthen their capacity to conduct data collection and analysis bridging culture and development.

In this logic, the KMS is not to be seen as an additional work load for the programme's managers, but as a process which will enable them to learn and maximize results and the impact of each programme. The KMS is a component of the joint programmes in its own right, integrating all elements required for the programme to have a concrete impact in terms of sustainable development, thus ultimately ensuring the link between the actors as well as between the actions carried out within MDG-F general objectives. In consequence, it is important to understand this KMS as a multi-layered approach and solution that spans across the classical components of content and processes, people, and technology. Furthermore, in order to tackle the actual needs of project managers and national teams responsible for implementation of the Culture and Development joint programmes and contribute to overcome some shortages affecting the joint programmes and improve their effectiveness and potential impact, this project must integrate a process intending to facilitate national ownership in building and managing the KM architecture.

A well conceived KMS will become a key servicing tool for supporting a specific and ambitious Advocacy and Communications strategy to be integrated at the Culture and Development thematic window level and will provide the essential information enabling managers/operators involved with the implementation of the programmes, stakeholders and a wider public, to share information and build a network of people working in development.

Summarizing the above statements, UNESCO sees the process of conceiving and implementing a Knowledge Platform as an opportunity to strengthen the programmes' sustainability, efficacy and efficiency, as well as a way to capitalise the MDG-F experience in order to reinforce the role of culture as a factor of social, economic and human development in the long run.

3. Proposed Design and Implementation Plan

A wisely designed KMS should provide an efficient and enabling environment for project managers to easily store, share and exchange knowledge/information/data, facilitating the emergence and reinforcement of networks and collaborative work, and ensuring the diffusion and visibility of pertinent information for the general public.

The key issues at this stage are to define:

- what kind of information should be generated at the different phases of the programmes (planning, implementation and follow up);
- how this information will be produced and become available;
- how, at this stage, the process of understanding, generating and treating information is grafted onto the joint programmes in a way that enhances the efficiency and potential impact of the programmes themselves;
- how all the information is organized and treated in a coherent, logical and exploitable way that can eventually be integrated into a wider Knowledge Platform,
- how such information is made accessible and shared between project managers and stakeholders and how this community can best tap the knowledge and expertise that resides within its members.

Moreover, there is an urgent need to help programme managers and other stakeholders to understand the precise means by which each action/activity² will deliver results and have a concrete impact in achieving the programme goals.

The key success element of the KMS is less the system itself, than the information and content it will manage as well as the interactions it will enable. It is essential that such KMS be able to capture and encapsulate the programmes' results, good practices and their impact in terms of development. The knowledge management platform will gather, organize and diffuse relevant information and data to demonstrate the impact of culture in development and the impact of the Joint Programmes to attain the MDGs. But the idea is also to focus as much on generating substantial information as treating, sharing and using it.

An essential component of the KMS proposed in this paper is the capacity reinforcement process that will lead to a better understanding of how each action should be implemented in order to deliver effective results. The codification and sharing of this information should improve local as well as international institutional capacity in transforming resources dedicated to development into sustainable development.

The process of KM starts at the level of the conception of each action. The tools necessary to codify and gather the information have to be provided at the level of each action. In order to generate the information useful to project managers and stakeholders, a concrete procedure to produce and organise this information is provided in this proposal.

As it has been defined previously, the KMS will be effective and useful depending on its capacity to:

- ensure that all key elements are taken into account in the design and implementation of each activity;
- generate the content and information that will be treated by the system (results and impact of the programmes)
- capture standardised programmes' data and information;
- provide space for adding and accessing relevant documentation and expertise related to joint programmes;
- link monitoring and evaluation tools and procedures with knowledge management;
- measure efficiency and impact and learn from achieved results;

² We will refer to all activities financed within the joint programmes as an "action".

- codify and diffuse knowledge, in order to reproduce good experiences and best practices;
- deepen our understanding of the success factors of a programme and its relation to MDG achievement;
- provide relevant information for the communication and advocacy strategy.

At a MDG-F and international level, the Knowledge Management architecture has to be designed according to the following requirements:

- link development specialists and practitioners within thematic windows but also across the overall Fund and resident and non-resident agencies;
- link development specialists and practitioners from the joint programmes with those from UN participating organisations, civil society, private sector, Governments, donors and the MDG-F secretariat;
- create a Delivering as One UN-compatible system, which implies ensuring the linkages with other common country programming mechanisms such as CCA/UNDAF, One Programme, etc.

Knowledge management implies that Project managers and agencies will systematically and explicitly integrate information processing at all stages of the project cycle. The knowledge management system presented hereafter does not have to be perceived by project managers and stakeholders as extra work load, but rather as an approach helping project planners and managers to better identify and learn from what is being done elsewhere as well as to access expertise and comparative experiences that can support local project delivery. It will also help programme managers and participating members to check that all conditions are met in order to achieve results and ensure a better impact.

The salient components of the Knowledge Management System will comprise:

- a set of tools establishing what data and information has to be collected, codified and taken into account in the conception and implementation of each action;
- a pre-established process to generate and introduce the information in an electronic platform;
- a data base containing statistics and codified or non codified information stemming from the 18 national Culture and Development joint programmes;
- precise and explicit links between the inputs of each action/project/programme and specific and measurable outputs;
- precise and explicit links between action/project/programmes outputs and results in terms of economic and social development;
- a process to gather and treat common information blocks, in order to assess common patterns, good practices and management methodologies;
- a strategy as well as effective tools for sharing and diffusing programmes' results and other useful information among all stakeholders;
- a framework to produce pertinent information, as well as a strategy to optimize the use of this information for Communication and Advocacy;
- a set of Monitoring and Evaluation activities and procedures, in order to control the optimal implementation and functioning of the KMS.

All the elements mentioned here-above shall be integrated in the KMS architecture that will be built on three pillars:

- capturing local practices and codifying experiential knowledge
- analyzing results and disseminating Good Practices
- fostering an enabling environment for knowledge sharing and sustainable Capacity Development

3.1 Capturing Local Practices and Codifying Experiential Knowledge

Information and knowledge will be generated and organised in a bottom-up order:

- i. At the base of the system there is the information and knowledge stemming from each single Action planned within the joint programme (for instance, one single action would be Carrying out a Survey, Organising a Workshop, Funding an Investment in Equipment, etc.); this information will be codified and organised in an electronic framework;
- ii. A series of actions sharing a single specific objective constitute a project; the information concerning a project emerges from the individual actions (as an example, a project would be Enhancing Capacity in the Ministry of Culture, Promoting a Specific Cultural Sector, etc.);
- iii. A series of projects add up and build a joint programme.

All steps are designed in order to check that all the programme's activities/actions are justified from a results/development point of view and fit coherently in the programmes general architecture.

a. The Data

The information stemming from the joint programmes will consist in:

- statistical data,
- codified qualitative information and
- non codified qualitative information.

Whenever possible, qualitative information will be codified in order to allow homogeneous treatment and comparisons between projects and countries. For all the statistical data to be collected and treated within the KMS, the system will retain the recommendations contained in the 2009 UNESCO Framework for Cultural Statistics³. The framework provides the conceptual foundations for evaluating the economic and social contributions of culture and aims to maximise international comparability when relevant and feasible to do so. Its objective responds to the priorities established for UNESCO's Culture programme for 2010-2011, notably to assess the contribution and impact of culture for development at the national level. Whenever relevant, data will be gender disaggregated in order to demonstrate the impact of the Joint Programmes on the real lives of poor women and men.

b. The Fiches

The fiches constitute the tool which will sustain the collection of information for the KMS. While the objective of the fiches are presented below and a preliminary outline is included in annex I, it is understood that their final form should be defined in the phase of development of the fully-fledged KMS in consultation with other UN bodies involved in the joint programmes as well as implementation teams and programme managers at a national level. Moreover, the fiches can be customized according to each specific context.

The fiches will be collected in Teamworks. In order to leverage Web 2.0 services and social networking capabilities, the fiches will be made accessible either as web pages, attachments or a mix of both, and be linked to individuals. The fiches will maximize the information management capabilities of the platform and record static and dynamic content wherever best suited.

Action Fiche: The information pertaining to each action will be generated, codified and stored in a standardized "Action Fiche", which will be the basic building block of the KMS. Each action will generate an Action Fiche. The Action Fiche summarizes quantitative and qualitative attributes and information in an orderly and standardized way.

³ UNESCO Institute for Statistics, 2009, <http://www.uis.unesco.org>

Additionally, each Action Fiche will have links to all complementary documentation that the action has generated, including legal documents, presentations, other reports, speeches, etc.

All information blocks (documents, reports, data, etc) are attached to a specific action, thus giving a precise idea of the purpose of generating this information to attain the programme objectives.

In order to verify that all blocks of information required by the KMS are rightly integrated or taken into account, project managers and national teams will have to analyze and thoroughly understand the objective, implementation modalities and concrete impact of each planned action. This process could lead to reorientation, further specification, modification or even replacement of certain actions, if it appears that the condition to ensure efficacy or efficiency are not met. This process will also lead to national ownership of the KMS.

The standardized Action Fiche facilitates the comprehension of activities and allows comparing and having a cross cut lecture of all activities within a programme, across countries and can be easily adapted to other MDG-F thematic windows.

→ See Annex for a detailed presentation of the Fiche

Project Fiche: Each action has to be seen as the building block of a project. A project can be composed by one or more actions. All elements present in the Project Fiche stem from the Action Fiches.

There might be information blocks concerning transversal activities, such as communication, programme management, etc. that will appear at a project level.

→ See Annex for a detailed presentation of the Project Fiche

Programme fiche: The assembling of all Project Fiches will result in a Programme Fiche.

→ See Annex for a detailed presentation of the Programme Fiche

In order to share the information at national and international levels, all information and data have to be homogeneously codified and treated at the three levels. The codification of the programmes information must be done considering their development dimension. It should be comparable, in terms of development impact, to other programmes, within MDG-F and elsewhere in the UN system.

c. Transversal Information

The KMS architecture will also be composed of a series of standardised qualitative information fiches that will be generated by project managers at two stages of the programme:

- Transversal information concerning the programme as a whole
 - Programme's management structure & procedures Fiche
 - Programme's Advocacy and Communications strategy Fiche
 - Cross-cutting issues (such as gender, youth, environment...) Fiche

- Outputs fiches of each Action/Project/Programme (see 3.2):
 - Good management practices Fiche
 - Successful actions Fiche
 - Successful projects Fiche
 - Successful programmes Fiche

These will be concise, standardised and will contain all relevant information concerning the subject treated, as well as the inputs and the results obtained at each level.

Furthermore the information collected during the development of the fiches will be leveraged to inform and refine the taxonomy required by the Knowledge Management Platform.

3.2 Analyzing Results and Disseminating Good Practices

All information contained in the fiches will be stored in and shared through Teamworks. A research paper analyzing good practices and systematizing key success factors (see 3.2.b.ii) will also be stored in UNESDOC and linked to relevant web sites for broader outreach.

a. Results Framework

The KMS will deliver, by the means of the gathering and treatment of data and information, the following outputs:

i. Statistics and Quantifiable Data

All data gathered in the Action fiches will be given a statistics treatment and deliver quantifiable results in terms of:

- Resources invested
- Value of the economic activities generated (income, trade flow, monetary investments)
- Quantification of social and cultural indicators pertaining to each action, before and after the programmes' implementation
- Quantification of the cultural goods generated and diffused

ii. Information about the Programmes' Impact

At each of the three levels – Action, Project, Programme – the KMS will organise and enable the sharing of information about:

- The explicit link between inputs – funding, time, human resources, cultural assets – and outputs – goods, services, information generated, quantifiable population access to culture, etc.
- The explicit link between each output generated by the programme and its impact in terms of development, i.e., emergence of a sustainable activities, enhancement of policies implemented, economic growth, social inclusion, etc.
- The explicit link between the programmes' economic and social impact and MDGs' achievement.

iii. Qualitative Standardised Information Fiches

- Good management practices
- Successful actions
- Successful projects
- Successful programmes

iv. Documents, Studies, Reports

All related documentation will be accessible through the KMS. This includes:

- Content papers and studies produced within the programme, such as sectorial studies, policy papers, evaluations, etc
- Project management cycle related documentation, such as monitoring reports, project reports, etc.
- Transversal information Fiches (see 3.1.c)
- Reflexive knowledge (see 3.2.b)

v. Resources data base

All stakeholders, individuals, companies, cultural operators, institutions will be accessible through the KMS and available for all stakeholders.

b. Analytical Framework

Tools will be developed to equip project teams with reflexive knowledge about their activities and successful results. This will contribute to learn from, internalize and integrate good practices in future work.

I. Good practices framework

A brief methodology paper will be developed to support the identification and selection of good practices within the window of Culture and Development. It will provide practical information regarding the assessment process as well as guidelines for selecting successful practices such as:

- The practice has had significant development impacts that were traceable and measured
- The practice under consideration induced strategic policy changes or was innovative
- The practice is sustainable over time and is replicable, it can be flexibly applied elsewhere
- There was a remarkable level ownership among stakeholders, it has been generated through dialogue and participation and it bears inclusiveness and appropriate social preparation
- The practice responded to a rights based approach to development and demonstrated successful partnerships
- The practice demonstrated the unique value of a partner or was built on the synergies between several stakeholders and helped promoting institutional collaborations
- Etc.

II. Research papers

A research paper will be developed based on the set of good practices implemented by project teams. In order to help filling existing knowledge gaps, it will highlight successful practices in terms of collecting comprehensive statistics or information in the area of Culture and Development, including from the standpoint of national capacity development. It will also further inform the international community about the means by which culture related activities generate economic and social progress.

A specific strategy paper will also establish procedures to use most of the results indicated above in a Communication and Advocacy effort, in accordance with the C&D note issued by the MDG-F Secretariat.

3.3 Fostering an Enabling Environment for Knowledge Sharing and Sustainable Capacity Development

Creating an environment for the effective use of knowledge is vital to the successful implementation of the MDG-F in the joint programming countries. Implementing programme activities, managing the

complexity of the programmes and achieving the goals stated in the country proposals depend on the capacity for learning, sharing, and using knowledge, between the joint programming countries. Moreover, the implementation of the joint programmes takes place in the context of diverse settings, languages and cultures which makes the communication skills underpinning these capacities even more important and therefore knowledge sharing and innovation is critical to the attainment of the goals of MDG-F.

The proposed KM activities will focus on capturing experiential knowledge on project activities and achievements, analyzing results and identifying lessons learned and best practices, as well as fostering an enabling environment to share knowledge and develop capacities. To this end, the KMS will aim to build capacities, maximize knowledge strengths and fill knowledge gaps while at the same time directly contributing to maximizing sustainable impact of the Joint Programmes in terms of development. By understanding and codifying the concrete modalities by which all planned activities interact and deliver results in terms of development, programme managers and other stakeholders will reinforce their capacity to implement more efficiently the programme actions and will enhance institutional capacities at a national level. This will lead to the establishment of a system based on people, content and processes, and technology that facilitates knowledge capture, analysis and leverage, as well as enables peer learning exchanges and mutual support on Culture and Development.

The KMS architecture incorporates a capacity building process and provides tools to help programme managers enhance the Joint Programmes efficiency as to ensure effective impact towards achieving the MDGs. Culture Joint programmes are designed to deliver results in terms of developing income generating activities that have a direct positive impact in poverty reduction (MDG 1). The impact of cultural development programmes in terms of social integration will directly contribute towards attaining the MDGs. Furthermore, by integrating the cultural dimension in all development programmes, development officials can ensure better appropriation and understanding of development programmes in all fields. This is a basic requirement to ensure efficiency and sustainability in other MDG-F thematic windows. The KMS, if well integrated and shared at a MDG-F level should improve the ability of the whole fund to achieve its goals.

To create an enabling environment for KM and supporting the strategic objectives set in this proposal, action is required along several lines mainly the establishment of a global community of practice through which the capacities of UN joint teams and national authorities can be strengthened. The joint programmes can benefit from strengthening the capacity to access, analyze, manage and use knowledge, with the goal of translating research and experiential knowledge into action, communicating for different audiences, improving global as well as national communications, and learning in various ways. Within the 18 countries, KM will foster cultural change and create a global space for solving local problems.

a. Global Practice Network

A Community of Practice will be developed in order to complement knowledge codification tools and approaches with demand based and just-in-time knowledge services. This will help to install a supportive environment for knowledge sharing, global learning and mutual support between Country-level Joint Programme members. This will also contribute to creating a collaborative momentum and on-going exchanges of practical experiences and solutions that will positively impact the sustainability of the KMS. The Practice Network will be a key vehicle to seek comparative experiences and peer support through queries and form the backbone to global virtual discussions. Online discussions can help to uncover and address knowledge needs. In addition to informal discussions that might take place on the Teamworks platform, regular e-Discussions on specific high priority themes might be formally undertaken.

b. Country-based Social Networks

In addition to the global approach, Joint Programmes will be encouraged to engage in national capacity development and knowledge sharing activities. They will be equipped with the tools and trainings to create and enrich their own national group to share project documentation, progress reports, summary reports, videos, press articles, photos, etc. Members of the Joint programme will include representatives of the UN Country Team and the Spanish government, as well key local partners from government and civil society. This should also encourage the development of country-level online discussions, knowledge building and sharing activities, including in local languages. Tagging of the documentation will facilitate easy access to relevant documents in the platform, and along geographic domains.

c. Workshops

Face-to-face meetings on Culture and Development, whether thematic based, regionally based, and ad-hoc or annual, represent important opportunities to develop programming capacity. Face-to-face events are particularly beneficial to share tacit knowledge, i.e. knowledge that is difficult to codify. It is also an invaluable tool to establish mutual trust, create links and social networking behaviours, and prepare successful online collaborations. Two regional workshops will initially be held to equip Country-level Joint Programme members with the required tools, skills and knowledge to effectively take the responsibility of delivering on the objectives of this proposal. The workshops will also provide an opportunity to share 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 global workshop will be organized to share good practices around collecting comprehensive statistics or information in the area of Culture and Development, including from the standpoint of national capacity development. Workshop discussions will also help to share between participants about the means by which culture related activities generate economic and social progress. Discussions and proceedings will be used to inform and help finalizing the research paper (see 3.2.b.ii).

d. News Update

In order to raise the visibility of the Joint Programmes as a global community of practice and provide a regular overview and synthesis of local achievements and successful practices, a quarterly electronic news update will be developed. It will contain news headlines pointing to the content that has been already posted in Teamworks. In that sense, this will differ from a Newsletter which is more time consuming to develop.

e. Teamworks as Underlying Knowledge Platform of the KMS

Identifying and sharing a common electronic platform at a MDG–F level can certainly help to be cost effective, facilitate coordination and management, enable knowledge development and sharing, and offer value added services that maximize the likelihood of sustainable outcomes. Teamworks is the platform proposed by MDG-F Secretariat but it is important to stress that the specific needs of the joint programmes might require ad hoc technical adaptations of or add-ons to this platform. Additional business requirements will be gathered during the inception phase of the project from which functional specifications and a technical design will be developed. These tasks will be helpful to circumscribe what can be taken from Teamworks out-of-the-box or which specific functionalities may need to be added or externalized to other tools.

4. KMS Implementation Process

An implementation calendar and an estimated budget for the development and implementation of the strategy to elaborate a Culture and Development KMS are proposed in Annex II and III.

The knowledge dimension of each action has to be taken into account already at the planning phase. Project managers will treat information as an explicit issue that has to be integrated and planned in the project implementation.

4.1 Finalisation of the KMS Architecture

The precise content of the fiches and the general architecture of the KMS have to be finalised and validated through a participative process. This participative process has to be carried out on two different levels:

- Across UN relevant agencies involved in the Culture and Development Thematic Window, in order to converge into a common architecture, thus complying to the goals set for the UN Reform
- At a national level, with national teams, managers and stakeholders, in order to effectively introduce the KM notions at a field level and ensure national ownership since the conception of the KMS.

Consultations and coordination will be necessary at both levels before deciding upon a definitive KMS architecture.

UNESCO proposes the creation of a Steering Committee for the implementation of the KMS, which will be chaired by the Convenor of the Culture and Development thematic window. This committee will be composed of representatives of the UN Agencies involved in the Culture and Development Thematic Window and the MDG-F Secretariat.

The first meeting of the Steering Committee should be held at an early stage in order to validate the KMS approach, including the whole process proposed. On this occasion, the electronic platform Teamworks will be presented and discussed in order to identify technical constraints and potentialities of this system. Concerning Teamworks, UNESCO does not intend developing a new software model, but to use the common electronic platform proposed by the Fund's Secretariat. It seems indeed necessary to use and share a common electronic platform at MDG-F level, which is cost effective, enables coordination and facilitates management. Nevertheless, at this stage UNESCO would need to further understand its functioning in order to take it into account when finalizing the knowledge management platform for the Culture and Development thematic window. UNESCO's estimated budget includes provision for technical adaptations, if necessary. These adaptations would be either developed within the Teamworks Platform or be made seamlessly accessible through it. This point will be fully defined after acquiring a good understanding of Teamworks navigation, categorization and content management capabilities.

It is proposed to further elaborate the general design as well as specific functionalities of the proposed KM Platform –content, information management processes, required widgets, etc.- by means of a two-days workshop that will take place in one of the Monitoring & Communication focus country, with the participation of:

- joint programme staff in the field (1 or 2 national teams members and project managers from 5 countries representing each region),
- representatives from different agencies involved in the joint program implementation,
- representatives of the MDG-F Secretariat and the donor,
- representative of UNDP Teamworks team,

- UNESCO experts.

The result will be submitted for consultation to all 18 national teams and other Convenor agencies. Feedback will be taken into account for the final shape of the KMS architecture and design of the KM Platform.

4.2 Generating the information and first monitoring activity

The knowledge dimension of each action has to be taken into account already at the planning phase. Project managers will treat information as an explicit issue that has to be integrated and planned in the project implementation. The actual elaboration of the fiches, i.e. producing the information and defining the concrete implementation modalities of each action at a national level, will be carried out in a participative process organised by UNESCO, assisted by cultural development experts, with the participation of each national team, steering committees, project managers and UN local agencies. The Steering committee and local project managers will have the final responsibility of defining the definitive implementation modalities of each action.

This process should take the form of a technical assistance for each of the 18 countries, and will be adapted to the joint programmes' characteristics and national specific needs. This technical assistance has a double scope:

I. Enhancing efficiency and efficacy

- help national teams to identify the shortages of each national joint programme in terms of potential results;
- provide guidance to national teams to reformulate the programmes actions, if necessary;
- help national teams to define the best implementation modalities in order to ensure efficiency and efficacy at all stages of the programme;

II. Defining and implementing the KMS

- finalise the specific knowledge management tools for each national joint programme, based on the common architecture decided upon in the previous phases;
- train project managers in understanding and participating in the KMS;
- introduce the KMS notions in the implementation process at a national level;
- ensure that all UN agencies and project manager at a national level implement the KMS.

At the end of this process, national teams should have a precise roadmap and guidelines for the implementation of each action as well as an analysis tool (a lens) that permit project managers to check the pertinence of each action and its implementation modalities.

This process will basically become the first significant monitoring activity at a national level and it is highly recommended that it takes place before the national programmes are further implemented, in order to ensure a significant development impact for the beneficiary countries, as well as national ownership.

The expected outputs of this phase are:

- improvement in the programme's efficiency and potential impact
- the project managers will thoroughly understand the objectives, architecture, services and content of the KMS and will be able to contribute with data, information and knowledge.

4.3 KMS Updating, Monitoring and Evaluation

→ Programme Monitoring and Evaluation

Project teams at a national level will update all information in the Action, Project and Programme Fiches and will be responsible for generating new information to feed the system, notably the codification of good experiences and best practices.

As it is indicated in the ToR of the Programme, monitoring involves the collection of data with the purpose to show progress in attaining outcomes. Monitoring is a systematic, evidence oriented and quality based exercise where specific, measurable, attainable, and reliable, time bound indicators (SMART) show proof of the substantive Joint Program progress.

Evidence-based monitoring and evaluation is part of the programmes' managing cycle and is the best way to measure progress, detect problems, correct them, improve performance and learn at local and global level.

Monitoring and evaluation activities will generate further information that will be added into the KM Platform.

The KM Platform will provide relevant information to help monitoring the programmes (including self-monitoring by programme managers).

Results and impact indicators will be integrated in the KM Platform in order to facilitate evaluation.

The evaluation activities have to be conceived in order to codify and diffuse good experiences and best practices, as well as quantify results and impact.

An independent ex-post evaluation will be carried out, codified and stored in the KM Platform, for each activity and then the whole national programme

The data and information collected for the fiches will provide the information needed to prepare the narrative reports.

→ Monitoring and Evaluation of the KMS itself

The KMS architecture will include a M&E paper including the steps and calendar for monitoring an efficient implementation of the KMS in each country and at a MDG-F level.

The process will be divided into the following phases (i.e. three expected results):

- Development and review of the Knowledge Management Concept Note (from January to April 2010)
- Validation and sharing of the Knowledge Management Proposal and KM architecture (from May to November 2010)
- Adaptation and pilot implementation of the Knowledge Management Platform (from November to February 2011)

- Collection and introduction of data and information in the Knowledge Management System (from March 2011 to December 2012)
- Implementation of online collaborative mechanisms such as e-Discussions, Queries, Newsletter (June 2011 to December 2012)

A mid-term evaluation will be conducted in September 2011 and a final evaluation will be conducted at the end of 2012.

Timetable and Logframe are presented in Annex II and III.

5. Impact

The impact of the KMS will be two-fold:

- At national level: the KM system will contribute to the sustainability of the joint programmes by enhancing national ownership, national capacity and national knowledge on culture and development at country level, thus informing national policies and strategies.

The following results are expected:

- Accrued efficiency and improved results in the implementation of the Joint programmes, due to the identification of shortfalls and gaps between programming and actual implementation of the actions.
- Institutional capacity reinforcement at a national/local level, through a better understanding of the mechanisms through which programme actions contribute to development.
- Capitalization of knowledge and development related experiences from the JP at country level.

- At international level: the KM system will constitute unique tool and platform demonstrating the role of culture as a driver of development which will inform international development strategies and programmes and strengthening the “Delivering as One”.

The following results are expected:

- Capitalization and dissemination of culture and development knowledge globally.
- Enhanced international capacity to deliver results and generate a positive impact in culture and development programmes as well as to adopt a culturally-sensitive approach to development programmes, through a better understanding and sharing of good practices and the use of monitoring and evaluation tools and data.
- Reinforced inter-agency cooperation and coordination through effective team work processes and practices with a view to achieving greater coherence and harmonization in the context of the “Delivering as One”.

ANNEX I THE FICHES

ACTION FICHE

- Sector
 - All sectors - transversal
 - Performing arts
 - Visual arts
 - Cinema and audiovisual
 - etc.
- Typology of action (the list hereafter is indicative and non exhaustive):
 - Governance of the sector (elaboration of policies and strategies)
 - Institutional governance (technical assistance enhancing institutional organisation/management)
 - Capacity building (training programmes)
 - Infrastructure investment
 - Equipment
 - Funding private enterprises
 - etc.
- Description of the Action
- Specific objectives
- Inputs
 - quantitative
 - qualitative
- Implementation modalities
 - timing
 - phases
- Outputs (for instance):
 - Study
 - Document
 - Equipment
 - Physical infrastructure
 - Human capital
 - Cultural good
 - Cultural event
 - etc.

→ Indicators and timing for each output will be codified homogenously here

```
graph LR; subgraph Outputs; direction TB; O1[Study]; O2[Document]; O3[Equipment]; O4[Physical infrastructure]; O5[Human capital]; O6[Cultural good]; O7[Cultural event]; O8[etc.]; end; O1 & O2 & O3 & O4 & O5 & O6 & O7 & O8 --> Box[Link to the documents]; Box --> Arrow[→];
```
- Description of the concrete link between the Action's outputs and the reinforcement, valorisation and promotion of local cultural values and resources;
- Description of the operational means and process through which the action will deliver positive results in terms of economic development and/or social inclusion;
- Identified risks
 - Description,
 - Ways to overcome the risks
- Implementation
 - Implementation phases + timing
 - Problems encountered + solutions

- Follow up activities, such as mid term reviews

➤ Monitoring activities

- Planning
- Monitoring activities carried out

→ This will link to a standardized monitoring fiche, containing standardized information on each monitoring action

➤ Evaluation

→ This will link to a standardized evaluation fiche, containing standardized information of mid-term and final evaluation activities

Link to monitoring reports

Link to evaluation reports

➤ Resource people

- Manager
- Experts
- Counterparts
- Other stakeholders
- Etc.

Link to the individual profiles and contacts

PROJECT FICHE

- Typologie of project (among others...)
 - Promote cultural and creative industries
 - Develop institutional capacity
 - Design and implement, and evaluate public policies in culture and development
 - etc.
- Specific objective of the project
- Individual actions pertaining to the project
 - Action 1
 - Action 2
 - ...
- Explanation of the link and coherence of all actions within the project
- Description of the process through which the project will have an impact in economic, social and human development for local populations
- Project results
- Impact in terms of development
 - Indicators and timing for project results and impact will be codified homogenously here
- Best practices at a project level
- Operational means and actions to ensure durability of the project results

PROGRAMME FICHE

- Projects pertaining to the joint programme
 - Project 1
 - Project 2
 - ...
- Transversal information
 - Environment
 - Normative and legal framework
 - Programme management information
 - etc.
- Programme results
- Global impact in terms of economic, social and human development
- Good practices at a Programme level

ANNEX II

Proposed Implementation Calendar

1. Finalisation of the KMS architecture and content	<ul style="list-style-type: none"> ○ Setting up of the Culture and Development Steering Committee ○ Interagency meeting (possibly virtual) to present the strategy and receive inputs ○ Recruitment of project staff 	4 th semester 2010
	<ul style="list-style-type: none"> ○ Study of the technical platform Teamworks and development of user centric target functionalities and technical design 	4 th semester 2010
	<ul style="list-style-type: none"> ○ Consultations at the national level through global validation and inception workshop with 5 representing countries (one from each region). 	4 th semester 2010
	<ul style="list-style-type: none"> ○ Submission of the architecture and content of the KMS to all national teams and Convenor Agencies. 	1 st semester 2011
	<ul style="list-style-type: none"> ○ Finalisation of the KMS architecture proposal ○ Validation workshop (possibly virtual) of the KMS architecture by the Steering Committee 	1 st semester 2011
	<ul style="list-style-type: none"> ○ Communication of technical developments to UNDP and/or third party 	1 st semester 2011
2. Initial roll out of the KMS at global and national levels	<ul style="list-style-type: none"> ○ Reception, testing and pilot implementation of customized KM Platform 	2 nd semester 2011
	<ul style="list-style-type: none"> ○ Technical assistance to 18 countries to assess the national joint programme and fill-in the fiches ○ Two 3-days cross-regional workshops (around 9 participating countries per workshop) to share local Culture and Development practices (based on the fiches), discuss challenges and receive training on the KMS 	2 nd semester 2011
	<ul style="list-style-type: none"> ○ All fiches are implemented ○ Good practices selection process initiated ○ KMS is fully operational at global and national levels 	3 rd semester 2011
	<ul style="list-style-type: none"> ○ Initial set of global collaborative mechanisms rolled out (News 	3 rd semester 2011

	update) and organized / encouraged (Queries)	
	<ul style="list-style-type: none"> ○ Launch of first e-Discussion ○ Launch of first national group (if no previous spontaneous emergence) ○ News update 	4 th semester 2011
3. Full implementation of the KMS	<ul style="list-style-type: none"> ○ Launch of second e-Discussion ○ Launch of second national group ○ News update 	4 th semester 2011
3. Full implementation of the KMS	<ul style="list-style-type: none"> ○ Launch of first global sub-thematic group (e.g. gender, world site heritages, etc. if no previous spontaneous emergence) ○ Research paper on good practices in collecting comprehensive statistics or information in the area of Culture and Development ○ News update 	1 st semester 2012
	<ul style="list-style-type: none"> ○ Global workshop on sharing good practices and building capacity in the area of Culture and Development ○ News update 	2 nd semester 2012
	<ul style="list-style-type: none"> ○ Finalization of the research paper ○ News update ○ KMS is fully operational ○ All actions are implemented 	3 rd semester 2012

ANNEX III

Results Framework of the Knowledge Management System on Culture and Development

Outcome 1	Outcome Indicator	Targets	Means of verification
Enhanced sustainability, efficiency and effectiveness of the Culture and Development Joint Programmes	<i>Percentage of Project Managers indicating that the KMS has positively contributed to enhance the efficiency and efficacy of the JP</i>	65%	1 Project Manager surveyed per JP
<i>Outputs</i>	<i>Outputs Indicators</i>	<i>Targets</i>	<i>Key Activities</i>
Output 1.1: Mechanisms to facilitate global peer support and knowledge exchanges between JP established	Number of active users (at least one update or contribution per month) in the KM Platform Culture and Development	30	<ul style="list-style-type: none"> • Organize a workshop and consultation to shape the Knowledge Platform according to the needs of end users and stakeholders • Customize and roll out a Knowledge Platform based on Teamworks to gather and provide access to information on JP activities, delivery and people • Establish a Community of Practice to enable peer support and exchanges on Culture and Development across programmes and agencies
Output 1.2: Capacity of national institutions strengthened	Number of external institutions accessing the KM Platform Culture & Development that have adopted or adapted advice, experiences or good practices stemming from information generated or exchanged by the project	5	<ul style="list-style-type: none"> • Create country-based user groups in Teamworks to favour local collaborations and information sharing on the role of culture and cultural sectors in development • Conduct two e-Discussions on comparative experiences and good practices in terms of collecting comprehensive statistics or information in the area of Culture and Development
Output 1.3: Activities, results and good practices of the Culture and Development JP	Number of actions, project and programmes Fiches available online	120	<ul style="list-style-type: none"> • Enable and incentivize the collection and sharing of content papers and studies produced within the programme, such as sectorial studies, policy papers, evaluations, project

<p>codified, accessible and reusable</p>	<p>Number of good practices identified and available online or disseminated</p>	<p>20</p>	<p>management cycle related documentation, as well as transversal information Fiches</p> <ul style="list-style-type: none"> • Increase awareness and adoption of results-based management principles and M&E tools in Culture and Development JP through the systematization and use of actions, projects and programmes Fiches • Develop and disseminate a methodology helping to assess, identify and select good practices among JP • Generate standardized Fiches on good management practices, successful actions, successful projects and successful programmes • Conduct a Knowledge Sharing workshop to present, learn from, and disseminate JP good practices
<p>Outcome 2 Enhanced demonstration of the role of culture as a driver of social, economic and human development</p>	<p>Indicator Percentage of Project Managers indicating that the KMS has a positive contribution on enhancing the role of culture and cultural sectors as a factor of social, economic and human development</p>	<p>Target 55%</p>	<p>Means of verification 1 Project Manager surveyed per JP</p>
<p>Outputs Output 2.1: MDG-F experience capitalized and disseminated at global level</p>	<p>Indicators Number of external website downloads of the 'best practices' research paper</p>	<p>Targets 500 during first month</p>	<p>Key Activities</p> <ul style="list-style-type: none"> • Develop and disseminate a research paper on best practices in Culture and Development with a focus on the means by which culture related activities generate economic and social progress • Strengthen MDG Communication and Advocacy through the production of a strategy paper establishing procedures to use the results of Culture and Development JP
<p>Output 2.2: International capacity in cultural approach</p>	<p>Number of staff from other agencies represented and</p>	<p>6 per month</p>	<ul style="list-style-type: none"> • Feed Culture and Development perspectives and findings into

to development enhanced	contributing news, information or knowledge to the KM Platform Culture & Development		the work of other Thematic Windows by participating in their respective communities of practice <ul style="list-style-type: none"> • Prepare and roll out a News Update to share and flag Culture related key information and happenings within and across thematic windows
Output 2.3: Cooperation and coordination between UN agencies reinforced towards "Delivering as One"	Number of staff from other agencies represented and contributing news, information or knowledge to the KM Platform Culture & Development	6 per month	<ul style="list-style-type: none"> • Create and animate a steering committee with UN partners to guide the project • Establish user groups in Teamworks that reflect the thematic expertise of UN partners and further enable their input in the Culture and Development thematic window

ANNEX IV

Estimated Budget for the development and implementation of a Culture and Development Knowledge Management System (in USD)

Finalization of the KMS architecture		
- One inception, design and validation workshop with relevant UN bodies (<i>as customary inter-agency meetings, each UN agency will cover its participation</i>) and country representatives from the 5 regions	3 days	24 235,58
- Consultancies and external experts	30 days	32 500,00
- Travel expenses consultants	1 x 4 days	8 000,00
Implementation at national level		
- Two regional knowledge sharing and training workshops with the 18 countries of implementation of the JP (<i>around 9 countries per workshop</i>)	2 x 3 days	100 000,00
- One global workshop on good practices with the 18 countries of implementation of the JP	1 x 3 days	40 000,00
- Consultancies and external experts	80 days	80 000,00
- Travel expenses consultants	3 x 5 days	12 000,00
C&D software specificities / equipment		
- External technical assistance for software deployment and adaptation	50 days	37 500,00
- Software development/adaptation		19 800,00
Management, backstopping unit and moderation of Community of Practice based at UNESCO		
- Contractual fees	30 months	307 665,00
- Travel expenses	10 trips	27 000,00
UNESCO Internal Staff time		12 234,00
Sub-total		700 934,58
Support costs	7%	49 065,42
TOTAL		750 000,00