UN⊕HABITAT
FOR A BETTER URBAN FUTURE

UN-HABITAT Knowledge Strategy:
Building knowledge based organization

Nairobi
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Contents

Abbreviations and Acronyms

CPR	Committee of Permanent Representatives
ECM	Enterprise Content Management
ERP	Enterprise Resource Planning System
GLTN	Global Land Tool Network
HABNET	UN-HABITAT Intranet
HS-Net	Global Research Network on Human Settlements
ICT	Information and Communication Technologies
IFAD	International Fund for Agricultural Development
KM	Knowledge Management
MEU	Monitoring and Evaluation Unit
MRD	Monitoring and Research Division
MTSIP	Medium-term Strategic and Institutional Plan
ODED	Office of the Deputy Executive Director
OED	Office of the Executive Director
OEI	Organizational Effectiveness Indicator
PSD	Programme Support Division
RBM	Results Based Management
SDI	Strategic Dissemination of Information
SUD-Net	Sustainable Urban Development Network
UNDP	United Nations Development Programme
UN HQ	United Nations Headquarters, New York
UNON	United Nations Office in Nairobi
WHO	World Health Organization
WUF5	World Urban Forum 5, Rio de Janeiro Brazil 22-26 March 2010

1 Executive Summary

UN-HABITAT is the United Nations Human Settlements Programme. Its mission is to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.

UN-HABITAT recognizes that sustainable urbanization is one of the most pressing challenges facing the global community. Through the generation, capture, and sharing of knowledge, UN-HABITAT positions itself as the leading institution in sustainable urbanization.

The agency's success depends critically on how well its knowledge is managed and used, and UN-HABITAT is seeking to achieve new levels of excellence in knowledge management (KM), knowledge services, and knowledge sharing. In doing so, UN-HABITAT establishes itself as a knowledge culture, managing its people and their environment so that knowledge is created, shared, and applied systematically and effectively.

Vision: UN-HABITAT's vision is to be the premier reference center for information, knowledge and strategic learning about sustainable urbanization. Success in realizing this vision requires: strengthening internal collaboration, empowering staff to increase organizational efficiency, effectiveness and accountability; leveraging knowledge gained from operational activities to normative dialogue and advocacy; and establishing cost effective institutional frameworks and systems to support priority knowledge needs particularly those identified under MTSIP. It also requires providing Habitat Agenda partners with easy access to appropriate information and knowledge on urban and shelter issues, and better harnessing their combined knowledge.

Goals: The goal of this knowledge strategy is to help the agency achieve this vision by creating an enabling environment that enhances the capacity of the agency's staff and its partners to share, reuse, and create new information and knowledge. With the implementation of this strategy, UN-HABITAT positions itself as the global knowledge nexus for sustainable urbanization and achieves the agency's vision in an enabling environment that enhances the capacity of UN-HABITAT partners and staff to generate, share, reuse, and create new information and knowledge.

Progress so far: Efforts have been made to lay the groundwork for successful implementation of KM. Internally, these include establishment of the UN-HABITAT Intranet, development of a publications policy and supporting systems, development of an Archives and Records Management policy, re-opening of the UN Library in Nairobi with online resources and research services for staff, and publication of several internal guides, manuals and templates to increase staff efficiency and product quality.

Steps have also been taken to enhance information and knowledge exchange with partners and external audiences. These include the agency's public site now upgraded to a dynamic site with interactive features, an e-reference library and e-publications; a Best Practices database, extranets for CPR members and project partners, the integrated partners' database for better marketing and targeting of the agency's information.

Quick wins: The report recommends a number of strategic actions including Quick Wins. These include improving connectivity for staff in selected out posted offices, implementing Yellow Pages on the Intranet to guide staff on who to contact for services, a review of current planning and reporting requirements to develop a framework for streamlining the process and

harmonize reporting, a monthly staff newsletter, an Information Tool Kit for new UN-HABITAT offices and new staff, an improved search tool on the Intranet, and translation tools to enable staff to read Intranet content in different languages. Successful implementation of these Quick Wins and longer term recommendations requires the engagement of a Knowledge Mangement Manager.

Constraints: To build on these efforts, the agency needs to address a number of constraints including issues arising from total reliance on UNON/ICTS for ICT infrastructure, and a 'silo' culture that does not promote knowledge sharing for the good of the organization and individual staff members.

Gaps and requirements: The main gaps highlighted in the knowledge strategy development study are: *ICT infrastructure issues* - the lack of an adequate ICT platform to support knowledge sharing particularly between HQ and other offices; *structural and budgetary issues* – fragmented KM initiatives and resources; *organization culture* – limited horizontal collaboration and silos of information, *inefficiency* – too many approvals before information can be shared and too much time spent repackaging the same information for different reporting requirements; and *awareness* – lack of awareness of existing knowledge repositories.

Recommendations: General recommendations coming out of this study include: implementation of an enterprise-wide KM system with supporting ICT infrastructure to serve all UN-HABITAT offices; pooling fragmented resources to support a dedicated KM programme under one management structure; exploitation new technologies *e.g*. Web2.0 tools to improve collaboration; simplifying information flow procedures to promote knowledge sharing and reuse; internal marketing to improve awareness of available knowledge resources; enhancing training and the staff appraisal system to reward knowledge sharing.

2 The UN-HABITAT Knowledge Strategy

This strategy is the knowledge management (KM) statement of work for the UN-HABITAT community. It is produced as part of the implementation of the organization's Medium Term Strategic and Institutional Plan 2008-2013 – under the Focus Area of Excellence in Management and Results Based Management. The scope of the project covers internal KM within the agency and knowledge sharing with key partners, donors, and the general public.

This report focuses on internal knowledge management. A separate report will cover the development of a knowledge network for partners.

The main objectives of the knowledge strategy are to:

1. empower staff and increase organizational efficiency, effectiveness and accountability by providing easy access to accurate, timely, relevant information, knowledge and procedures to enable them to carry out their work effectively, make informed decisions, and promote an organizational culture of learning;
2. strengthen internal collaboration and harness the efforts of the global network of HABITAT Agenda Partners to document and synthesize knowledge, experiences, best practices, and lessons learnt on sustainable urban development;
3. provide partners with easy access to appropriate information and knowledge on urban and shelter issues;
4. leverage the knowledge gained from operational activities to normative dialogue and advocacy;
5. establish cost effective institutional frameworks and systems to support priority knowledge needs identified under MTSIP and improve generation and management of evidence-based knowledge.

These goals are summarized in the following strategic objectives, supported by core KM services (see Annex Two) and based on the knowledge strategy model developed by the World Health Organization:

- To foster a knowledge culture in UN-HABITAT
- To establish UN-HABITAT as a learning organization

- To develop and implement the UN-HABITAT knowledge network system initiative
- To establish corporate policies and procedures that support knowledge sharing
- To empower and inform partners and staff

People working at UN-HABITAT Headquarters in Nairobi, in liaison, regional, and field offices, and in country programmes recognize that KM and knowledge sharing are critical to their success. This strategy has been developed to respond to the need for equitable access to knowledge and for broader application of evidence in sustainable urbanization. The strategy will be reassessed in 2012.

2.1 Mandate

In 2007, the UN-HABITAT Governing Council endorsed the agency's six-year Medium-term Strategic and Institutional Plan (MTSIP) for 2008-2013 under six Focus Areas: Advocacy, monitoring, and partnerships; Participatory urban planning, management, and governance; Pro-poor land and housing; Environmentally sound basic infrastructure and affordable services; Strengthening human settlements finance systems; and Excellence in management.

The present project falls under MTSIP Focus Area 6 (FA6) to ensure effective implementation of UN-HABITAT's work through enhanced results-based management (RBM), improved communication, and better financial, human and knowledge management (KM) systems and tools. KM is recognized as key to successful results-based management – particularly the achievement of desired outcomes and impacts because it helps empower staff and enhance accountability. In addition to RBM, KM's most immediate impact will be felt in FA1 - advocacy, monitoring and partnerships. It is also essential for streamlining administrative procedures improving management decision-making, for strengthening the monitoring and evaluation framework for learning, accountability, and reporting, and for providing overall improved efficiency in the management of the agency.

2.2 Knowledge Management

Knowledge management (KM) comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of experiences, best practices, lessons, processes, technologies and information. This knowledge may be either embodied in individuals or embedded in organizational processes or practice.

Knowledge management goes beyond information management because it provides tools to promote sharing and collaboration. In the UN-HABITAT context, knowledge management seeks to support sharing of relevant information and knowledge among staff for organizational effectiveness; and to harness the efforts of Habitat Agenda partners to achieve sustainable urbanization.

2.3 Evolution of Knowledge Management

Organizations are adapting their knowledge management strategies to take into account new cultures, social networks, and new technologies that enable new modes of sharing knowledge. These new trends facilitate more engagement at the individual and community level and are forcing organizations to adopt new tools and approaches for sharing knowledge. The International development community is coming to understand that sustainable development

involves mutual knowledge sharing and mutual capacity development. This presents an opportunity for UN-HABITAT to engage more directly with its target audiences including its beneficiaries.

2.4 Knowledge Management in the United Nations System

The United Nations is taking note of recent studies which recommend improved KM programmes. The UNDP Bureau for Policy, for example, has acted on the recommendation of the 2006 Report of the Office of Internal Oversight Services to implement a system to support stronger teamwork and establish a Knowledge Management Group. Similarly, the recommendation that KM units should be provided with necessary financial and human resources, put forward in the Joint Inspection Unit's 2007 study on KM systems in the United Nations, has been taken up in the UNEP and IFAD strategies to consolidate KM activities and use existing resources "in smarter and more strategic ways." Meanwhile, the UN Secretariat is planning implementation of an Enterprise Content Management system (ECM).

Stronger attention to strategic learning about KM is universally recommended for the United Nations, emphasizing incorporation of KM in staff development programmes, including courses for leadership, management, organizational development and teamwork in order to foster partnerships for broader knowledge-sharing and support a knowledge-sharing and learning culture.

2.5 Knowledge Management in UN-HABITAT

In UN-HABITAT, the groundwork for successful KM, knowledge sharing, and knowledge services implementation has been laid. During the past six years, the following elements for a successful knowledge strategy have been put in place, aimed at staff, partners, and other stakeholders.

2.5.1 Systems for internal information and knowledge management

1. UN-HABITAT Intranet exists to facilitate internal communication and information sharing among staff at Headquarters and offices away from HQ (2004). The Intranet, now mirrored at The Hague for faster access to staff in the field, has become a major tool for sharing information. Key features include a global staff directory, image gallery, staff and vacancy announcements and an events calendar. The Intranet is also a major platform for deploying organization-wide applications such as the Grant Management Information and Publications Management systems. Its design was enhanced in 2006 to facilitate easy access to the most needed information;

2. Archives and Records Management Policy (2007). This policy sets out the framework for establishing an archives and records management programme at UN-HABIAT to facilitate preservation of institutional memory and promote organizational learning;

3. Manuals, guides and templates to increase staff efficiency (Programme Review Committee Guide, Operations Manual, Induction Guide, Brand Manual and Templates, *etc*.). Other systems designed for increased staff efficiency and knowledge sharing include the Programme Support Division's Grants Management Information System and its Cooperation Agreement System; the Global Division's Shelter Branch Housing Policy Section Project Database (Habitat Reporting Matrix) and its Project Information

Management System, its Shelter Branch Land, Tenure, and Property Administration Section Project Management System, and its Contacts Database Global Land Tool Network; and the Monitoring and Research Division's Best Practices Database;

4. The Vieira de Mello United Nations Library at Nairobi (2004) is a collaborative project between UN-HABITAT and UNEP. In addition to an enhanced collection of human settlements publications, new library services included research services for staff, targeted dissemination of information, and online databases and journals;

5. Quarterly induction seminars (2009). To identify the information, knowledge, and strategic learning needs of new hires, new staff were surveyed. Based on the survey findings, quarterly induction seminars are now offered as part of the induction process for all new UN-HABITAT employees.

2.5.2 Systems to enhance information and knowledge exchange with external audiences

1. Dynamic public website, mirrored at The Hague for fast access UN-HABITAT information including country, programme, and thematic information. Also featured are an urban statistics and indicators databases; an e-library of reports, resolutions, best practices, etc; a publications database; audio-visual material; online surveys and debates, *etc*.

2. Extranets for Committee of Permanent Representatives and project partners to facilitate sharing of policy and project information

3. Integrated Partners Database for better and more targeted marketing of UN-HABITAT events, publications and other information products

4. Publications Policy leading to improved quality of publications, better analysis on the type of publications required by partners, workflow systems to support the production of publications; and marketing systems (Google Print, Amazon, Scribd, e-alerts on new publications, enhanced publications pages on the UN-HABITAT public site co-publications to reach wider audiences)

5. Internet tools to encourage interactive debate on urban issues such as online surveys, e-debates, Face book and Twitter presence, awards and competitions, book reviews, e-learning programmes, etc.

6. New UN-HABITAT brand which includes standard information products to familiarize and update partners' knowledge of UN-HABITAT (Annual Report, Urban World, UN-HABITAT brochure and standard PowerPoint presentation in six UN languages, etc.)

2.6 Existing Plans for new information and knowledge management systems

Prior to the development of this strategy, existing plans for new systems to enhance information knowledge sharing include:

1. Enterprise Content Management system (ECM). This is the single most important strategic system to improve knowledge management; however this has faced major delays (*see Constraints below*).

2. Improvement of information and communication technology (ICT) infrastructure for offices in the field to allow easier access to HQ ICT systems and to standardize email communications. This is another major MTSIP project to improve communications between Headquarters and offices away from HQ.

3. Partners' web portal for partners to publish and share knowledge and information such as events, publications, best practices, services, blogs, etc. to support the Partnership Strategy.

4. An information and communications toolkit for offices away from Headquarters.

5. Tools to improve internal communication including a monthly newsletter to ensure that all staff receive updates on major news and organizational developments, an automatic email to each new staff of the main information sources, and subject to resources, a central information Helpdesk.

3 Knowledge Audit

The knowledge audit is a systematic examination and evaluation of an organization's explicit and tacit knowledge assets ("knowledge resources"), in this case, those of UN-HABITAT. The main objectives of the knowledge audit are (1) to determine what knowledge is required by staff, (2) to identify how information and knowledge are used, and (3) to establish the extent to which this knowledge use contributes to meeting UN-HABITAT's objectives. In practical terms, the knowledge audit is a statement of things as they are with respect to KM, a statement of things as they should (could) be, and a description of the gaps between the two.

In the audit for developing the UN-HABITAT knowledge strategy, interviews with staff evoked positive responses, demonstrating that knowledge workers at UN-HABITAT have a good understanding of the connection between knowledge services and workplace performance. However, according to the Organizational Effective Index Survey (OEI) published on 14 October 2009, 28% of staff indicate that they do not have all the information they need to their work and are not informed of what is going on in the organization. Nevertheless, 58% said the situation had improved in the past 12 months though 8% thought the situation was worse.

The sources of input for the knowledge audit included an inventory of knowledge assets within UN-HABITAT; interviews with more than 100 staff at UN-HABITAT offices at Headquarters and in the field; focus groups and facilitated discussions; research on KM in other UN agencies, in other international agencies, and in the private sector; and desk research (see Annex Four). In addition, a session with Habitat Programme Managers and a "Knowledge for Cities" event was organized at the recent World Urban Forum in Rio de Janeiro to foster better understanding of the knowledge needs of partners. The event was well attended and included many partners, including local authorities, international NGOs, and representatives from the private sector, all of whom contributed information and comments about KM at UN-HABITAT.

This section highlights the findings of the knowledge audit, including KM strengths and main gaps. The findings in turn inform knowledge strategy recommendations for closing the gaps and strengthening the KM/knowledge sharing process at UN-HABITAT. These are described in Section 4 (Recommendations) and Section 5 (Recommendations – External Knowledge Management).

3.1 Organizational Knowledge Assets

A knowledge asset is any intellectual content possessed by the organization. All operational units create and retain knowledge assets, which can be what is referred to as "substantive knowledge," that is, information and other content relating to the intellectual focus of the organization (in this case, knowledge developed in support of the Habitat Agenda and leading to sustainable urbanization). Knowledge assets can also be business process materials, content relating to business operations such as policies, procedures, templates, and the like, captured and made available for further reference and use as required. Together these two types of knowledge assets constitute the UN-HABITAT body of knowledge for the agency's KM strategy.

Knowledge assets at UN-HABITAT include published materials (including publications disseminated by the agency itself). By far the great bulk of information and knowledge content

referred to by agency staff is digital and accessed electronically. This content resides in many different information systems and databases, built over time to support both research and internal operational functions. As the agency has grown, many free-standing databases have been developed to support the functions of individual divisions, branches, or sections but these are generally not linked to other knowledge repositories (leading to the much-discussed "silos" or "information islands" situation, preventing horizontal knowledge-sharing).

Agency-wide digital knowledge assets include the following:

1. HABNET (the UN-HABITAT intranet) serves as an internal communications and collaboration tool. It is an organization tool for official purposes only and serves as the primary knowledge repository and communications medium for internal use.

2. The UN-HABITAT public website (www.unhabitat.org) is the agency's public "face," providing not only communication with and research tools for the public but designed also to serve as a major research tool for internal UN-HABITAT staff and partners. Already in place in 2004, the public website was strengthened with a major overhaul in 2009.

3. At Headquarters, UN-HABITAT's Shared Network System ("K:Drive") to facilitate secure sharing of working documents, and its structure mirrors that of the organizational file plan.

In addition to the agency-wide assets, individual information systems/databases have been developed to support KM implementation in divisions, branches, and sections for uses relating specifically to each functional unit's needs. The table in **Annex 1** gives a more comprehensive list of the agency's information and knowledge management assets together with a brief description of their purpose, the repository in which they are located or the agency functional unit for which they have been designed, and a focal point or other person responsible for their maintenance and use.

4 Gaps and Constraints

Important constraints inhibit the implementation of information and knowledge management at UN-HABITAT. Where it has been possible to do so, recommendations for addressing and when possible alleviating these constraints are incorporated into strategy recommendations.

Identified gaps and constraints are:

1. No central KM authority. In an increasingly knowledge-based society, staff welcome an integrated digital environment with collaboration tools. However, at UN-HABITAT there is no institutional leadership structure or functional unit to drive KM, with the result that implementation of a coordinated KM strategy and innovative enterprise-wide KM initiatives are limited, if not counter-productive.

2. Lack of financial coordination for KM. There is no dedicated budget for knowledge management because the functions are divided among divisions – mainly OED, PSD and MRD, with several units contributing different budgets for different and often uncoordinated knowledge management initiatives. If pooled together, these resources can provide more funds towards implementation of a strategic KM programme, benefitting the entire agency. These resources also should be allocated under one accountable custodian who would coordinate UN-HABITAT's KM initiatives.

3. UN-HABITAT's reliance on the UNON/ICTS for its ICT infrastructure. The agency cannot launch strategic KM systems without the support of UNON/ICTS which is governed by United Nations Headquarters (UN HQ).

4. ICT Infrastructure limitations. UNON/ICTS must balance HQ standards and long delivery timescales with meeting the urgent requirements of its Nairobi clients. The current ICT infrastructure is inadequate for optimal knowledge sharing, particularly between staff at Headquarters and the field. Out-posted staff are required to improvise varying levels of ICT implementation, with many having to use personal email addresses (gmail, yahoo, hotmail, *etc*.) for official work, compromising the agency's image, as well as posing possible security risks for sensitive content. Out-posted staff also do not have easy access to key institutional applications, particularly administrative systems which are not available via HABNET.

5. Enterprise-wide KM system. There is a need for an enterprise-wide knowledge management system. The UN recognizes this as a need for the whole UN system. However, the implementation of the UN-wide Enterprise Content Management (ECM) system is too slow to support UN-HABITAT strategic goals because it will only be introduced after 2013. This implementation has already been delayed by five years and the situation seriously hampers efforts to implement a KM strategy to support MTSIP strategic goals, forcing UN-HABITAT to therefore implement an interim solution. There is now an opportunity to develop a modular-based ECM interim solution, but the agency will need to look for financial resources for supporting the interim solution.

6. Collaboration. The utilization of Web 2.0 and other collaborative tools at UN-HABITAT is currently limited. Efforts have started, including WUF E-Debates, online surveys, Facebook, Twitter, YouTube, and Scribd for publications. However, there are no internal collaboration tools, and neither is there a strategy to exploit these external tools. Senior Management has expressed interest in how UN-HABITAT can make use of Web 2.0 tools

to support better information flow internally and externally. The new knowledge management system should incorporate these tools to improve internal collaboration and make it easier for staff and partners to post their information for wider use across the organization.

7. Simplified knowledge sharing. The new technological tools outlined above will go some way in simplifying knowledge sharing. However, these must be supported by simplified knowledge sharing procedures. The approval process is cumbersome and an analysis of the approval process (with a view to reducing approval requirements) is needed, to identify what types of documents need approval before they can be shared across the organization or released for organization-wide use. There is almost a built-in inhibition that effectively thwarts innovative thinking and behavior with respect to delivery of knowledge services.

    Likewise, there are too many reporting requirements to donors, partners, CPR, MTSIP, UN HQ, donors, *etc*. with the same information reported in different formats for each audience. Most of these reports are not widely shared within the organization, with the result that external partners are often more informed about the agency's programmes than UN-HABITAT staff.
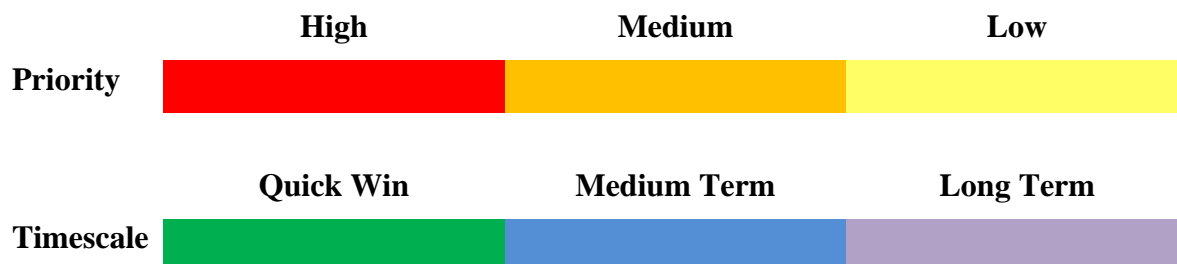
8. Time for knowledge sharing. UN-HABITAT is a small agency with a very large mandate. Many staff do not have time to contribute their knowledge and information for organization-wide use. There is information overload, particularly via e-mail which is used for over 90% of communications; when combined with heavy workloads little time is left for using other knowledge sharing systems.

9. Information focal points. A related time-management constraint is the role of information focal points. Most intranet content is uploaded centrally by ISS and not by the information focal points, and employees appointed to perform as information focal points for their functional units are not trained about their role. There is confusion among information focal points as to whether they are to work as information "officer" – in the public-relations, information dissemination sense – or whether they are to serve as information advisors with other staff in their units.

10. Improved awareness. Apart from e-mail, the current information and knowledge sharing systems rely on user initiative for locating and accessing needed information and knowledge. The requirements of different categories of knowledge users must be analyzed, in order to supply customized targeted information that does not add to the current information overload. Furthermore, the user interface and underlying structure of the current repositories need to be improved to enable the different types of users to more easily access relevant information.

11. Limited strategic learning and training. While online training is available on the agency intranet, many staff are not aware of information and knowledge systems and repositories available for their use. Learning programmes need to include training on efficient ways of finding accurate, timely, and relevant information and knowledge and procedures to enable staff to carry out their work effectively (for instance, systematic training on the use of the main organization's new information and knowledge management tools such as the intranet shared network drives). At the same time, staff training for mentoring, coaching, and succession planning is not offered, training that is particularly important when new staff

arrive or when staff retire or transfer. With a significant percentage of senior UN-HABITAT staff retiring from 2010 and new staff being recruited, it is vital to capture and transfer institutional knowledge and have in place a system for succession planning.

12. Lack of recognition of archives and records management as an organizational asset. Because the role and purpose of archives and records management is not seriously recognized, there is no allocation for space for the storage of legacy physical records. Financial support for managing and providing easy access to official information (in electronic and print format) is extremely limited, as are adequate human resources for this function. Records classification skills are in short supply, and overall the archives and records management function is seriously compromised.

13. Culture change and change management. Moving to a knowledge-based organization with improved horizontal and vertical knowledge sharing requires culture change. Achieving culture change requires senior management support and sponsorship, together with the recognition that knowledge is an important organizational resource that must be promoted through learning programmes, training, and an appraisal system that rewards knowledge sharing.

5 Recommendations

The table below outlines the recommendations for internal knowledge management (KM) for UN-HABITAT, based on an appraisal and analysis of the KM including gaps and constraints outlined in the previous chapter. The priority of each strategic action and timescale are given using the colour codes below. Quick wins are activities that can be implemented within the next 12 months.

	High	Medium	Low
Priority	🟥	🟧	🟨

	Quick Win	Medium Term	Long Term
Timescale	🟩	🟦	🟪

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5.1 Coordinated knowledge management within UN-HABITAT

Identified problem

a) lack of a central authority for organizational knowledge strategy for coordinated and collaborative agency-wide KM initiatives

b) Too many free-standing systems that do not lend themselves to horizontal knowledge sharing

c) uncoordinated financial and human resources for disjointed knowledge management initiatives which are not pooled together to provide funds for a strategic knowledge management programme

Goal

Coordinated and efficient development and execution of corporate wide knowledge management policies and systems with accountability for knowledge management functions

Strategic Actions

Strategic Action	Priority	Timescale
Engage a Director, Knowledge Strategy to provide leadership, financial coordination and policy guidance for UN-HABITAT's internal and external knowledge-sharing with particular emphasis on establishing and maintaining the critical connection between UN-HABITAT's business strategy and the agency's knowledge strategy.	🟥	🟦
Engage a KM Manager, a dedicated knowledge management professional to manage the implementation of innovative KM systems at UN-HABITAT	🟥	🟩
Review progress with respect to developed databases and systems with a view to reducing duplication of effort, learning from best practices and improving integration	🟧	🟦

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and coherence across existing KM assets		
Establish a high level Corporate Knowledge Management Group (KMG) to ensure that recommended KM policies actions are streamlined and implemented in their offices, and lead discussion forums for knowledge sharing about KM and knowledge services.		
Implement enterprise wide content management system as the central repository of UN-HABITAT documents, Records, and Archives through deployment of Enterprise Content Management System. An interim solution is required before long-term UN wide KM system is implemented.		

5.2 ICT infrastructure to support knowledge management

Identified Problem

Current ICT infrastructure not adequate for implementation of KM systems to serve Headquarters and out posted offices

Goal

Provide universal access to the agency's information and knowledge systems for all UN-HABITAT staff at Headquarters and out-posted offices

Strategic Actions

Improve connectivity for staff in selected out posted offices, especially for critical agency-wide applications		
Improve connectivity for staff in remaining offices		
Develop ICT infrastructure to support enterprise content management system		

5.3 Improve collaboration throughout the organization

Identified Problem

    a) Limited collaboration among staff

    b) Communications gap between Headquarters and out posted offices

Goal

Provide a user-focused KM solution to support collaboration and knowledge sharing to enable UN-HABITAT staff to leverage their collective knowledge

Strategic Actions

Implement a secure, web-based platform with social networking features to support collaboration and knowledge sharing across the organization and leverage the collective knowledge of communities, individuals, and programmes. The platform will enable users to contextualize, share, and find knowledge, help make expertise, experience and skills widely		

available, connect staff across departmental and geographic locations keeping staff informed about activities and news of remote colleagues, offices. It will also promote sharing of ideas and innovative solutions, contribute to Communities of Practice (CoPs) and Communities of Interest (CoIs) and support *ad hoc* user groups to capture free-flowing knowledge		
Implement Yellow Pages on the Intranet which guide staff on who to contact for different types of services		

5.4 *Simplifying knowledge sharing and harmonize reporting*

Identified Problem

a) There are too many reporting requirements to donors, partners, CPR, MTSIP, UN HQ, donors, etc.

b) The same information has to be reported in different formats for each audience.

c) Reports available to donors and external clients but not widely shared within the organization for the benefit of all staff. This means that external partners are often better informed about the agency's programmes than UN-HABITAT staff.

Goal

Simpler procedures and systems and fewer authorization to allow organization wide sharing of information

Strategic Actions

Conduct a KM/knowledge-sharing pilot project which reviews current planning and reporting documentation requirements and develop a framework for streamlining the process. Main goals are to increase transparency and accountability, reduce transaction costs, and reduce the workload associated with the planning and reporting process (especially through the use and re-use of one content set that can inform and match most reporting requirements). A deliverable of the pilot project will be a template that can be utilized for most reporting requirements.		
Develop reporting guidelines and procedures to improve sharing of reports from out-posted offices on country activities for use throughout the organization for different reporting purposes including for publicity and advocacy		
Establish quality assurance guidelines and procedures (i) to ensure and enforce content relevance and efficient processes and (ii) to improve consistency and currency of current information on the UN HABITAT public website and HABNET		

5.5 *Improve staff awareness and access to information*

Identified Problem

a) Over 25% of staff say they are not aware of developments in UN-HABITAT

b) Many publications and materials are sent to out-posted offices but there is apparently a wide variety in applicability and appropriateness for some offices

c) Staff cannot find information easily on the Intranet

Goal		
Ensure that staff and partners have the information and knowledge they need for their work		

Strategic Actions		
Provide monthly updates on strategic developments, staff issues, activities from different offices including achievements, lessons learned, and best practices. This will include a staff newsletter and a regular brief from the Executive Director	🟥	🟩
Develop an Information Tool Kit for new UN-HABITAT offices and new staff, building on the Corporate Brand Project, to empower new offices and new staff to become functional and effective in their work as quickly as possible.	🟥	🟩
Implement an improved search tool on the Intranet	🟥	🟩
Implement an enterprise-wide federated search for critical information stored in a corporate central repository	🟥	🟪
Study the feasibility of using software translation tools for most-needed UN-HABITAT content, to enable knowledge sharing in multiple languages especially for field staff. Content in guidebooks and "how-to" materials can be provided with basic translations – available through electronic translation programmes - and academic and "quality" translations are not necessarily required	🟧	🟩
Develop an agency-wide advisory service Information Desk or Knowledge Services Center) as the fist port of call for information	🟧	🟦
Identify out-posted knowledge users and their needs, including publications, general reference materials they need for their work for a small general reference library (electronic or hard-copy), management information, and subject-specific content for each out-posted office	🟥	🟦
Create a mechanism to ensure that approved and on-going projects are published on the Intranet to increase awareness and to identify KM content	🟧	🟦
Incorporate KM training in induction training for new staff and long term consultants so that they understand the role of KM and knowledge sharing in the workplace	🟧	🟦

5.6 Culture change

Identified Problem		
a) There is limited horizontal collaboration across the organization b) Knowledge sharing is not valued highly in the organization c) Lack of structured training for staff on information and knowledge systems		

Goal		
Ensure that staff and partners have the information and knowledge they need for their work	🟥	🟦

Strategic Actions		
Develop a framework and an operations structure for strategic learning and training to ensure that all staff are empowered to use information and knowledge systems	🟥	🟪
Develop a change management strategy including communication and internal marketing to	🟥	🟦

solicit interest and build enthusiasm among UN-HABITAT staff. This can include town hall meetings, KM fairs, brown bags and discussion forums, etc.	red	blue
Reward KM achievements via the staff appraisal system and build KM into job descriptions where appropriate	red	purple
Create a framework for publicizing landmark UN-HABITAT and staff accomplishments on U.N. iSeek and the Intranet	red	purple
Develop an organized sharing mechanism for conference reports and other "story-telling" opportunities, to give staff travelling to meetings to share their experiences and lessons with other agency staff.	yellow	purple

6 Resources

6.1 Human Resources

To implement the recommendations outlined above, it is recommended that the organization creates the two following positions. Additional support staff will be required but the number and type of staff should be determined after more detailed analysis.

Detailed terms of reference for the main positions are given in Annex 3.

a) *Director, Knowledge Management* to ensure that the agency's knowledge management strategies are aligned with organizational priorities and to help position UN-HABITAT as the premier reference centre on sustainable urbanization. This includes developing and implementing knowledge management strategies to strengthen the capacity of staff and partners to achieve sustainable urban development, and overseeing the development of policies, knowledge products and services.

b) *Manager, Knowledge Management* whose primary responsibility is to implement and maintain the recommended knowledge management systems

6.2 Financial Resources

The full extent of the financial resources required to implement the recommendations outlined in this report cannot be determined at this stage. However, the table below gives an initial estimate of the resources required to implement the Quick Wins. Based on the table below, a total amount of $195,000 in one off costs and a recurring amount of $150,000 per annum.

Strategic Action	Financial Resources		
Engage a KM Manager, a dedicated knowledge management professional to manage the implementation of innovative KM systems at UN-HABITAT	$150,000 per annum		
Improve connectivity for staff in selected out posted offices, especially for critical agency-wide applications (Phase 1)	$102,000		
Implement Yellow Pages on the Intranet which guide staff on who to contact for different types of services	Existing ISS resources		
Conduct a KM/knowledge-sharing pilot project which reviews current planning and reporting documentation requirements and develop a framework for streamlining the process. Main goals are to increase transparency and accountability, reduce transaction costs, and reduce the workload associated with the planning and reporting process (especially through the use and re-use of one content set that can inform and match most reporting requirements). A deliverable of	$80,000		

the pilot project will be a template that can be utilized for most reporting requirements.		🟥	🟩
Provide monthly updates on strategic developments, staff issues, activities from different offices including achievements, lessons learned, and best practices. This will include a staff newsletter and a regular brief from the Executive Director	Existing ISS resources	🟥	🟩
Develop an Information Tool Kit for new UN-HABITAT offices and new staff, building on the Corporate Brand Project, to empower new offices and new staff to become functional and effective in their work as quickly as possible.	$100,000	🟥	🟩
Implement an improved search tool on the Intranet	$10,000	🟥	🟩
Study the feasibility of using software translation tools for most-needed UN-HABITAT content, to enable knowledge sharing in multiple languages especially for field staff. Content in guidebooks and "how-to" materials can be provided with basic translations – available through electronic translation programmes - and academic and "quality" translations are not necessarily required	$5,000	🟧	🟩

Annex 1 Information and Knowledge Assets

Division or Organizational Unit	Knowledge Asset	Purpose/How Used?	Repository and Content	Focal Point (or Other Responsible Authority)
Offices of the Executive Director (OED) and the Deputy Executive Director (ODED)	Correspondence Tracking System	OED correspondence management	OED (correspondence records)	P. Taylor (and staff)
Office of the Executive Director	Approved Travel Authorization Database	OED travel authorization management	OED (travel authorization records)	P. Taylor (and staff)
Office of the Executive Director	EDNet	Management information system to provide ED with overview of status of agency's resources	OED (management information)	P. Taylor (and staff)
Governing Council (GC) Secretariat/ External Affairs	CPR Extranet	Special site for Committee of Permanent Representatives to provide communication medium for CPR	GC Secretariat (current information and communications activities for CPR)	C. Mensah (and staff)
Resource Mobilization Unit (RMU)	Resource Mobilization System (prototype – operational June 2010)	Donor information management to coordinate resource mobilization efforts and strengthen donor relations – entire UN-HABITAT (HQ and field)	RMU (records of donor discussions, coordinated fundraising information)	M. Pieroni (and staff)
Monitoring & Evaluation Unit (M&E)	IMDIS – Integrated Monitoring and Document Information System	Mandated Secretariat-wide management tool, especially for Programme Managers; used to monitor and evaluate programmes	M&E (results-based monitoring and reporting system for mission-specific programme/ activities information)	M. Barugahare (and staff)

Division or Organizational Unit	Knowledge Asset	Purpose/How Used?	Repository and Content	Focal Point (or Other Responsible Authority)
ISS	Public website	Main publicity tool for the agency	News, thematic content, country activities, programmes, events, networks, E-Resources (reports, statistics, manuals, resolutions), events, media centre, images, etc.	Kamal Naim
	HABNET (Intranet)	Staff website	Announcements, manuals, guides, templates, and documents, project documents, image gallery, staff directory, partners directory, services, events calendar, mission roster, departmental projects, staff information	Hellen Nyabera
	K: shared network drive	Networked and backed up disk for shared official documents	Letters, memos, project documents, publications, images and other official documents that are jointly prepared within units or shared across organizations Documents structured according to organizational file plan	Hellen Nyabera

Division or Organizational Unit	Knowledge Asset	Purpose/How Used?	Repository and Content	Focal Point (or Other Responsible Authority)
ISS	Content Management Systems	Staff information entry and maintenance/up-dating	ISS (content captured on public sites, intranet, and related applications)	J. Nyakairu (and staff)
	Integrated Partners Database	Integrated database of agency partners; used for communication between partners and HQ staff; communication among partners; outreach and targeted marketing	ISS (information about partners)	
	Publications Management System	Workflow system; manages publications life cycle; provides content for reports for Publications Board	ISS (publications life cycle content)	
	Publications Sales & Marketing System	Supports marketing, sales (including e-commerce), distribution, downloads, stock control; manages demand;	ISS (content for online reviews of publications; regular reports to Senior Management)	
	Press Database	Supports targeted mass mailings of information to the press	ISS (press, public relations content)	
	Archives Database	Location guide for retrieval of print archives	ISS IMU (archives location information)	

Division or Organizational Unit	Knowledge Asset	Purpose/How Used?	Repository and Content	Focal Point (or Other Responsible Authority)
SSHD (Global)	Global Land Tool Network – GLTN Global Land Tool Network – GLTN e-Resources	Online network of experts and expertise on land and property rights e-Library; supplies substantive staff and partners	SSHD (information/ knowledge relating to land management and knowledge sharing facilitation on the subject) SSHD (urban indicators; knowledge sharing facilitation)	SSHD staff
	Contacts Database	Provides contacts information	SSHD (contacts information)	
	Project Database – Habitat Reporting Matrix	Coordinates projects information; can be used for knowledge sharing agency-wide	SSHD (wide variety of information/knowledge relating to projects, programmes, countries, *etc*.	M. El-Sioufi (and staff)
SSHD (Global) Shelter Branch Land, Tenure, and Property Administration Section	Project Management [Information] System (PMIS)	Coordinates all project information in one resource; can be linked to other systems or used as a prototype for other functional units; enables all content information/knowledge capture in one place, "one-stop shop"	SSHD (project information)	C. Acioly (and staff)
SSHD (Global) Training and Capacity Building Branch	e-Learning	Online learning for local authorities and training institutions	SSHD TCBB (strategic learning content)	SSHD TCBB staff

Division or Organizational Unit	Knowledge Asset	Purpose/How Used?	Repository and Content	Focal Point (or Other Responsible Authority)
SSHD (Global) Urban Development Branch	Environmental Management Information System	Databases	SSHD UDB (environmental planning and management information)	SSHD staff
Programme Support Division	Grants Management Information System	Supports inter-divisional activities	PSD (narrative and financial information on agency's grants and projects that have earmarked funding)	PSD staff
	Cooperation Agreement System	Supports inter-divisional activities	PSD (agreements between/among partners and HQ; links to affiliated programmes/groups within HQ)	

Division or Organizational Unit	Knowledge Asset	Purpose/How Used?	Repository and Content	Focal Point (or Other Responsible Authority)
Monitoring & Research Division City Monitoring Branch	UrbanInfo	Supports urban studies research	MRD (urban statistics and indicators)	MRD staff
	Urban Inequalities Survey (with Human Settlements Financing Division)	Monitoring tools and techniques for developing MDG indicators; GIS mapping activities in 17 cities around the lake; uses satellite images and works with national statistical authorities of Kenya, Tanzania, and Uganda	MRD (statistical data)	
	1000 City GIS Programme	GIS software and training for 1,000 institutions; local authorities monitor urban information and translate into local policy	MRD (urban information for local use)	
	Best Practices Database	Provides documentation for urban best practices worldwide; links to Dubai Best Practices Award	MRD (best practices documentation)	Wandia Seaforth
Monitoring & Research Division Policy Analysis	HSNet	Network of human settlement research	MRD (contact information)	MRD staff
Monitoring & Research Division Partners & Youth	Youth Forums Youth Database	Online discussion of urban issues	MRD PY	MYD staff

| Division or Organizational Unit	Knowledge Asset	Purpose/How Used?	Repository and Content	Focal Point (or Other Responsible Authority)
Human Settlements Finance	Inventory Management System		HSF	HSF staff
	Funds and Facilities Donor Reporting (under development)	System to produce reports on donor specifications on WatSan Trust Fund, SUF, ERSO		
Human Settlements Finance Water Sanitation and Infrastructure	Donor Contributions Database		HSF	HSF staff
	Donor Financial Reporting System			
	Water and Sanitation Extranet	Website	HSF (UN-HABITAT information shared with implementing partners on specific projects)	
	Contracts Management System			
Human Settlements Finance Water Sanitation and Infrastructure	Cooperation Agreement Management System		PSD ISS	PSD staff ISS staff

Annex 2 Knowledge Management Core Services

The broad categories of UN-HABITAT knowledge assets (information and knowledge captured in existing repositories) constitute an agency-wide inventory required for knowledge development and knowledge sharing. They also match well with the catalogue of KM "core services" identified in the United Nations Office in Nairobi (UNON) draft information and communications technology strategy prepared in 2009.[1] In this presentation, which describes the power of the shared over-arching administrative arrangement for ICT/KM at UNON, the point is made that the arrangement enables an "effective collaborative environment in which UNEP, UN-HABITAT and UNON staff and their stakeholders can capture, share and own the substantive knowledge relevant to their expertise." The core services of KM are listed:

- **Document Management:** implements an organization-wide content management facility to manage official documents, records, and business correspondence. Design and implement workflow processes. Support migration of content from all existing content repositories.

- **Web Content Management – Organization-wide:** Aids in migrating all existing respective program-wide websites to the new web content management environment.

- **Collaboration service – Create Collaboration and Knowledge Sharing Environment:** enhanced tools for the collaboration and sharing of information. This service will establish the necessary technical and policy components for knowledge sharing and the enabling environments.

- **Archives and Records Management:** Enhance institutional record management and archival capabilities. Provide automated facility for retaining and preserving institutional knowledge.

- **IM Policy:** Establish organization-wide information management policies, processes and standards. Includes security, taxonomy, retention, etc. for documents created within the knowledge management area. Enables universally accessible and shareable Data formats.

- **Enterprise Portal:** Implement an enterprise portal facility to enable user interface customization, simplify access and provide single sign on capability. This service integrates comprehensive portal technologies allowing users to access the most relevant information more quickly.

- **Knowledge Hubs:** Create knowledge hubs for specific communities of practice, regional groups, specialized thematic areas, etc. All substantive programmes, member states and the global public have access to relevant, easy to find information on specific issues. UNEP, UN-HABITAT and UNON each becomes an authoritative "knowledge broker" in their respective fields.

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[1] UNON Information & Communication Technology Strategy [Global Service Delivery], May, 2009 (Draft)

In this arrangement, the management of core services is based on a hierarchical structure, as described in a presentation for global ICT strategy at the United Nations Secretariat Office of Information and Communications Technology (OECT) in 2008:[2]
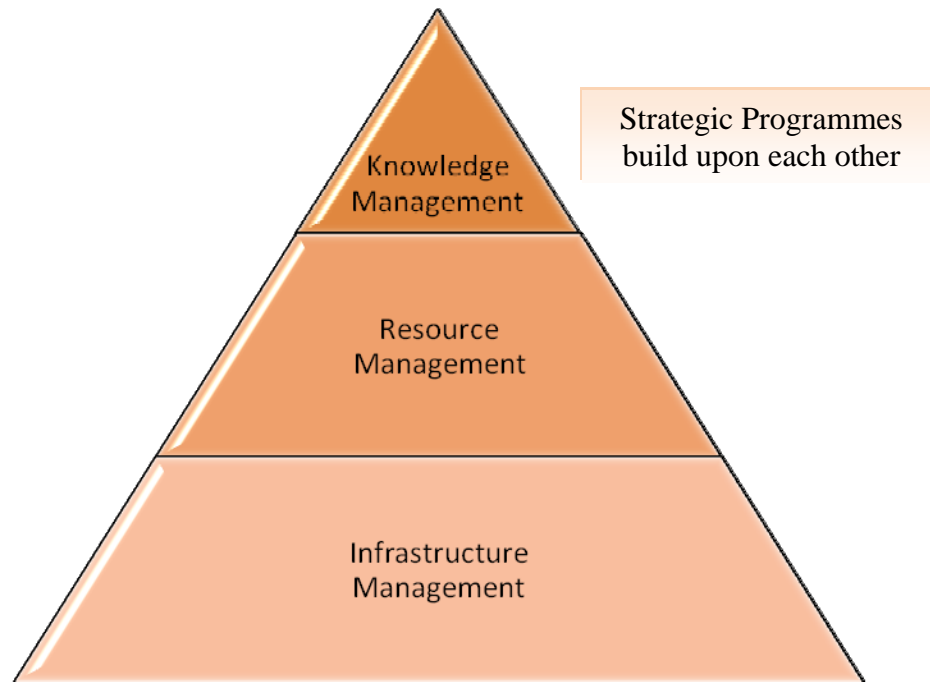
The model shows Infrastructure Management supporting Resource Management which, in turn, supports KM. Connecting to this model, the UNON draft strategy identifies a "catalogue of services" provided as a result of management success in each of these, with business process support being listed along with application development, corporate database management, project management tools and data warehousing and reporting assigned to the second level, Resource Management.

For the purposes of developing knowledge strategy for UN-HABITAT, these KM "services" – supported by both Infrastructure Management and Resource Management – are found at the top of the pyramid and connect to what we describe as substantive knowledge. As noted above, KM services include document management, Web content management (WCM), collaboration service, digital assets management (DAM), archives and records management, information management (IM) policy, enterprise portal, knowledge hubs (or, as described in the previous report for this study, UN-HABITAT as a "knowledge nexus" for information, knowledge, and strategic learning in sustainable urbanization).

A fourth list of "services" – not included as part of the pyramid because their management and success affect all three of the other levels – has been designated "Client Services." This list, too, has significant implications for the success of UN-HABITAT knowledge strategy, as these

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[2] "Information and Communications Technology Strategy for the Global UN Secretariat: Recommendations." 19 March 2008.

services include service desk support, quality assurance and research, training and strategic learning, budget estimates and control, and internal and external billing services.

Of particular note is the role of training and strategic learning (to which should be added "awareness-raising"), for this is the area which most impacts the success of knowledge strategy for the agency. As emphasized in the previous report, awareness, training and strategic learning, and collaboration are the weakest link in the adaption of a successful knowledge strategy for UN-HABITAT, and these must be addressed sooner rather than later if the agency's knowledge strategy is going to be an effective approach to knowledge sharing.

Annex 3 Terms of Reference for Recommended Positions

TERMS OF REFERENCE

DIRECTOR, UN-HABITAT KNOWLEDGE MANAGEMENT

BACKGROUND:

UN-HABITAT is in the process implementing its six year Medium Term Strategic and Institutional Plan (MTSIP) 2008 -2013 which was approved by its Governing Council in April 2007. The plan includes implementation of Results Based Management which is supported by Knowledge Management Systems (KM) and other institutional adjustments, to enable the organization fulfill its mandate to promote sustainable urban development, with the goal of providing shelter for all. This work requires the services of a Director, Knowledge Strategy.

OBJECTIVES:

The purpose of this position is to provide UN-HABITAT with leadership and a central authority for implementing the agency-wide knowledge strategy. The knowledge generation and management strategy contributes to the goal of establishing UN-HABITAT as the premier reference point on urban and human settlement issues under the following main objectives:

a) The development and implementation of the UN-HABITAT knowledge network system and the continued development and implementation of UN-HABITAT as a knowledge culture
b) The establishment and growth of UN-HABITAT as a learning culture
c) The development of corporate policies and procedures that support knowledge sharing, including strengthened internal and external collaboration and leveraging the knowledge gained from operational activities to normative dialogue and advocacy; with respect to external KM particular attention, the Director, Knowledge Strategy (with support staff, if required) will:
    _ identify (or establish) critical policies and procedures for guiding knowledge sharing between UN-HABITAT and external partners
    _ examine the findings of the knowledge audit and strategy to devise methodologies for strengthening collaboration between partners, HQ staff, and staff in out-posted offices
d) Empowered UN-HABITAT staff, HABITAT Agenda Partners, and other sustainable urbanization affiliates

RESPONSIBILITIES:

The overall responsibility of the Director, Knowledge Strategy is to develop and initiate knowledge management strategies to strengthen the capacity of staff and partners to achieve sustainable urban development. The terms of reference are to:

e) Provide a corporate service for ensuring ubiquitous access to knowledge created at all levels of the organization to all staff members
f) Provide support to internal and external UN-HABITAT affiliates, including knowledge stakeholders affiliated within and between programmes at the UN-HABITAT office in Nairobi and all out-posted staff, and donors, partners, and other agency affiliates
g) Develop knowledge policies, including those related to collaboration, development of knowledge products and services, and knowledge systems and technology

h) Report and analyze knowledge usage and availability, cost, return on investment, ongoing business needs for knowledge services, identification of current development trends and innovative solutions

i) Develop strategic partnerships for KM with other UN Agencies, development partners, and others with whom a strategic alliance for promoting and advocating KM advances UN-HABITAT globally

CORE COMPETENCIES:

Professionalism: Sound knowledge of KM/knowledge services, including the critical connections between and among ICT and information management, KM, and strategic learning, with specialization and experience in knowledge strategy implementation. Demonstrable conceptual analytical and evaluative skills, identifying and assessing issues, formulating options and making conclusions and recommendations

Planning & Organizing: Strong organizational skills, including ability to work with tight deadlines and handle multiple concurrent tasks. Ability to identify priority activities and assignments and adapt them to current needs as appropriate. Capacity to work both independently and collaboratively with a high degree of responsibility and professionalism.

Teamwork: Excellent interpersonal skills, including ability to operate effectively across organizational boundaries. Ability to establish and maintain effective working relationships in a multicultural, multiethnic environment with sensitivity and respect for diversity.

Communication: Ability to get consensus and collaboration across many business units; ability to explain complex concepts in layman's language, ability to generate enthusiasm; as well as to communicate with all levels of management and staff. Demonstrable ability to write in a clear and concise manner and to communicate effectively orally. Ability to prepare reports, formulating positions on issues, articulating options concisely conveying maximum necessary information, making and defending recommendations

QUALIFICATIONS:

Masters degree or equivalent in information and knowledge management field and a first level University degree with combination of relevant academic qualifications and experience in KM may be accepted in lieu of the advanced university degree.

EXPERIENCE:

A minimum of ten years experience in information and knowledge management, including planning, design, preparation, and delivery of projects and programmes on information and knowledge management.

LANGUAGES: Proficiency in written and spoken English, knowledge of another UN language an advantage

TERMS OF REFERENCE
MANAGER, KM AND STRATEGIC LEARNING

BACKGROUND:

UN-HABITAT is in the process implementing its six year Medium Term Strategic and Institutional Plan (MTSIP) 2008 -2013 which was approved by its Governing Council in April 2007. The plan includes implementation of Results Based Management which is supported by Knowledge Management Systems (KM) and other institutional adjustments, to enable the organization fulfill its mandate to promote sustainable urban development, with the goal of providing shelter for all.

It has been determined that the current training arrangement at UN-HABITAT, shared with UNON, does not address knowledge management as a specific subject for emphasis, and course activities which are offered do not have a Habitat Agenda focus or point of view. At the same time, in today's employee market staff hired from an increasingly knowledge-based society expect an integrated digital environment with at least elementary collaboration tools available for workplace functionality. At the present time there is not an institutional leadership structure or functional unit to drive implementation of a coordinated knowledge strategy or establish a framework for using innovative enterprise-wide KM tools.

Combining KM and learning is an accepted functional arrangement in many organizations, and providing a centralized strategic learning and training unit connected with KM and managed by a qualified KM and learning professional will address many of the learning needs of UN-HABITAT staff.

OBJECTIVES:

The purpose of this position is to provide leadership and a management framework for a dedicated KM and strategic learning operational function. The objectives of the position are to:

a) empower UN-HABITAT staff (internal and out-posted and, when appropriate, external affiliates) by providing accessible in-person and online strategic learning activities specifically related to the Habitat Agenda and topics connected to sustainable urbanization
b) provide career-enhancement opportunities to ensure professional growth and development within the UN-HABITAT workplace
c) provide management and operational training connected to the UN-HABITAT culture and environment
d) enable successful succession planning and implementation when staff changes are required and/or when new staff are inducted into the UN-HABITAT workplace

RESPONSIBILITIES:

The overall responsibility of the Manager, KM and Strategic Learning is to develop and initiate strategic training and learning strategies to improve workplace performance and create a workplace environment in which UN-HABITAT is recognized as a learning organization. The terms of reference are to:

e) Identify staff strategic learning and training requirements, with particular attention to skills, management expectations, and performance assessment in the UN-HABITAT workplace
f) Conduct ongoing comprehensive training needs assessments, in liaison with managers and staff of different agency functional units

g) Identify and provide relevant training and professional development opportunities that create an environment in which employees are enable to succeed, including attention to personal growth and job satisfaction

h) Develop and manage mechanisms for tracking, reporting, and ensuring accountability regarding the outcome of staffing, training, placement, and other developmental actions

i) Arrange periodic focus group and town hall meetings to review developments and progress related to strategic learning and training strategic goals

j) Ensure that learning programs and materials are designed, developed and implemented

k) Conduct measurement and evaluation of strategic learning and training to ensure program effectiveness

l) Assist staff to assess their competencies, values and goals so that they can personally implement development plans and take responsibility for their own development and career growth

m) Develop training interventions and interpersonal skills to help staff change and sustain change; and participate in training and coaching of staff and managers

CORE COMPETENCIES:

Professionalism: Sound knowledge of information management, knowledge management, and strategic learning, with specialization and experience in staff training and professional development

Planning & Organizing: Strong organizational skills, including ability to work with tight deadlines and handle multiple concurrent tasks, identify priority activities and assignments and adapt them to current needs as appropriate.

Teamwork: Excellent interpersonal skills, including ability to operate effectively across organizational boundaries and to establish and maintain effective working relationships in a multicultural, multiethnic environment with sensitivity and respect for diversity.

Communication: Ability to get consensus and collaboration across many business units and generate enthusiasm about strategic learning and the connection between KM and strategic learning and training

QUALIFICATIONS:

Masters degree or equivalent in organizational development, professional training and development, strategic learning, and/or knowledge management. A first level University degree with combination of relevant academic qualifications and experience in knowledge management may be accepted in lieu of the advanced university degree

EXPERIENCE: A minimum of ten years experience in knowledge management and/or strategic learning/professional development.

LANGUAGES: Proficiency in written and spoken English, knowledge of another UN language an advantage

TERMS OF REFERENCE

UN-HABITAT CORPORATE KNOWLEDGE MANAGEMENT GROUP (KMG)

BACKGROUND:

UN-HABITAT is in the process of implementing its six year Medium Term Strategic and Institutional Plan (MTSIP) 2008 -2013 which was approved by its Governing Council in April 2007. The plan includes implementation of Results Based Management which is supported by Knowledge Management Systems (KM) and other institutional adjustments, to enable the organization fulfill its mandate to promote sustainable urban development, with the goal of providing shelter for all.

There is currently no centralized CoP or working group with oversight advisory responsibility for organizational knowledge strategy and knowledge-related matters (particularly with respect to innovative practices and future planning), and these topics are reviewed and implemented on an *ad hoc* basis. While this document recommends a director-level employee to be responsible and accountable for implementing knowledge strategy for UN-HABITAT, this Senior Management employee will require the support and enthusiasm of fellow Senior Managers who can "carry the message," so to speak, to the entire UN-HABITAT community and connect business strategy and knowledge strategy, in support of UN-HABITAT as a knowledge culture.

As noted in the justification statement for the creation of the Corporate Knowledge Management Group (KMG), its purpose is to support the breadth of the knowledge network system. The KMG is expected to focus on the business needs of the agency and will serve the Director, Knoweldge Services in an advisory role. The KMG will sponsor and be responsible for the agency's KM activities and focus primarily on managing collaboration and distribution issues with respect to knowledge about sustainable development for UN-HABITAT and its affiliates, both internal and external.

Among its responsibilities the KMG will be tasked to:

n) Create a governance framework and operational structure for knowledge management at UN-HABITAT. Currently the agency has no centralized KM management structure and UN-HABITAT knowledge is managed and shared on an ad hoc basis

o) Study and make recommendations for establishing an agency-wide KM funding strategy (currently there is no agency-wide dedicated budget for KM, and KM functions are divided among divisions)

p) Monitor and recommend digital resources for partners and out-posted staff, based on requirement profiles submitted to determine what digital resources are needed and how partners and out-posted staff can access these resources

q) Determine if the SSHD (Global) Shelter Branch Land, Tenure, and Property Administration Section Project Management Information System (PMIS) can be adapted for utilization in other functional units, either linked to other systems or used as a prototype for other functional units, in order to enable all content information/knowledge capture in one place and coordinate all project information in one resource

r) Monitor and coordinate content for public reference to UN-HABITAT activities and programmes to ensure accuracy in references to UN-HABITAT activities and programmes

s) Investigate and clarify the information/ knowledge flow process, as there is a perception that the information/ knowledge flow structure between HQ, regional offices, and HPMs is unclear, with direct communication from HQ often sent to incorrect targets; the goal is to seek to establish who is responsible for what.

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UN-HABITAT Governing Council Activities of the United Nations Human Settlements Programme, Report of the Executive Director, Addendum Progress report on the implementation of the medium-term strategic and institutional plan for the period 2008–2013, Twenty-second session 11 February 2009

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UN-HABITAT Information and Communication Technologies (ICT) Strategy 2009 – 2013 [Draft] 4 July 2009

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UN-HABITAT Information Services Section Network Drive Policy [Draft]

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