

**MDG-F KNOWLEDGE MANAGEMENT PLANS
FINAL ANNUAL PROGRESS REPORT**

Project was operationally closed on 30 June 2013.

Date of Submission:

Submitted by:

Kazuki Kitaoka, Project Manager, UNIDO,
DDG/SDQ/SPC

Convener Agency:

UNIDO

MDG-F Thematic Window:

Private Sector Development PSD (window 6)

Project Title:

Global Knowledge Management System
for PSD

Project No: FM/GLO/10/014

Project Duration:

3 years (start: September 2010)

Reporting Period:

Year 3

Project Budget (in US\$):

US\$ 750,000 (incl. 7% support costs)

Abbreviations and Acronyms:

PSD: Private Sector Development

JP: Joint Programme

JPC: Joint Programme Coordinator

KM: Knowledge Management

KMS: Knowledge Management System

FP: Focal Point

PM: Permanent Mission

I. PURPOSE

1.1 Please describe the main goals and objectives of the plan

The global project “Establishing a global knowledge management system for private sector development (PSD) policy” was designed to:

- (i) Enhance the United Nations system’s knowledge capabilities by improving its institutional readiness for delivering policy advice, institutional capacity-building and pilot projects, particularly at the country level (outcome 1); and
- (ii) Support developing countries in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs (outcome 2).

To achieve these outcomes, the project integrates the delivery of the following outputs (1-3).

Output 1: Strengthened capacity, effectiveness and readiness of the joint programme teams through a set of country-level analyses of projects and activities in MDG-F programme countries, the development of lessons learned as well as expert group meetings and learning events;

Output 2: Global, multi-stakeholder PSD community of practice through a web-based, open source learning platform with PSD-relevant resources, based on country-level analyses and global resources from the United Nations system and respective partners; and

Outputs 3: Establishment of a global PSD learning and knowledge sharing partnership with relevant public and private partners as the basis and a means for a wider spectrum of knowledge transfer, to support developing countries in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs.

2. FINANCIAL RESOURCES

2.1 State any budget revisions approved by the appropriate decision-making body (if applicable)

Rephasing revisions within the budget between budget years (2012 and 2013) for rephased payments in relation to:

Budget Revisions S-W October 2012-July 2013

(Earlier budget revisions were reported in previous progress reports)

Rephasing revisions within the budget between budget years 2012 and 2013.

2.2 Provide information on additional financial resources obtained to fund the plan (if applicable)

No additional financial resources obtained. However, UNIDO contributed human resources and other inkind resources.

A final financial statement report will be provided by UNIDO’s Financial Services Branch upon financial closure of the project (may take up to 8 months after operational completion).

3. IMPLEMENTATION ARRANGEMENTS

3.1 Describe the primary implementation arrangement used for the plan, including the human resources allocated (funded by the MDG-F and/or the convener agency)

The programme has been implemented by UNIDO (SQA/OMD, supported by PTC/OMD and ODG/OSC). Overall programme and budget coordination has been organized by UNIDO as the convener agency for the MDG-F window on Development and the Private Sector. An initial kick-off meeting between the two main organizations (UNIDO and UNDP) and the MDG-F Secretariat was followed by regular conversations, including face-to-face meetings and teleconferences, to ensure the necessary oversight of the programme by reviewing progress, assessing its continued relevance and proposing modifications if and when required. In particular, the calendars of events, activities as well as needs were regularly discussed with the MDG-F Secretariat to ensure coordination and minimize the burden on the joint programme teams in MDG-F programme countries.

A main interest of the UNIDO team was, from the very beginning, to regularly brief and cooperate with the Permanent Mission counterparts of Member States. Thus, regular and vital communication with focal points within the PMs has been an integral part of overall project implementation.

Human resources allocated for the project from UNIDO core budget:

- Programme Management Officer (Kitaoka – approx 65%)
- UNIDO Representative and Regional Director for Central America (Bethke – approx 5%)
- Strategic Planning Officer (O'Reilly – approx 20%)
- Liaison Officer (Heuls – approx 20%)
- National programme officers and desk officers in 10 UNIDO field offices (each approx 10%)
- Research Officers (Clara – approx 5% each)
- Programme Assistant (Olegario-Polimeni – approx 40%)
- Consultant (Fuentes Cardona – 100 %): Overall stakeholder's coordination

Human resources financed from the project budget (consultancy):

- International Knowledge Management Consultant (Vila Grau – 100%): Overall coordination with Member States
- International Junior Knowledge Management Consultant (Pirca – 100%): Overall inter-agency coordination
- International consultant (Berardone – 20 %): Advocacy

Human resources financed from the programme budget (sub-contract of Leuven Centre for Global Governance Studies):

- Head researcher (Marx – 40%)

Other human resources, self-financed:

- Personnel of the Permanent Missions in Vienna
- Local counterpart personnel in 12 countries
- Joint MDG-F PSD Programme personnel in 12 countries
- Local administrative staff

3.2 List any partnerships and inter-agency collaborations

- Global Academic Partner Institution (sub-contract): Leuven Centre for Global Governance Studies (K.U. Leuven, Belgium) for the Conduct of the Global Studies on Knowledge Management and Needs in PSD Policy
- Collaboration with the Government of Costa Rica for the facilitation of a conference of middle-income countries that took place in San José, Costa Rica.

3.3 Please list monitoring or evaluation mechanisms in place to assess progress towards results (October 2012 – June 2013)

In general, all data collected is disaggregated as far as possible to yield information on specific sub-issues. Data is being collected as follows, also to create a source for verification of indicators:

Output 1: Strengthened capacity, effectiveness and readiness of the joint programme teams through a set of country-level analyses of projects and activities in MDG-F programme countries, the development of lessons learned as well as expert group meetings and learning events

- Evaluations and assessments of learning events and expert group meetings (virtual meeting June 2013, final high-level conference and other meeting output reports)

Output 2: Global, multi-stakeholder PSD community of practice through a web-based, open source learning platform with PSD-relevant resources, based on country-level analyses and global resources from the United Nations system and respective partners

- The second *Networks for Prosperity* report. A diagnostic study with recommendations available, disseminated and followed by all partners in the system
- Resources available and accessible (all resources are available on Teamworks)
- Monitoring counters in the electronic platforms on number of participants, clicks, etc. (Teamworks monitoring and usage evaluation is being done by the MDG Secretariat side: monitoring counters in the electronic platform on number of participants, clicks, geographic distribution etc.).
- Virtual meetings held in English and in Spanish with Joint Programme Coordinators from the thematic window Development and Private Sector
- Report on lessons learned and good practices to evaluate results and impacts of the 12 Joint Programmes from the thematic window Private Sector and Development

Outputs 3: Establishment of a global PSD learning and knowledge sharing partnership with relevant public and private partners as the basis and a means for a wider spectrum of knowledge transfer, to support developing countries in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs.

- Availability of background studies and evaluations and assessments of meetings
- Evaluations and assessments of communication efforts

4. RESULTS

4.1 Please provide a brief overall assessment of the extent to which the components of the plan progressed in relation to the outcomes and outputs expected.

Communication with the Joint Programmes (Output 1) has remained uneven, reflecting their own difficulties in terms of start-up, implementation management and advancement. This has to be taken

into consideration when looking at inter alia substantial buy-in at JP level to the online platform, Teamworks, which didn't provide enough substantial content and knowledge from different levels.

For the conduct of the second Networks for Prosperity report and the establishment of a related knowledge group (Output 2 and 3), the UNIDO team cooperated closely with a global academic partner, thus providing academic credibility and achieving considerable outreach. However, for achieving output 3, more resources and time will be necessary for a sustainable partnership arrangement.

4.2 Indicate the main outputs and outcomes achieved.

Output 1:

Strengthened capacity, effectiveness and readiness of the joint programme teams through a web-based, open source learning platform with PSD-relevant resources, based on country-level analyses and global resources from the United Nations system and respective partners

Activities performed:

- 1) Preparation of a questionnaire on lessons learned and good practices to feed into the report that was prepared. This questionnaire was sent out to all JPs
- 2) Preparation of a report on lessons learned and good practices from the JPs of the thematic window Private Sector and Development

Output 2:

Creation of a global PSD community of practice through the establishment of a web-based, open source learning platform with PSD-relevant resources, based on country-level analyses and global resources from the United Nations system and respective partners

Activities performed:

- 1) 2 virtual meetings (June 2013) held with the participation of several Joint Programme Coordinators. The meeting
- 2) Online platform (teamworks) for the MDG-F PSD practitioners, UN agency partners and external development partners in place and used by the majority of Joint Programme teams.
- 3) The second *Networks for Prosperity* report. A diagnostic study with recommendations available, disseminated and followed by all partners in the system

Output 3:

Establishment of a global PSD learning and knowledge sharing partnership with relevant public and private partners as the basis and a means for a wider spectrum of knowledge transfer, to support developing countries in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs

Activities performed:

- 1) A global high-level conference was held in San José in June 2013. During the conference, a high-level session discussed the new development landscape and the relevance of PSD knowledge transfer for the achievement of sustainable development particularly in middle-income countries.
- 2) Inter-agency partnerships developed and strengthened through participation in each others fora, joint email distribution lists or monthly focal point telephone meetings.

- 3) Launches, briefings and side events to Member States and main stakeholders in Vienna, Barcelona, Geneva, Ammán, Minsk, New York, Washington and San José Costa Rica to present the *Networks for Prosperity* reports 1 and 2 in both its English and Spanish versions.

4.3 Please summarize main activities undertaken.

- In November 2012 the report *Networks for Prosperity: connecting development knowledge beyond 2015* was published and launched at the margins of the Global South-South Development Expo 2012.
- The report was also presented in the first half of 2013 in Barcelona, New York, Washington, Geneva, San José of Costa Rica and at the ACUNS Conference that took place in Vienna in January 2013.
- The final conference *Networks for Prosperity* took place during the high-level conference of middle-income countries from 12-14 June 2013 in San José, Costa Rica. The conference had a final declaration of participants underlining the relevance of knowledge networks for the achievement of sustainable development in middle-income countries.
- A report on lessons learned and good practices within the framework of the 12 Joint Programmes from the 6th thematic window of the MDG-Fund, Development and Private Sector was prepared for the MDG-Fund Secretariat.
- 2 virtual meeting (the first one in Spanish and the second one in English) took place on 4th and 6th of June 2013. The meetings were conceived as an opportunity to showcase some relevant lessons learned and good practices within the framework of the thematic window Development and Private Sector of the MDG-Fund.

Briefings to Member States

Several briefings to Member States of the countries involved have been organized in December 2012 and February, March, April and May 2013 in preparation for the High-Level Conference of Middle-Income Countries. In addition, bilateral meetings have been conducted by the UNIDO staff .

Conduct of the report on lessons learned and good practices

UNIDO invited the JPCs of the 12 JPs to share their experiences in a report. All the JPCs received a questionnaire on lessons learned and good practices and the inputs provided by the JPCs were included in the report that analyzes and systematizes the impacts and results of the JPs from Development and Private Sector Window. In addition, 2 virtual meetings took place in June 2013 in order to complement the information included in the report.

Engagement with Teamworks and promotion activities for the online platform

In terms of the general PSD user space, the UNIDO team has been very active in promoting the space to all stakeholders involved (but mainly those from the UN system due to more feasible accessibility). Links to interesting/ significant websites with relation to PSD have been posted and databases have been introduced.

Teamworks, its functionality and its use for inter-agency collaboration and knowledge exchange has further more been an integral part of all presentations and briefings delivered to counterparts or UNIDO colleagues and its use has been actively encouraged to those who could benefit from it. With relation to the evaluation of the platform or strengthening of its structure, outline and content,

suggestions and needs have regularly been voiced during either the monthly FP meetings with all convenor agencies (organized by the MDG Secretariat), or individually scheduled telephone meetings with the MDG Secretariat colleagues, which proved to be very valid and beneficial for the further development of the tool and the clarification of some of its technical aspects.

4.4 Did you face any implementation constraints? How did you solve them?

No major implementation constraints have been encountered. However, communication with Joint Programmes remained uneven, particularly in regards to the preparation of the report on lessons learned and good practices on the thematic window Development and Private Sector. However, with the assistance of the MDG-F Secretariat, the JPCs improved consistently their degree of cooperation providing inputs to the report by completing the questionnaire that was sent to them and also by participating in the virtual meeting on exchanges of lessons learned and good practices.

5. ANNEXES

Convener Agency: UNIDO						
Thematic Window: Development and the Private Sector						
Outcomes	Outputs (Products)	Main Actions	Activities	Implementing Partners	Budget (in 1000 US\$)	
					Budgeted Amount	Expenditure
OUTCOME 1 Country-level analyses of projects and activities, lessons learned and expert group meetings and learning events <i>Indicators to be monitored:</i> <ul style="list-style-type: none"> - <i>Baselines and targets established with a view on explicit and tacit knowledge at the beginning of the programme</i> - <i>Results achieved documented with a view on explicit and tacit knowledge at the end of the programme</i> - <i>Evaluations and assessments of learning events and expert group meetings</i> 	1.1. Report on lessons learned and good practices 1.2. Organization of virtual meetings and learning events	<ul style="list-style-type: none"> • Overview study in MDG-F programme countries • Organization of 2 virtual meetings 	<ul style="list-style-type: none"> ▪ Prepare report on lessons learned and good practices ▪ Collect baseline data in MDG-F programme countries and selected other PSD programme countries ▪ Conduct appraisal of methods adopted, initial successes and failures and related lessons learned, and assess knowledge gaps ▪ Monitor and report on established indicators and good practices ▪ Organize expert meetings and learning events ▪ Monitor, evaluate and report on events outcomes ▪ Coordinate dissemination of knowledge in collaboration with MDG-F Knowledge Management system 	United Nations Country Teams National counterparts MDG-F Secretariat	185	185

			<ul style="list-style-type: none"> ▪ Facilitate the production of joint publications on studies and best practice examples 			
<p>OUTCOME 2 Web-based, open source PSD community and learning platform with policy-relevant resources <i>Indicators to be monitored:</i></p> <ul style="list-style-type: none"> - <i>Diagnostic study with recommendations available</i> - <i>Resources available and accessible</i> <p><i>Action plan for the dissemination of knowledge available and ready for implementation</i></p>	<p>2.1. Diagnostic study on demand and scope for PSD-related learning</p> <p>2.2. Online PSD platform with initial set of materials and resources</p>	<ul style="list-style-type: none"> • Report on PSD-related learning networking and institutional capacity development • Online PSD platform with initial set of materials and resources in teamworks 	<ul style="list-style-type: none"> ▪ Country studies and needs analysis regarding applied PSD policy, with an emphasis on MDG-F countries and findings of Outcome 1 	<p>United Nations agencies, active in the field of PSD</p> <p>International networks in the field of PSD</p> <p>Experts and private sector organizations, including business associations</p> <p>Other relevant stakeholders</p>	146	146

<p>OUTCOME 3 Global PSD learning and knowledge sharing partnership with relevant public and private partners <i>Indicators to be monitored:</i></p> <ul style="list-style-type: none"> - <i>Partnership established with all relevant stakeholders (terms of reference, action plan, individual agency contributions etc.)</i> - <i>Availability of background studies and evaluations and assessments of six workshops</i> <p><i>Evaluations and assessments of communication efforts</i></p>	<p>3.1. Global conference held in San José</p> <p>3.2. Background studies and strategy papers distributed to participants</p> <p>3.3. Meetings and global dialogues on PSD programme design and the MDGs</p> <p>3.4. Communication of results of the meetings to relevant policymakers, practitioners and other relevant stakeholders at the global, regional and country level</p>	<ul style="list-style-type: none"> • Reports and papers distributed to all partners • Global report distributed among all key partners stakeholders • Workshops on PSD knowledge sharing and programme design in Vienna 	<ul style="list-style-type: none"> ▪ Preparation of background studies on PSD policies from a global, regional and country perspective, taking into account findings in MDG-F countries ▪ Preparation of strategy papers as basis documents for the global partnership ▪ Organization of a global conference on sound PSD programme policy towards achieving the MDGs and the new development agenda ▪ Organization of 2 meetings on PSD programming; all joint programmes to be included in one of these meetings ▪ Preparation of outcome documents from meetings ▪ Organization of briefings at appropriate policy platforms, including inter-agency coordination mechanisms and inter-governmental bodies 	<p>United Nations agencies, active in the field of PSD (in particular managers of joint programmes)</p> <p>International Financial Institutions</p> <p>International networks in the field of PSD</p> <p>Experts and private sector organizations, including business associations</p> <p>Other relevant stakeholders</p>	<p style="text-align: center;">370</p>	<p style="text-align: center;">370</p>
<p>Total</p>						