Knowledge Management in UNIDO

Independent Strategic Evaluation

Office of Evaluation and Internal Oversight

Independent Strategic Evaluation of Knowledge Management in the United Nations Industrial Development Organization

UNIDO

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, March 2024

Abstract

This report offers a comprehensive evaluation of Knowledge Management (KM) practices within UNIDO spanning the period from 2016 to 2023. Employing a consultative and transparent approach, the evaluation aimed to identify areas for improvement in KM practices through various methodologies including desk reviews, stakeholder consultations, surveys, and web metrics analysis. Key findings underscore the absence of a comprehensive KM system within UNIDO, leading to operational inefficiencies and knowledge gaps. The evaluation highlights the need for a robust KM framework that addresses the diverse needs of personnel, particularly in accessing dispersed information. Challenges identified include a lack of user-centric KM management, inadequate involvement of staff in KM formulation, and unstable policies resulting from organizational changes. Furthermore, the report emphasizes the role of KM in achieving organizational results, noting the disconnect between operations and intellectual work, as well as internal competition hindering a collaborative knowledge-sharing culture. Despite ad-hoc KM initiatives yielding some results, the lack of a clear strategy, governance, and incentives hindered their effectiveness. Additionally, the absence of a dedicated KM team and centralized function further weakened UNIDO's ability to capitalize on intellectual assets and effectively influence policy makers. While UNIDO demonstrated strengths such as implicit integration of KM in its framework and proven knowledge-sharing experiences, weaknesses persisted in the absence of a corporate KM strategy and coordination framework. Opportunities for improvement include leveraging change management for knowledge development and enhancing knowledge platforms. However, threats such as limited resources for KM and the perception of knowledge as a competitive advantage pose challenges. Key recommendations include the development of a KM strategy aligned with the organization's strategic vision, the establishment of a KM policy framework, and fostering a knowledge culture within UNIDO. These measures aim to enhance institutional effectiveness and address the identified shortcomings in KM practices, ultimately fostering sustainable industrial development.

Table of Contents

List of Illustrations

Acknowledgements

Abbreviations and acronyms

Abbreviation	Meaning
COP	Community of Practice
COR	Corporate Services and Operations
EIO	Office of Evaluation and Internal Oversight (UNIDO)
FOs	Field Offices
GEF	Global Environment Facility
GEIPP	Global Eco-Industrial Park Programme
GQSP	Global Quality and Standard Programme
HQ	Headquarters
HR	Human Resources
IAP	Industrial Analytics Platform
ICR	Intellectual Capital Report
ICT	Information and Communication Technology
IDR	Industrial Development Report
IET	SDG Innovation and Economic Transformation
IEU	Independent Evaluation Unit (UNIDO)
IFIs	International Financial Institutions
IRPF	Integrated Results and Performance Framework
ISID	Inclusive and Sustainable Industrial Development
JIU	Joint Inspection Unit
KM	Knowledge Management
LED	Learning and Development Services
MOU	Memorandum of Understanding
MTPF	Medium-term Programme Framework
OB	Operational Budget
PCOR	Programme on Change and Organizational Renewal
PM	Project Manager
PRODOC	Project Document
RB	Regular Budget
SOP	Standard Operating Procedure
TC	Technical Cooperation
TCS	Technical Cooperation and Sustainable Industrial Development
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNIDO	United Nations Industrial Development Organization
UR	UNIDO Representative

Executive summary

The report presented here offers an independent strategic evaluation of Knowledge Management (KM) practices within UNIDO spanning the period from 2016 to 2023. Approved within the 2022-23 EIO Work Plan, this evaluation employed a consultative, transparent, and culturally sensitive approach while engaging UNIDO stakeholders throughout the process. Aimed at identifying areas for enhancement in knowledge management practices, a theory of change approach was utilized alongside mixed methods, including desk reviews, content inventories, stakeholder consultations, surveys, and web metrics analysis, to ensure data triangulation for credibility. Key findings were validated through an online presentation with key staff, allowing for feedback incorporation into the final report.

Emphasis is placed on generating forward-looking recommendations to bolster operational effectiveness and efficiency, while fostering innovative solutions for sustainable industrial development. Targeting senior and middle management, as well as personnel at HQ and in the field, the evaluation scrutinized internal KM processes, protocols, and mechanisms, focusing on optimization strategies for UNIDO's operational framework. While the assessment refrains from evaluating external impact or stakeholder influence, it offers actionable insights and recommendations to fortify UNIDO's knowledge management landscape, thereby enriching its capacity for evidence-based decision-making and institutional advancement.

Key Findings

Lack of KM System in UNIDO: The absence of an institutional, comprehensive and effective Knowledge Management system in UNIDO leads to operational inefficiencies, knowledge gaps, and missed opportunities. Fragmentation of information and knowledge sources and inability to search across repositories brings the personnel to lose time retrieving information if not utilising inadequate information. Initiatives to address such constraints have been ad-hoc and lack an institutional framework.

UNIDO KM Framework: Current ad-hoc KM initiatives inadequately serve the diverse needs of personnel, especially HQ staff requiring dispersed information access. Challenges stem from a KM culture that mimics the organizational structure, insufficient needs assessments, limited staff involvement in KM formulation, and a lack of sustainable and systematic approach to knowledge sharing. The management of KM is insufficiently user-centric, leaving room for better management of tacit knowledge and addressing specific demands for induction, coaching, mentoring, and knowledge retention and transfer.

KM as a Strategic Component: Despite KM integration into staff objectives, practical implementation is inconsistent and decentralized, with gaps in guidelines. Recent organizational changes have led to unstable policies and reshuffled HR structures, impacting KM initiatives. Records management lacks proper policy, and staff rotation policies fail to address knowledge transfer adequately, risking institutional memory loss. The evaluation identified a lack of foundational structure and incentives for effective KM, whereby the absence of a centralized KM function hampers the establishment of corporate standards and coordination of KM initiatives, hindering institutional efficiencies.

Role of KM in Achieving Organizational Results: UNIDO's ad-hoc KM initiatives have yielded results, but their effectiveness is hindered by the absence of a clear KM strategy, Theory of

Change, and specific indicators. Despite integration into various functions, including statistics collection and capacity development, a disconnect remains between operations and intellectual work. UNIDO's focus on project implementation and fundraising, combined with internal competition among staff, presents further obstacles to fostering a collaborative knowledge-sharing culture. Overcoming these challenges requires addressing the lack of a clear KM strategy, coordination, governance, incentives, and appropriate technology implementation for efficient knowledge dissemination and accessibility.

Added value of KM to UNIDO: The absence of a KM system and dedicated KM team hinders the organization's ability to capitalize on intellectual assets, further compounded by fragmented information and lack of mandatory reporting protocols. Ad-hoc KM initiatives have shown limited transformative effects, primarily benefiting specific teams and projects rather than fostering widespread cultural shifts. The lack of a strategic direction in KM, combined with the absence of a cohesive approach to knowledge at the micro level, weakens UNIDO's ability to effectively influence policy makers and utilize knowledge for innovation.

The Challenge of Sustaining a KM system: UNIDO's ad-hoc KM initiatives and approaches exhibit mixed sustainability prospects. Institutionally, KM is reflected in UNIDO's Constitution, policies, staff job descriptions, and some administrative procedures, which support long-term engagement. However, project-based interventions and the frequent lack of clear exit strategies for KM related results can jeopardize sustainability. Other limitations undermining the sustainability include a lack of corporate vision promoting KM goals, uneven management support to enforce KM approaches, an unclear incentive system for KM achievements, and confusing technological infrastructure for knowledge sharing.

Key Conclusions

Overall, the assessment of the added value and limitations of KM in UNIDO presented in a SWOT analysis (Table 4) suggests that UNIDO's strengths lie in the implicit integration of KM within its Multi-Year Programme Framework, proven knowledge-sharing experiences through platforms like the Knowledge Hub and the Legal Office, and the availability of technical expertise and services in various domains. Additionally, ongoing KM solutions such as Viva Engage demonstrate adaptability to business needs. However, weaknesses include the absence of a corporate KM strategy and policy framework, resulting in a lack of coordination and difficulty in accessing key knowledge products. Moreover, functional silos and insufficient technology integration hinder seamless knowledge retrieval and dissemination. Opportunities for improvement include leveraging change management for knowledge development, establishing a network of KM focal points, and enhancing the use of knowledge platforms to increase UNIDO's relevance and visibility. Yet, threats such as the perception of knowledge as competitive advantage, limited resources for Knowledge Management, and the potential deskilling of technical staff due to externalized programme implementation pose challenges to effective knowledge management.

Key Recommendations

Recommendation 1: UNIDO should consider developing a Knowledge Management strategy or roadmap that aligns with and supports the strategic vision and change management agenda of the Organization and sets consistent priorities for KM.

Recommendation 2: UNIDO should establish a KM policy framework, procedures and guidelines and enforce and operationalize it, for contributing to institutional effectiveness, and give more thrust to the establishment of a knowledge culture.

Key Lessons Learned

Lesson 1: It is essential to have an institutional strategic framework and policy in place in order to provide the foundations for successful knowledge management.

Lesson 2: A KM structure (including technologies, policies and processes) is not sufficient for effective implementation of knowledge management – tone at the top and enforcement mechanisms are key to the success.

Lesson 3: To kick-start KM, it is important to have a centralized system that establishes rules and roles, and coordinates and monitors its implementation, in order to maintain coherence and consistency of practice.

Lesson 4: Including KM in the updated Technical Cooperation guidelines and translating KM into the budgeting of projects and programs can facilitate the institutionalization of the knowledge generated.

Lesson 5: It is important to prioritize and tailor the KM strategy and its operationalization in line with available resources.

Management Action Plans

The Directorate of Corporate Services and Operations (COR) has agreed to the following Management Action Plans (MAPs) to address the issues and implement the recommendations of this evaluation:

MAP-1: COR/OMD, in coordination with all Directorates, to develop the "**UNIDO strategic framework for KM**" and submit it for approval by the Director General.

This KM Framework would represent the short- and medium-term road map to address the KM gaps and trigger the institutionalization and mainstreaming of KM in UNIDO, and identify as a minimum:
- Organizational responsibility for overall KM coordination
- Timing for Key Milestones, e.g.:
    i. Development of KM policy and further guidelines
    ii. Training of personnel
    iii. Supporting IT tools and systems

Timeline: Q2-2024

MAP-2: COR/OMD, in coordination with all directorates, to develop the **UNIDO KM Policy (DGB)** and supplementary guidance documents to enable the mainstreaming and operationalization of KM in UNIDO.

Timeline: Q4-2024

---

1 Introduction

1.   This report presents the independent evaluation of Knowledge Management in UNIDO for the period 2016-2023. The evaluation was approved in the 2022-23 EIO Work Plan. The evaluation adhered to the United Nations Evaluation Group (UNEG) Norms & Standards and reflects the requirements outlined in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, as well as in the UNEG Ethical Guidelines for Evaluation. It adopted a consultative, transparent, and culturally sensitive approach with internal stakeholders throughout the process.

2.   The report sets out the context of the evaluation and presents the evaluation's scope and methodology. The following sections convey the evaluation's findings per evaluation criterion, prior to providing conclusions and recommendations for consideration by UNIDO.

1.1   Evaluation purpose

3.   This evaluation is the first of its kind to assess the Organization's knowledge management practices with a view to identifying areas for improvement. The evaluation was approved in the 2022-23 EIO Work Plan after an evidence gap assessment that identified the top 10 domains that are key strategic areas in UNIDO with little to no evidence to offer insights into their performance, achievements, or challenges. While the evaluation also entails a summative component, emphasis has been placed on forward-looking recommendations on knowledge management that will enable UNIDO to improve effectiveness and efficiency of its operations while accelerating innovative solutions for sustainable industrial development.

4.   The **purpose** of this evaluation is to inform management about UNIDO's current knowledge management practices with a view to assessing achievements, identifying gaps, and exploring avenues for improvement. The evaluation assessed UNIDO's policies and strategies on effective creation, dissemination and retention of knowledge ensuring that lessons learned feed into evidence-based decision-making.

1.2   Evaluation objectives and scope

5.   The evaluation aimed to accomplish the following **objectives**:
   1) Assess the current state of knowledge management in UNIDO[1], including the processes, systems, and tools used to manage and disseminate knowledge.
   2) Evaluate the effectiveness of UNIDO's knowledge management practices in supporting the organization's goals and objectives.
   3) Identify and address gaps, challenges, and opportunities in UNIDO's knowledge management practices.
   4) Identify good practices and success stories in UNIDO's knowledge management practices and recommend measures to replicate and scale up these practices.
   5) Provide actionable recommendations and trigger Management Action Plans to improve UNIDO's knowledge management practices, including specific actions, timelines, and responsible parties.

6.   **Target users** of the evaluation include UNIDO's senior and middle management, professional and general service staff, and consultants. This evaluation report is a public document available on UNIDO's website.

---

[1] The timeframe selected allows for an assessment of UNIDO's follow-up (if any) with the JIU recommendations on knowledge management.

7.   The **scope** of the evaluation includes UNIDO's knowledge management practices within the organization, at the global, regional, and country levels, including headquarters and field offices. The evaluation focuses on the period from 2016 to 2023. For sake of clarity, knowledge management within UNIDO can be categorized into the following areas:

1) Internal KM pertaining to institutional procedures that standardize and facilitate the production, dissemination and retention of knowledge internally – both explicit and tacit knowledge. This includes filing of data, categorization, digitalization of records, and retention of knowledge and institutional memory through handover protocols, as well as continuation and maintenance of key knowledge products, including learning platforms.
2) External KM pertaining to communication and outreach policies and strategies that enable UNIDO to disseminate its knowledge products effectively to stakeholders.

8.   Since this is the first independent evaluation of knowledge management conducted within UNIDO, and given the broad scope of KM, the focus of this evaluation is on bullet point 1) above, including UNIDO's internal KM processes, protocols and mechanisms (Box 1) with a view to gauging how to optimize UNIDO's operational effectiveness and efficiency. Internal KM initiatives and processes are most often inserted in a causal chain that will lead to external beneficiaries. However, knowledge dissemination and uptake were not the focus of the assessment. The evaluation does not assess the external impact of UNIDO's knowledge management initiatives or the extent to which they influenced external stakeholders and contributed to development results. The evaluation does not assess advocacy and communication products and administrative procedures, processes and guidelines unless they have a direct link with or support KM processes. Accordingly, the evaluation did not consult with external stakeholders but directed the assessment and data collection to UNIDO's personnel.

Box 1: Key terms defined

Knowledge: The International Standard Organization defines knowledge as an organizational or human asset enabling effective decisions and action in context[2]. Knowledge is acquired through learning or experience. Knowledge can be individual, collective or organizational. Knowledge can be tacit (e.g. know-how, subjective insights) or explicit (e.g. contained in manuals and procedures).[3] Knowledge is broader, deeper and richer than information and data. Data can be described as a set of discrete, objective facts about events (e.g. structured records of transactions) while information is data with meaning[4].

Knowledge Management (KM): The systematic processes, or range of practices, used by organizations to identify, capture, store, create, update, represent, and distribute knowledge for use, awareness and learning across the organization. Knowledge Management programmes are typically tied to organizational objectives and are intended to achieve specific outcomes.

KM initiatives and approaches: The adoption and implementation of selected and tailored modalities to share and manage knowledge. This includes knowledge products, knowledge services, knowledge platforms, and KM processes.

Knowledge products: Artefacts that bind the research, expertise or experience of staff or partners in an explicit form so that it can be effectively accessed, stored, shared, leveraged, and maintained. Knowledge products often refer to documents (such as flagship reports, policy briefs, guidelines,

---

[2]International Standard Organization, Knowledge management systems – Requirements, ISO 30401:2018(E) (Geneva: International Standard Organization, 2018).
[3]Ikujiro Nonaka and Hirotaka Takeuchi, The Knowledge-Creating Company (Oxford: Oxford University Press, 1995).
[4] Thomas Davenport and Laurence Prusak, Working Knowledge: How Organizations Manage What They Know (Boston: Harvard Business School Press, 2000).

journal articles, conference proceedings) but may also include multimedia (video, podcasts, digital platforms, etc.).

Knowledge services: Various group modalities that staff or partners can use to interact with each other, online or offline. Modalities through which knowledge is exchanged among people or an organization include, for example, webinars, knowledge networks and communities of practice, after action reviews, conferences and events.

Knowledge platforms: Applications used to create, edit, manage, search and publish various kinds of digital media and electronic text. Knowledge platforms also allow people to collaborate, for example, through online fora (such as communities of practice), file sharing, or yellow pages.

KM processes: Procedures, protocols and mechanisms established by organisations to manage knowledge, including tacit knowledge.

Figure 1: Reconstructed provisional Theory of Change of UNIDO's Knowledge Management

Activities	Outputs	Outcomes	Impact

Activities column:

UNIDO's **KM architecture** including governance, policies, technologies, processes, and staff creates an enabling environment for knowledge management

KM initiatives rely on and leverage UNIDO's KM architecture

KM needs and gaps inform the continuous improvement of UNIDO's KM architecture

UNIDO's **Knowledge Products** are developed, reviewed, and disseminated

Platforms that provide a space to store and retrieve technical reports and project deliverables are developed, launched, promoted, and maintained

e-learning programmes (MOOCs, webinars, etc.) harness and disseminate UNIDO's knowledge

Institutional and **knowledge exchange mechanisms** including teamwork, peer-to-peer networks and communities of practice contribute to and facilitate knowledge creation and exchange

Global fora and national conferences contribute inputs to knowledge development and dissemination

UNIDO's staff and consultants use KM methods and approaches to **formalize tacit knowledge**

UNIDO's partners and stakeholders convey **needs** for technical assistance, knowledge development, and knowledge management

Outputs column:

UNIDO staff are aware of and leverage as adequate the range of KM initiatives and approaches

UNIDO knowledge products are relevant, of high quality, and widely accessed

UNIDO's staff and consultants are well connected and have access to the information and knowledge they need for their work

Experiences and lessons are captured, shared and learned

UNIDO's partners and stakeholders access and are informed by UNIDO's knowledge processes, services, products, and experts

UNIDO acts as convener and facilitator of policy dialogue and knowledge exchanges which otherwise would not take place

Outcomes column:

UNIDO's KM architecture is aligned with and supports industrial development objectives

UNIDO is recognized as a knowledge-based organization

KM initiatives (e.g. knowledge products, platforms, and services) are mainstreamed in UNIDO's technical cooperation

KM initiatives (e.g. knowledge products, platforms, and services) inform and influence UNIDO's policy analysis and advice

KM initiatives, (e.g. knowledge products, platforms, and services) inform and influence UNIDO's norms and standards

Member States and policy makers adopt decisions influenced by UNIDO's analysis and perspectives

The **private sector, decision makers, research and academia** are influenced by UNIDO's analysis and perspectives

UNIDO's Divisions' workplans and outputs integrate the analysis and perspectives formulated through KM initiatives

Impact column:

Institutional effectiveness of UNIDO is strengthened

Achievement of UNIDO's development outcomes is enhanced by knowledge management

Access to and use of UNIDO's knowledge is monitored and informs staff about the interests and needs of target users

14

1.3   Theory of change

9.   UNIDO has not developed a Theory of Change for knowledge management that would depict the causal pathways set to achieve specific outcomes and contribute to industrial development impact, with the support of a range of activities and outputs. Accordingly, the evaluation leveraged secondary resources and consultations with staff to reconstruct a simplified (draft) TOC for UNIDO's knowledge management. The proposed reconstructed TOC (Figure 1) supported the design of the evaluation's data collection instruments and analysis of findings. (Annex 1 presents a more detailed version of the UNIDO KM TOC.)

10.   The reconstructed pathways for a realization of the change processes between outputs and outcomes as well as the underlying assumptions were analyzed during the evaluation. The following assumptions were formulated by the evaluation and are discussed in the report:

- A1: UNIDO's priority KM initiatives are resourced and capacitated.
- A2: UNIDO's partners actively participate and make available data to support the development of UNIDO's analysis and knowledge initiatives.
- A3: Data, information, and knowledge disseminated by UNIDO is actionable and usable by policy makers, the private sector, and relevant stakeholders.

1.4   Methodology

11.   The evaluation was conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight,[5] UNIDO Evaluation Policy,[6] and UNIDO Evaluation Manual. UNIDO adheres to international standards and best practices articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the UN System approved by the United Nations Evaluation Group (UNEG) in June 2016.

12.   The evaluation was carried out as an independent, in-depth exercise using a participatory approach whereby all key parties associated with knowledge management initiatives – whether as "architects" or recipients/users – were informed and consulted throughout the process.

13.   The evaluation used a theory of change approach[7] and mixed methods to collect data and information from a range of sources and informants. It paid attention to triangulating the data and information collected before forming its assessment. This was essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

1.4.1   Evaluation questions

14.   The following evaluation questions were addressed at the strategic institutional level. These questions (Table 1) were discussed during the inception phase with a view to ensuring specificity and feasibility of the evaluation within the given time period.

---

[5] UNIDO, Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11) (2020).
[6] UNIDO, Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11) (2021).
[7] For more information on Theory of Change, please see UNIDO Evaluation Manual.

Table 1: Evaluation questions

EVALUATION CRITERIA	EVALUATION QUESTIONS
RELEVANCE	• To what extent are knowledge management initiatives and approaches in UNIDO relevant and contributing to: 1.1 the needs and demands of staff and key stakeholders? 1.2 UNIDO results framework, policies and mandate? 1.3 the achievement of SDGs?
COHERENCE	• Are knowledge management initiatives and approaches coherent with UNIDO's policies and results framework? • To what extent is KM in UNIDO supportive of the Organization's priorities, objectives and goals at the global and national level?
EFFECTIVENESS	• To what extent have UNIDO's KM initiatives contributed to immediate results (outputs)? • To what extent has KM served as a strategic tool to optimize internal processes in order to enhance the organization's effectiveness in achieving its objectives and contributing to sustainable industrial development?
EFFICIENCY	• Has UNIDO identified the appropriate tools, mechanisms and processes to enhance its knowledge management functions? How and to what extent were previously identified KM-related issues addressed in UNIDO reforms and changing policies? • How well have resources been used to enhance KM within UNIDO?
PROGRESS TO IMPACT	• To what extent have KM initiatives generated significant positive or negative, intended or unintended, higher-level effects (outcomes)? • Has UNIDO's KM approach generated a transformative effect on the organization and its internal processes? • What is the added value of KM to UNIDO?
SUSTAINABILITY	• How sustainable are the results achieved through KM initiatives and approaches? To what extent are the achieved benefits likely to continue? • To what extent can successful ad hoc KM initiatives in individual units/divisions be replicated and scaled to the entire organization? What are some specific steps that UNIDO needs to take in order to enhance its knowledge management practices?

1.4.2   Data collection methods

15.   The evaluation developed its assessment and conclusions from various sources. It drew as extensively as possible on pre-existing data, comparisons, and where necessary on primary research. The evaluation followed a multi-level approach allowing for data triangulation especially when no proper baseline was established.

(a)   **Desk and literature review** of documents related to UNIDO's mandate and knowledge management contributions, including programme frameworks and strategies, policies and procedures, guidelines, project documents, published outputs, progress reports, and previous evaluations.

(b) **Content inventory**: A content inventory of UNIDO's knowledge products was conducted, drawing on the catalogue from UNIDO's website[8] while focusing on a representative sample from 2016 to the present. UNIDO's four core functions served as a basis for the categorization of the publications while natural language processing (NLP) tools and tokenization were employed to analyze the texts' meaningful units. Subsequently, a frequency analysis was deployed to identify recurring terms associated with the SDGs and latent themes within the publications. A dataset aberration in 2016, aligned with UNIDO's 50th anniversary, led to a substantial increase in publications, comprising nearly half of the analyzed documents in the sample. In interpreting the results, the potential influence of the 2016 deviation on the overall findings was taken into consideration.

(c) **Stakeholder consultations** were conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders interviewed include:
- UNIDO Management and staff involved in knowledge management initiatives
- UNIDO staff in HQ and field as recipients of KM directives

Consultations were designed to ensure an understanding of the context, dynamics, and complexities, as well as to assess strengths and opportunities to inform lessons learned and future implications. The evaluation interviewed 48 UNIDO staff in Vienna and in regional and country offices (56% male and 44% female). Interviews were conducted face-to-face in Vienna for one week and remotely by Teams. The interview protocol was adapted to each particular group, their relationship with UNIDO's KM initiatives and outputs, and relevant aspects of particular evaluation questions.

(d) **Survey** to all UNIDO personnel (staff and consultants) to collect information about KM-related perceptions and experiences. The design of the survey questionnaire was based on the evaluation matrix, with a view to assessing the relevance, coherence, efficiency, effectiveness, impact orientation and sustainability of KM initiatives and approaches in UNIDO. The questionnaire made room for several open-ended questions to collect qualitative insights. The questionnaire was made available in English. The survey was anonymous and remained open for 2 weeks, from 4 to 15 December 2023. To reduce the non-response rate, two reminder messages were sent to survey recipients. The survey was sent to around 2000 persons (circa 675 staff and 1325 consultants) and compiled feedback from 217 respondents (52 % male, 47% female). The overall response rate to the survey was 11% (15% for staff, 9% for consultants).

(e) **Web metrics and online data** were used to the extent possible. The evaluation used available online data on the number of visits to relevant websites and online platforms, and number of downloads of a selected pool of knowledge products. The evaluation also used Google Scholar to draw findings on the level of uptake of UNIDO's knowledge products by academia. The evaluation further used Overton to assess the extent to which selected UNIDO knowledge products have been used in policy reports.

(f) **Observation of UNIDO's online environment** through navigation, testing or use of internal sites and tools including UNIDO intranet, OpenText, MS 365 SharePoint, Teams and Viva Engage, and review of external sites and platforms such as UNIDO website, Knowledge Hub, IAP, etc.

---

[8]UNIDO, Publications, https://www.unido.org/publications.

1.4.3 Data analysis methods

16. The evaluation used a combination of complementary tools for analysis of the data collected.

    a) Qualitative analysis

17. The evaluation relied on the following methods for qualitative analysis:

- The evaluation compiled and analyzed data according to the evaluation criteria unpacked in the evaluation matrix.
- The evaluation also performed a SWOT analysis of UNIDO's KM initiatives.
- A high-level cloud mapping of qualitative survey responses was also performed and anonymized responses were compared to a summarization processed with ChatGPT.
- Validation/assessment of the draft KM TOC.

    b) Quantitative analysis

18. The evaluation used the following methods for quantitative analysis:

- The evaluation analyzed the survey at the aggregate level as well as through cross-tabulations to identify perspectives from specific survey segments (e.g. according to contractual status, location, experience and gender).
- Survey qualitative responses were coded and quantified to complement the analysis.
- The evaluation conducted a statistical analysis on a sample of knowledge products compiled and categorized in a content inventory.
- Web metrics informed the analysis.

19. The evaluation team organized an online presentation with key staff for collecting feedback on the preliminary findings, conclusions and recommendations. Comments were used to revise the first draft report and provide the final draft evaluation report.

1.5 Limitations

20. As with all evaluations, there were some **limitations** regarding this methodology. The evaluation faced the following constraints or limitations:

- **Condensed schedule:** The timing was limited for an evaluation of this magnitude and complexity. The team worked swiftly but for instance could leave the survey open for only two weeks, which may have limited the number of responses collected.

- **Scope and quality of data:** The quality of the assessment was dependent on access to participants and pre-existing documents that were available, of high quality, and up to date. In effect, the evaluation was sometimes confronted with a lack of "working or updated documents" and lack of "financial data" related to KM.

- **Lack of clear definitions and results framework:** As this is the first time Knowledge Management is officially evaluated in UNIDO and due to the fact that KM is not a programme with a results framework, the evaluation was not able to assess achievements against a set of indicators and targets.

21. To overcome these limitations, the evaluation constructed a Theory of Change for KM in UNIDO and carried out intensive consultations with stakeholders as secondary data, which was the basis for the assessment conducted.

2 Background and Context of Knowledge Management in UNIDO

2.1 Background

22.   Knowledge is a strategic resource and fundamental to UNIDO's value proposition. UNIDO is expected to be an organization that generates, mediates and disseminates knowledge, and facilitates its use by member states and partners, to contribute to the realization of its core mandate of inclusive and sustainable industrial development. UNIDO's mandate in turn pursues the broader goals entailed in the 2030 Sustainable Development Agenda. One of UNIDO's strategic priorities expressed in the 2018-21 Medium-term Programme Framework (MTPF) and retained in the 2022-25 MTPF is **strengthening knowledge and institutions.**[9] The most recent MTPF emphasizes the strategic importance of specialized knowledge and expertise, stating "Integrated, best-available knowledge remains one of the core elements of UNIDO's value proposition, enabled by continuous efforts to enhance and mainstream mechanisms for organizational learning and knowledge management."[10] As such, in order for UNIDO to effectively and efficiently exert its functions, it is crucial to understand the processes by which knowledge is created, stored, shared and retained – both internally and externally.

23.   Administrative issuances retrieved from UNIDO's intranet indicate that staff worked on KM related initiatives between 2010 and 2012. By early 2010, the Programme on Change and Organizational Renewal (PCOR) had a Task Force on Management and Working Culture (TF-MWC) with a subgroup on Knowledge Management (KM group). This group was tasked with proposing a knowledge management framework that would positively impact working practices within the organization while recommending measures for improving the way in which "UNIDO staff at large (i) share and organize knowledge, (ii) retain knowledge within the Organization beyond the separation from individual staff members, and (iii) use knowledge in the provision of internal and external services."[11]

24.   Sometime in 2010, UNIDO published a *Glossary on Knowledge Management and Sharing* (KM/KS), which promoted the creation of a KM/KS strategy to enhance the effectiveness of the organization by learning from the lessons in the past and creating new solutions to address complex challenges on the ground.[12] In July 2010, UNIDO also published a report entitled *Knowledge Management - Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO.*[13] The report, dubbed Intellectual Capital Report (ICR), references a project called "Technical support for the preparation of a UNIDO Knowledge Management Strategy (KMS)", whose purpose was to enable UNIDO to become a knowledge-based organization by establishing a KM system that facilitates results-based management. This report notes that UNIDO's first KM strategy framework was elaborated in 2009. At the same time, a survey on KM was initiated in December 2009 (following up on a series of

---

[9] UNIDO, 2018-22 Medium-term Programme Framework (Vienna, 2018), https://www.unido.org/sites/default/files/2017-05/IDB.45_8_Add.2_2__E_Medium-term_programme_framework_2018-2021_1703143E_20170522__0.pdf.

[10] UNIDO, Medium-term programme framework 2022-2025: Integration and scale-up to build back better (Vienna, 2021), https://downloads.unido.org/ot/20/94/20947253/PBC.37_8_E_Medium-term%20programme%20framework%20(MTPF)_2022-2025_2101690E.pdf.

[11] KM Group TOR QW Challenges, https://intranet.unido.org/intranet/images/e/e7/ToR_QW_Challenges.pdf.

[12] UNIDO, Glossary: Knowledge Management and Sharing (2012), https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.

[13] UNIDO, Knowledge Management – Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO (2011), https://intranet.unido.org/intranet/images/d/d8/IC_KM_Report_Jul2010.pdf.

surveys conducted between 2005 and 2007), and the *Bureau for Programme Design and Knowledge Management* was created in March 2010. The ICR identified 13 knowledge assets considered crucial for UNIDO's ability to establish a comprehensive KM system and proposed a series of key measures to that end.

25.   Following up on the recommendations of the 2010 ICR, a KM specialist from SAP was recruited to devise a KM strategy for UNIDO. This gave rise to a document this expert published on behalf of UNIDO and housed under PCOR, entitled *Knowledge Management Strategy Paper*.[14] The paper included a KM strategy roadmap composed of a series of measures, including the creation of the SAP portal for project management; the establishment of a KM Committee housed in the previously mentioned Bureau for Program Design and Knowledge Management to take responsibility for KM governance; roll-out of KM awareness-raising initiatives to gauge stakeholder buy-in; and the design of a framework for implementing communities of practice, among others. In December 2011, this KM Strategy for UNIDO was presented to a cross-organizational group.[15] UNIDO's achievements in Knowledge Management and next steps were presented at the Board of Directors' Pre-Retreat in February 2012. Among the achievements listed were the various reports mentioned above along with the IT-related KM solutions, such as document management through ERP and KM functionalities through SAP. Key concepts remaining for KM implementation included communities of practice, moderated debriefings for staff, and incentives for knowledge "champions."[16]

26.   Information on UNIDO's KM initiatives after the above-mentioned 2012 presentation to the Board of Directors is limited to non-existent. In 2014, UNIDO introduced the SAP Enterprise Resource Planning system to manage administrative and financial transactions. SAP's document management module was implemented through Open Text. In 2016 the organisation introduced Open Data Platform to display all programmes and projects.

27.   Publications are usually considered within the scope of Knowledge Management as a knowledge codification modality. UNIDO established in 2007 a Publications Policy and Publications Committee.[17] The overall objective of the UNIDO publications policy was to enable the Organization to contribute to the enhancement of international public knowledge on sustainable industrial development. The Publications Committee was responsible for implementing the UNIDO publications policy and ensuring that all UNIDO publications meet the Organization's quality and corporate identity requirements. The publications programme prepared by the Publications Committee was to be considered and approved by the Executive Board. The Publications Committee produced a short guide to categories, definitions, attributions, acknowledgements and disclaimers[18] and a Publications Submission Form.[19]

---

[14] UNIDO KM Strategy Paper V1.0,
https://intranet.unido.org/intranet/images/a/a1/UNIDO_KM_Strategy_Paper_V1_0x.pdf.
[15] Jochen Gaydoul, "SAP Consulting EMEA Skill & Knowledge Management, A KM Strategy for UNIDO,"
https://intranet.unido.org/intranet/images/4/41/A_KM_Strategy_for_UNIDO_-_December_2011.pdf.
[16] Presentation of "Knowledge Management in UNIDO" by Sajjad Ajmal, Director, O-COR, Pre-Retreat, 16 Feb 2012, https://intranet.unido.org/intranet/images/d/db/120216_BOD_Pre-Retreat_Presentation_on_KM_%28Mr_Ajmal_for_Mr_Luetkenhorst%29.pdf.
[17] Director-General's Bulletin. Establishment of a UNIDO Publications Policy and Publications Committee,
https://intranet.unido.org/intranet/images/f/f1/DGB.O.102.pdf.
[18] "UNIDO Publications: A short guide to categories, definitions, attributions, acknowledgements and Disclaimers,"
https://intranet.unido.org/intranet/images/3/38/UNIDO_PUBLICATIONS_CATEGORIES_FINAL_FOR_UPLOAD.pdf.
[19] "Publication Submission Form,"
https://intranet.unido.org/intranet/images/e/ea/DIRECTORS_SUBMISSION_FORM_FINAL.docx.

28.   The Publications Committee met regularly from 2007 to 2017, and although it was to be revitalized according to the 2020 Executive Board decisions, it has ceased to exist.

29.   In 2019-2022, a dozen HQ staff formed an ad-hoc Cross-Disciplinary Team on TC Knowledge Management (CDT-KM) to offer actionable recommendations on ways to improve the management of TC knowledge products and platforms. The team produced an inventory and report formulating several recommendations and scenarios which were not validated or implemented by management.

30.   The above background items are further reviewed and analysed below in the evaluation findings.

2.2 Institutional Context

31.   The evaluation did not find secondary sources resulting from or presenting the status of Knowledge Management activities since 2012. However, recent references to Knowledge Management are available in a range of key strategic documents, including:

- **Medium-term programme framework, 2018-2021**: The MTPF featured a section on Knowledge Management highlighting that the effective management of the technical, scientific and political knowledge of the Organization was of primary importance. It further stated the "*necessity to continuously refine existing mechanisms, and develop new ones for knowledge generation, retention and transmission within the Organization*" and that "*UNIDO's work requires a systematic approach to knowledge management within and beyond the Organization, which will be further pursued during the implementation of the MTPF.*"

- **Medium-term programme framework, 2022-2025**: The current MTPF also features a section on Knowledge Management. It mentions, inter alia, that "*UNIDO will sustain efforts to maximise synergies in the production and use of technical, scientific and policy expertise. This includes further refining systems to systematically extract lesson learned from its programmatic interventions, global advocacy as well as operations, and encouraging cross-thematic exchanges.*"

- **Director General Bulletin (DGB) on UNIDO restructuring:**[20] The annexes to the DGB present the terms of reference for the Organisation's Offices, Directorate, Divisions and Units. The note does not clearly attribute the responsibility to coordinate Knowledge Management to a specific Division or Unit, but Knowledge Management is mainstreamed within the structure of the Organization and among the functions of several entities.[21]

---

[20]UNIDO, DIRECTOR GENERAL's BULLETIN. UNIDO Secretariat Structure 2022 (Vienna: UNIDO, 2022).

[21] The **Learning and Development Services (COR/LED)** makes reference among its functions to "Manage the institutional memory requirements and support knowledge management and retention through providing instruments for knowledge management and transfer". The **Information Technology and Digitalization Services (COR/DIG)** indicates that its functions include inter alia to "Ensure full lifecycle management and continuous improvement to IT systems and services, including Enterprise and Resource Planning (ERP) solutions, web-platforms, knowledge management tools, service delivery, and its underlying infrastructure". The **Division of ITPOs and Institutional Partnerships (GLO/ITP)** mentions that it will "Assume a knowledge management function to document best practices and lessons learned in investment and technology promotion and ensure that these are well-documented in the ERP supported central depository of UNIDO and that staff in UNIDO are made aware of their content" and that "In collaboration with the TCS/CPS and other divisions, contribute to UNIDO's global and regional forum activities, facilitate knowledge management and serve as the primary source of information on UNIDO's experience with ITPOs". The **Circular Economy and Resource Efficiency Unit (TCS/CEP/CER)** will "Further facilitate, in close cooperation with the relevant entities in the Organization, global and regional networking and knowledge management for the application of best practices, strategies and instruments for just transitions to circular economies, sectors, value chains and

- **UNIDO Human Resources Strategy 2020-2022**: The strategy positions *Knowledge Management and Preservation* as one of its three pillars, with the objective to "*Continuously refining existing tools and mechanisms, and developing new ones, for improved management of the workforce and alignment of policies, knowledge generation, retention and transmission within UNIDO*".

- **UNIDO Information Technology and Digitalization Priorities for 2022–2023**: The document[22] does not explicitly cite Knowledge Management, neither as a need or functional objective. However, it presents priority interventions across five pillars including on *Collaborative Environment* and *Digital Innovation* which are traditionally part of the ICT's building blocks or bundle of technologies for Knowledge Management.

32.   The evaluation performed a mapping of UNIDO's implemented and documented KM initiatives and approaches across an archetypal KM architecture (Annex 6), pointing out gaps in documentation. The evaluation noted that UNIDO has not installed a team or assigned a staff to be in charge of developing, coordinating, documenting and building capacities on KM in the Organization.[23]

2.3 Previous Evaluations and Reviews

33.   In 2007, the Joint Inspection Unit (JIU) conducted its first review of knowledge management in the United Nations system.[24] The Inspector found that most organizations at the time lacked a KM strategy and that any related initiatives were ad hoc rather than part of a coordinated approach to knowledge management. The JIU made five recommendations[25], of which three were directed at UNIDO to enhance its efficiency. In an abridged version, these included:

1) Creating a knowledge management strategy by surveying organizational knowledge needs, conducting an inventory of existing capacity, and addressing potential gaps;
2) Establishing a dedicated KM unit, mandated by the respective governing bodies; and
3) Establishing a link between KM activities and staff performance, thereby integrating KM into RBM frameworks of organizations.

34.   In 2016, the JIU conducted a second review of knowledge management in the United Nations system organizations.[26] Based on the JIU recommendations addressed to UNIDO, it appears that, despite the various efforts in-house, a KM strategy was not implemented. According to the JIU recommendations, many of the organizations under study needed to take the following actions[27] to enhance organizational efficiency:

1) Develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such

---

firms. This includes the strengthening of public-private partnerships through North-South, South-South, bilateral and triangular cooperation and global networks such as the National Cleaner Production Centres (NCPCs)". The **Division of Climate and Technology Partnerships (IET/CTP)** will "facilitate knowledge management and exchange, support UNIDO's global forum activities associated with climate and technology innovation".

[22] UNIDO, UNIDO Information Technology and Digitalization Priorities for 2022-2023, IDB.50/CRP.14 (Vienna: UNIDO, 2022).

[23] The evaluation retrieved two UNIDO staff with "knowledge management" in their job title but they are assigned to technical cooperation projects.

[24] Joint Inspection Unit, Knowledge Management in the United Nations System (JIU/REP/2007/6) (2007).

[25] The evaluation assessed the extent to which these recommendations were implemented.

[26] Joint Inspection Unit, Knowledge Management in the United Nations System (JIU/REP/2016/10), para. 1 (2016).

[27] Again, the evaluation assessed to what extent these recommendations were taken on board and implemented by UNIDO.

strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation;

2) Take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020;

3) Establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff, as part of the organization's succession planning processes.

35.   In 2023, the Office of Evaluation and Internal Oversight carried out a synthesis of UNIDO independent evaluations conducted between 2018 and 2022. The synthesis reviewed 80 UNIDO project evaluations and selected knowledge management as a topic of high strategic relevance for UNIDO for further examination.[28] Based on this meta evaluation, the report concluded that a "harmonized UNIDO approach to knowledge management [could not] be recognized from the analysis of the evaluation reports."[29] One of this report's key recommendations was for UNIDO to build on its experience to generate a coherent approach and strategy on knowledge management, in order to promote transfer of knowledge from the project to corporate level, and to go beyond assessing creation and dissemination of knowledge products to actual transfer and application of knowledge to stakeholders and beneficiaries.[30]

---

[28] UNIDO, Synthesis of UNIDO Independent Evaluations 2018-2022, https://downloads.unido.org/ot/31/11/31119647/Evaluation%20Report%20on%20Synthesis%20of%20UNIDO%20Independent%20Evaluations%202018-2022%20(2023).pdf.
[29] Ibid., p.7.
[30] Ibid., p. 25.

3 Evaluation findings

36.   Overall, the evaluation confirms that there is no formal nor systematic KM system in place in UNIDO. KM is currently on an ad-hoc level, hence it is operationalized mainly by implicit and informal initiatives, without an institutionalized framework. There is no explicit responsibility for KM at management level. Similarly, there has not been any established strategy or policy to foster a KM culture in UNIDO. Accordingly, "KM initiatives and approaches" currently implemented in UNIDO are rather **"ad-hoc KM initiatives and approaches"**. This context underpins and is reflected in the following section.

37.   The evaluation findings are presented below under the following dimensions:

- KM Framework in UNIDO
- KM as a strategic component
- Role of KM in achieving organizational results
- Added Value of KM to UNIDO
- The challenge of sustaining a KM system

3.1   KM Framework in UNIDO

38.   **A range of ad-hoc KM initiatives and approaches (KM implicit and/or explicit) stemming from TC projects or developed in response to the needs of specific teams are locally relevant but make limited contribution to systemic cohesion and face unclear sustainability prospects.** The evaluation came across various ad-hoc KM initiatives and approaches that were found highly relevant and developed in response to the needs of some teams or as core or by-products of TC projects. One example of such initiatives is the systematic and comprehensive content management approach installed by the Legal Office which caters to the needs of the team for swift and reliable retrieval of official and other documents, including email correspondence. Since the early 2000's the team systematically records and categorizes UNIDO's documentation (and digitised older official documents) for immediate access through a local search engine (Copernic). Another example of process and mechanism that was reported pertinent for KM regards the Standard Operating Procedure for Document Management developed late 2016 by the Department of Trade, Investment and Innovation. A significant number of evaluation informants also highlighted several platforms as highly relevant KM ad-hoc initiatives, in particular the Knowledge Hub[31], the Industrial Analytics Platform (IAP)[32], the Industrial Park Platform[33], the Bridge for Cities Knowledge Platform[34], or the Leather Panel.[35] Informants put forward some enabling factors which, in their view, contributed to make such platforms relevant, such as addressing a knowledge gap, federating knowledge resources from various teams, or providing a place to land content not accessible on UNIDO website. In several cases publications and reports were also cited as relevant ad-hoc KM initiatives, such as a series of papers on the Circular Economy and their contribution to the debate in Latin America. More rarely informants put forward examples of mechanisms facilitating exchange of tacit knowledge. This includes a WhatsApp network linking UNIDO's Representatives, periodic knowledge sharing meetings between project personnel in Uganda, meetings between HQ teams and the field in Madagascar. Across these examples, informants stressed that such ad-hoc KM initiatives have often unclear sustainability prospects, for example, if tied to an

---

[31] UNIDO Hub, https://hub.unido.org/.
[32] UNIDO Industrial Analytics Platform (IAP), https://iap.unido.org.
[33] UNIDO Industrial Property Platform (IPP), https://ipp.unido.org/.
[34] BRIDGE for Cities 2020, www.bridgeforcities.org/.
[35] International Council of Tanners, https://www.leatherpanel.org/.

individual or to project funding (see also section 4.6 on Sustainability) and create knowledge islands (see also section 4.4 on Efficiency).

39. **UNIDO's ad-hoc KM initiatives and approaches are more relevant to field consultants than to HQ staff.** Overall, evaluation interviews with UNIDO staff drew a common pattern of rather low satisfaction with how the Organization handles KM and its relevance. Conversely, UNIDO consultants were significantly more positive about the relevance of KM for their work. Staff's KM needs were quite often perceived not adequately served by the portfolio of ad-hoc KM initiatives and approaches. In terms of processes for example, the management of the induction, rotation or exit procedures of staff was found based on an ancient model leaving room for more robust, systematic, thorough and innovative approaches. Staff engaged in project management and implementation also shared mixed comments on the relevance of UNIDO publications for their work. Many informants also flagged room for more appropriate IT systems and functionalities for KM, be it in terms of content management (e.g. storage, categorisation, navigation, search and retrievability) or platforms (G Drive, H Drive, OpenText, OpenData, SAP, SharePoint, Teams, Yammer). These perspectives were corroborated by the evaluation survey, with 47% of the responding personnel indicating that UNIDO's ad-hoc KM initiatives and approaches respond to their professional needs but with 48% of the respondents having the opposite opinion. Survey cross-tabulations showed contrasted opinions, with 63% of respondents among HQ staff indicating that UNIDO's ad-hoc KM initiatives do not respond to their professional needs. However, perception of field personnel and in particular of field consultants engaged in more focused work, technically and geographically, was significantly more positive. About 65% of field consultants responding to the survey were of the opinion that UNIDO's ad-hoc KM initiatives and approaches responded to their professional needs. Survey cross-tabulations further indicated that the longer respondents have been in the Organization, the less they find UNDO's ad-hoc KM initiatives relevant. Several informants reported a loss of expertise while being reskilled over the years by UNIDO as "generalists". The demand for avoiding the loss of technical knowledge was perceived as deserving closer consideration in UNIDO.

40. **Demand for knowledge is primarily assessed at the project level or in response to the needs of specific teams but lacks more systemic approaches.** A few previous corporate attempts to identify knowledge needs were reported to the evaluation but these consultative processes did not trigger any follow-up action. Informants indicated extensive consultations with end-user representatives prior to the implementation of SAP and OpenText in the early 2010s. However, resources available to implement the ERP were not commensurate with the functional needs that had been collected. Participants in the exercise indicated that end users' expectations ended up being parked as only a standard ERP package could be purchased. Other informants added that the IT environment for KM since then has been regularly pushed rather than established in consultation with target users. More recently in 2019-2020, a working group conducted a review of selected ad-hoc UNIDO KM initiatives and approaches and formulated several recommendations for their improvement. However, the lack of financial resources and limited staffing capacity led these recommendations to be disregarded. An assessment which is still on-going involves a survey conducted by the Learning and Development Services (COR/LED) to identify learning needs. However, limited financial resources have brought to concentrate learning and training delivery on topics that build common competencies and are delivered through online modalities while evaluation informants emphasized the demand for face-to-face and more technical or individualized programmes. At project level, some donors such as the Global Environment Facility (GEF) have installed a funding window for KM which supports the mainstreaming and formalisation of KM approaches and initiatives. However, in many other projects the needs for ad-hoc KM initiatives and approaches tend to form an

implicit modality linked to technical cooperation, capacity development, and project execution with limited reference to global KM processes. Several informants stressed the need for a strategic corporate vision that would clarify: "What sort of knowledge and KM initiatives are most in demand and strategic in UNIDO?", or "Why is KM important to UNIDO?" The evaluation observed inconsistent perspectives in terms of knowledge needs and priorities in relation to normative functions, policy influence, advocacy, technical cooperation, resource mobilisation, and capacity development. Informants were not always able to devise a clear rationale for KM, either as a range of initiatives to support internal alignment, improve the relevance and effectiveness of TC projects, contribute to normative functions, foster innovation, facilitate reuse and time savings, strengthen resource mobilisation, and so forth. Different priority directions require different priority ad-hoc KM initiatives and approaches, but informants indicated sometimes that all of the above were priorities.

41.   According to the evaluation survey, most respondents have not been involved in the formulation of UNIDO's KM initiatives and approaches. There is no institutionalised approach to assess knowledge management needs and identify "must have" versus "nice to have" KM initiatives. Field staff in particular reported low involvement in the formulation as well as participation in KM initiatives. However, field consultants shared a more positive opinion as likely to be more involved in KM approaches that concentrate on a given TC project.

42.   **Ad-hoc KM initiatives and approaches are relevant and contribute to UNIDO's mandate without being anchored in an overall Theory of Change.** UNIDO Constitution makes several implicit references to KM related approaches, for example when calling the Organization to "Serve as a clearinghouse for industrial information […]", "Promote, encourage and assist in the development, selection, adaptation, transfer and use of industrial technology […]", or "Organize and support industrial training programmes […]". UNIDO's four enabling functions (i.e. (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation) also call for KM approaches and initiatives. Knowledge sharing events, networks, platforms, publications or capacity development initiatives are highly consistent with UNIDO's mandate. The General Conference (GC) has rarely mentioned KM in its agenda. One notable deviation is the GC's fourteenth regular session in November-December 2011 that requested "the Director General to continue to develop and foster, within the Organization's mandate and within existing resources, activities that (a) Promote international knowledge networking and knowledge governance structures for achieving local, regional and global development objectives […]". UNIDO provides secretariat functions for a number of international networks and platforms such as the Climate Technology Centre and Network (CTCN), the Private Financing Advisory Network (PFAN), and the Third Industrial Development Decade for Africa (IDDA III), which engage in various KM initiatives such as portals,[36] knowledge sharing events,[37] knowledge networking,[38] and publications. The contribution of KM to the mandate, strategy and operations of UNIDO has been reflected in the previous and current Medium-term Programme Frameworks (MTPF). The 2018-2021 MTPF featured a section on Knowledge Management highlighting that the effective management of the technical, scientific and political knowledge of the Organization was of primary importance. The MTPF further stated the "*necessity to continuously refine existing mechanisms, and develop new ones for knowledge generation, retention and transmission within the Organization*" and that "*UNIDO's work requires* a

---

[36] E.g., CTCN - Climate Technology Centre & Network, https://www.ctc-n.org/.
[37] E.g., Private Financing Advisory Network (PFAN), https://pfan.net/.
[38] E.g., Resource Efficient and Cleaner Production Network (RECPnet), https://www.recpnet.org/.

systematic approach to knowledge management within and beyond the Organization, which will be further pursued during the implementation of the MTPF."[39] The current MTPF 2022-2025 also features a section on Knowledge Management which mentions, inter alia, that "UNIDO will sustain efforts to maximise synergies in the production and use of technical, scientific and policy expertise. This includes further refining systems to systematically extract lesson learned from its programmatic interventions, global advocacy as well as operations, and encouraging cross-thematic exchanges."[40] Despite these corporate anchors, many informants indicated that the relevance of UNIDO's ad-hoc KM initiatives was more directly linked to programmes and projects than to a systemic approach. According to the evaluation survey, 42% of the responding personnel finds the UNIDO organization framework for KM clear, operational and well established, while 49% of the respondents are of the opposite opinion (Figure 2). Cross tabulations show again contrasted perspectives between HQ staff and field consultants. The latter, who concentrate on projects, have a much more favourable opinion. The evaluation noted the absence of a Theory of Change for KM that would elicit the contribution of KM to UNIDO's corporate Theory of Change and show how ad-hoc KM initiatives and approaches are relevant for the Organization's mandate and enabling functions.

Figure 2: Adequacy of UNIDO's organizational KM framework

The UNIDO organizational framework in relation to KM is clear, operational, and well established.

- Strongly agree: 8%
- Agree: 34%
- Disagree: 25%
- Strongly disagree: 24%
- Do not know: 10%
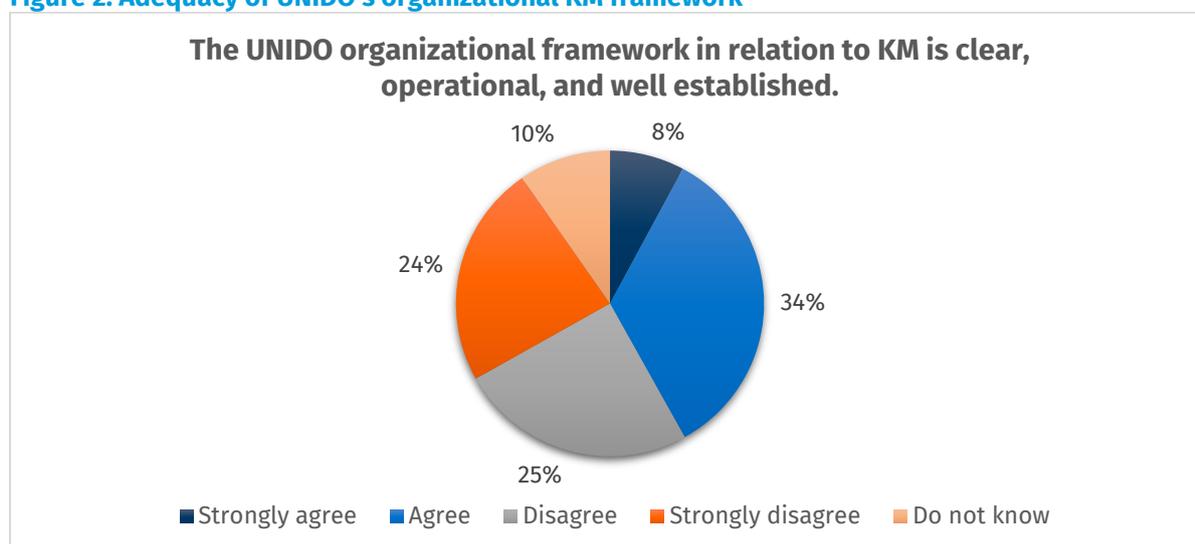
Source: Evaluation survey (n=217).

43. **The Organization's ad-hoc KM initiatives and approaches are relevant and contribute to UNIDO's policies despite keeping this as an implicit objective leaving room for further formalisation.** The review of a selected number of policies indicates that many KM approaches and initiatives are supportive of UNIDO's policy framework (Annex 7). However, the extent to which this stems from a strategic intent rather than from more operational or opportunistic considerations is unclear. Furthermore, the evaluation noted that on a case-by-case basis, KM is integrated in TC projects or stands as their main objective. However, the Guidelines on Technical Cooperation Programmes and Projects (DG AI.17 Rev.1 of 24 August 2006) do not link KM to the programming cycle and there is no reference for mainstreaming KM in projects or programmes. The evaluation also noted the lack of a Knowledge Management Policy in UNIDO, which organisations sometimes design to clarify,

---

[39] UNIDO, Medium-term Programme Framework 2018-2021, IDB.45/8/Add.2, https://www.unido.org/sites/default/files/2017-05/IDB.45_8_Add.2_2__E_Medium-term_programme_framework_2018-2021_1703143E_20170522__0.pdf.

[40] UNIDO, Medium-term Programme Framework 2022-2025, IDB.49/8PBC.37/8, https://downloads.unido.org/ot/20/94/20947253/PBC.37_8_E_Medium-term%20programme%20framework%20(MTPF)_2022-2025_2101690E.pdf.

encourage or improve the use of knowledge. The evaluation also noted that a Records Management Policy has been in the pipeline for the past 18 months and remains to be finalized and approved. While KM initiatives and approaches can be used to support the development of UNIDO policies, other organisations have been sometimes more forward looking in that regards. UNDP, for example, used to circulate draft policies on internal Communities of Practice (COP) in the 2000s for staff to share comments before their finalisation and approval by management.

44.   **UNIDO's ad-hoc KM initiatives and approaches have potential to contribute to the Organization's results framework with a focus on external KM and seldom any monitoring of their contribution to internal effectiveness.** The Integrated Results and Performance Framework (IRPF) associated with the MTPF 2016-2019 made limited reference to KM. One indicator under Organizational Performance (Tier II) - Programme management effectiveness (Level 3) was formulated for knowledge management as "3.12: Monthly visitor count of UNIDO public website (visitors/month)"; and two indicators were specified under Organizational effectiveness and modernization (Level 4) on capacity development and knowledge management, i.e. "4.10: Geographical diversity of UNIDO human capital" and "4.12: Breakdown of UNIDO training programmes (%)". The IPRF for the MTPF 2018-2021 revised KM indicators at the outcome and output levels. At the outcome level, programmatic activities echoed UNIDO's four core functions i.e. technical cooperation; normative activities and analytical and policy advisory services; standards and quality related activities; and convening for knowledge transfers, partnerships and networking. At the output level, UNIDO's programmatic offer and programme management effectiveness specified a range of KM related indicators (Table 2). The approach has been mostly extended to the IRPF 2022-2025. Accordingly, the evaluation found higher relevance and contribution of UNIDO's KM initiatives and approaches to the IRPF 2022-2025 compared to the previous version but with a focus on external KM or the monitoring of a contribution of KM related outputs and outcomes to development results rather than to institutional effectiveness. One informant highlighted for instance a lack of "*internal and external KPIs on the usefulness of Knowledge Products*".

Table 2: Sample of KM related indicators in the Integrated Results and Performance Frameworks

KM related indicators at the outcome level	
IRPF 2018-2021	**IRPF 2022-2025**
• KASA.1 Actors gaining awareness or knowledge • KASA.2 Actors gaining skills or capacity	• POL.3: Number of guidelines adopted by relevant actors • KASA2: Actors gaining skills and capacities (firms) • KASA2: Actors gaining skills and capacities (people)
KM related indicators at the output level	
IRPF 2018-2021	**IRPF 2022-2025**
• TCO.1. Number of capacity-building activities provided • TCO.3. Number of toolkits and guidelines produced • PAO.2. Number of analytical and statistical publications produced • NOO.1. Number of standard-setting processes with UNIDO participation • CPO.1. Number of global forums, workshops/EGM/side events organized • CPO.2. Number of United Nations interagency mechanisms with UNIDO participation • CPO.3. Number of international networks and platforms for which UNIDO is providing secretariat functions (CTCN, PFAN, IDDA III, etc.)	• PAO.2: Number of analytical and statistical publications produced • NOO.1: Number of standard-setting processes with UNIDO participation • CPO.1: Number of global forums and events organized • CPO.2: Number of United Nations interagency mechanisms with UNIDO participation • CPO.3: Number of international networks and platforms for which UNIDO is providing secretariat functions

45.	**Most SDGs are covered by UNIDO's publications but to various degrees without clear evidence of a strategic intent.** UNIDO is a custodian agency for six industry-related indicators under SDG 9. UNIDO reports to the ECOSOC on SDG 9. SDGs are interlinked by nature and many of UNIDO's activities contribute to other SDGs.[41] In 2020, UNIDO carried out an exercise to visualize the degree to which ISID impact results contribute to each of the relevant SDGs. A review of economic literature by the Overseas Development Institute (ODI) and UNIDO found a strong and positive connection between ISID and SDGs 1-15. In particular and adding to SDG 9, the review found a strong contribution of ISID to SDG 8, SDG 1, SDG 13, SDG 5, SDG 11, SDG 12, SDG 2 and to a significant but lesser extent to other SDGs.[42] The evaluation's content inventory[43] showed that UNIDO's production of publications partly reflects this connection, with 184 publications since 2016 on UNIDO's website covering SDG 9, 96 publications covering SDG 1 and 87 publications addressing SDG 8 (Figure 3). However, the connection between the number of publications on the SDGs and referenced connection with ISID is less strong for SDGs 2 and 12. Evaluation informants referred to unclear intent or guidance within UNIDO about further aligning the production of publications with ISID's contribution to achieving the SDGs.

Figure 3: Number of publications related to the SDGs made available since 2016
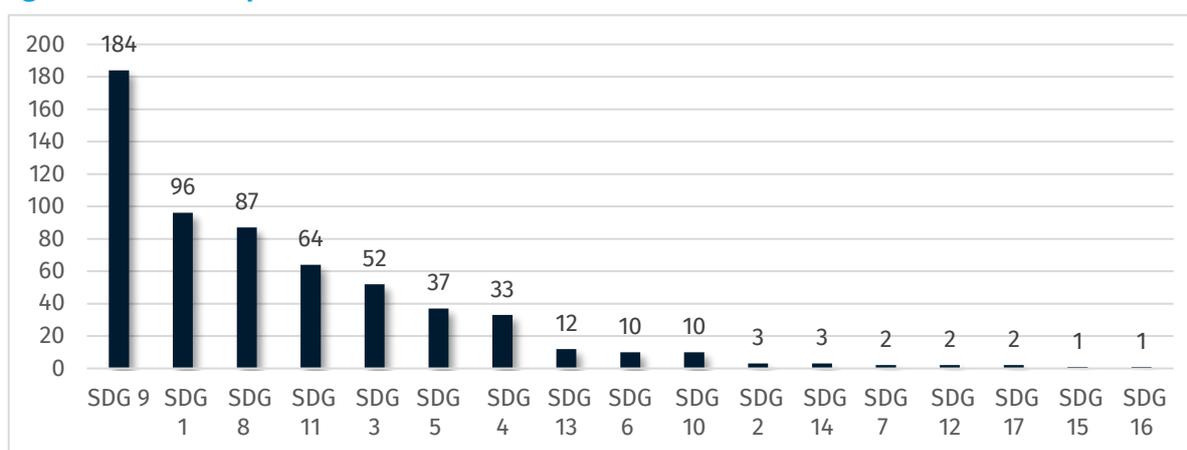
Source: Content inventory from UNIDO's Publications Website.

## 3.2	KM as a Strategic Component

46.	**A range of ad-hoc KM initiatives and approaches are supportive of the Organization's priorities, objectives and goals but there is a lack of strategic design that would increase systemic coherence.** Several ad-hoc KM initiatives and approaches were highlighted by evaluation informants as supportive of the Organization's priorities, goals and publications. Most often this referred to external platforms, publications, conferences and knowledge sharing events, and networks. Internal ad-hoc KM initiatives and approaches were seldom cited by informants or invoked as not functioning properly, from handover procedures to recording of documents in knowledge management systems (e.g. project deliverables in OpenText) and access to institutional knowledge. The evaluation further noted that many informants were not clear about why and what sort of KM was

---

[41] See for example: (i) UNIDO, Industrialization as the Driver of Sustained Prosperity (Vienna, 2020). (ii) UNIDO, Overview of Industrial Development Report 2024 (Vienna, 2023).

[42] UNIDO, 2022-2025 Medium-Term Programme Framework, IDB.49/8-PBC.37/8, https://downloads.unido.org/ot/20/94/20947253/PBC.37_8_E_Medium-term%20programme%20framework%20(MTPF)_2022-2025_2101690E.pdf.

[43] This dataset includes all the publications that are available on the UNIDO website under publications which includes annual reports, industrial development report series, working papers, policy briefs, international yearbook of statistics, key policy documents, newsletters, and finally the publications catalogue. For a more detailed methodological note, see Annex 8.

important for UNIDO. In several cases the evaluation shared the example of organisations using (i) social networks and cross-technical teams to spur innovation; (ii) thought leadership publications to codify and promote innovative ideas; (iii) Communities of Practice to support scaling, alignment and localisation; (iv) guidance materials and capacity development products to mainstream innovation in internal practices. Informants were of the opinion that UNIDO was doing parts of this but with limited coherence. As illustrated by a staff "*When it comes to KM models there is not much strategic thinking in the house, no substantive thinking. We miss a coherent way to think about KM in UNIDO. Different parts of the house think about it and do it. But as an island structure and highly decentralised organisation in the way teams operate. Each department has a lot of leverage on their own programmes, so it makes sense to structure KM around their organisational needs. So maybe it is not very coherent when aggregating. Micro level approaches in UNIDO differ as there is no standard way and guidelines and expectations how each individual team should do it.*" According to the evaluation survey, only one-third of HQ staff agree that UNIDO's ad-hoc KM initiatives and approaches align with the Organization's global objectives and priorities.

47.   While the evaluation survey shows that field staff have a more favourable opinion than their HQ colleagues about the alignment of KM with UNIDO's global objectives, interviews indicated mixed perspectives when it comes to coherence with national objectives. Field informants conveyed some good practices when it comes to organizing horizontal knowledge exchanges. A WhatsApp group for example has been created for UNIDO Representatives to engage in mutual support and to learn from each other. In Madagascar and Ghana, informants also mentioned periodic staff meetings or meetings with project personnel for mutual support and to share on topics relevant to the teams. A few examples of vertical knowledge exchanges were also cited. The one-week induction training in Vienna for new UNIDO Representatives was highly commended by informants, including as an opportunity to meet and create some links with TC colleagues. Some UNIDO Representatives also indicated inviting HQ TC staff to advise or monitor country projects to deliver a learning session to the field office. The evaluation also noted that a significant proportion (38%) of the publications in UNIDO's catalogue since 2016 targeted regional or national contexts (Figure 5). However, field staff were generally of the opinion that gaps remained between the field and TC projects and operations. As illustrated by a UNIDO Representative, "***There is a distant relationship between HQ and field***". Field informants were of the opinion that resolving this disconnect would allow them to have better visibility on what was being done at country level and could lead HQ staff to design or implement projects with a full understanding of the local context. Some field staff made the suggestion that UNIDO could consider to decentralize project implementation and to bring additional staffing capacities -and knowledge- in countries in order to enhance coherence, strengthen cooperation and better share accountability, but this goes beyond the scope of this evaluation. Along the same line, one informant recommended a previous evaluation which found that UNIDO could embed more local knowledge in its activities.

Figure 4: Geographic focus of UNIDO's publications

Pie chart with slices:
- 0%
- 11% Africa
- 4%
- 13%
- 6%
- 60%
- 6%

Legend:
- Africa
- Arab States
- Asia and the Pacific
- Europe and Central Asia
- Global
- Latin America and the Caribbean
- North America and Europe
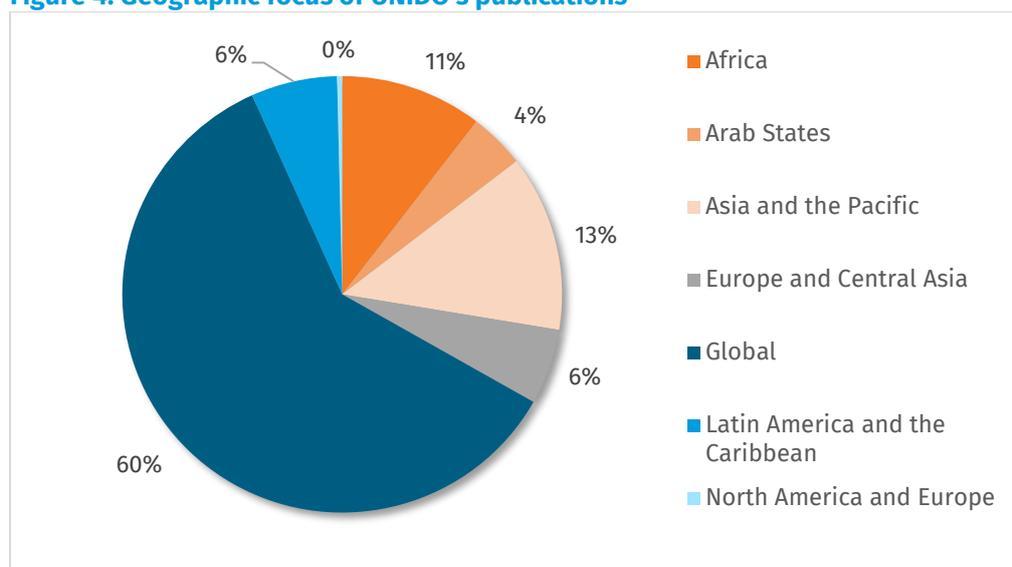
Source: Content inventory from UNIDO's Publications Website.

48. **UNIDO's internal culture and lack of incentives are hampering knowledge sharing**. Cross-departmental knowledge sharing was also frequently mentioned by informants as an area where KM initiatives and approaches have not been capable to keep up with UNIDO's objectives. Many informants referred to internal competition between teams in UNIDO as preventing staff from sharing information and knowledge. One survey respondent for instance indicated "*I believe KM is one of the greatest - if not the greatest - weakness of UNIDO. Information is scattered, outdated, inaccessible, difficult to find. In addition, a culture of "ring-fencing your own expertise" has been growing in the last year, even more so in such a period of instability*" referring to the restructuring that has been ongoing over the past two years. Project deliverables are often kept on personal hard drives or shared only with immediate project members but not stored on open systems (e.g. OpenText) to avoid other teams taking advantage of reusing them. There is a knowledge sharing culture in UNIDO, but it tends to mimic the organizational structure. Collaborations are denser at project level but diminish while going upwards. Several enabling factors that would facilitate a de-clustering have not been installed but there is a demand for a more cohesive KM culture and coherent KM architecture.

49. Most informants were of the opinion that internal competition might be compounded by a recent call for PMs to increase their TC delivery by 25%. Interviewees perceived this call as holding the potential to further disincentivise KM. In order to triangulate these inputs, the evaluation added a question to the survey to collect additional perspectives on the relationship between delivery objectives and KM. The evaluation survey shows that more than two-thirds of HQ staff believe that the objective to increase TC delivery of UNIDO by 25% will affect Knowledge Sharing in the organization, unless strategic design and resources are invested in the KM architecture.

50. One promising approach highlighted by many evaluation informants regards UNIDO's design of Programme Service Modules (PSM) to move away from small and standalone projects and to have a programmatic approach in order to create cross-fertilization among projects as well as collaboration among different divisions and teams. As one informant called it, this "*would create a sense of unity to contribute to a larger programme.*" There are also other benefits to this, such as pooled funding, so that there is possibly less internal competition among PMs and UNIDO's visibility is strengthened. Interestingly, having PSMs in place would both give rise to a need for better KM system while a good KM system would make PSMs more effective.

51.   **The alignment of UNIDO's publications with the Organization's priorities is unclear**. When considering the publications which have been produced and made available through the Publications page on UNIDO's website[44] since 2016, variations between quantities and characteristics show different forms of discrepancies. Some themes for example have been extensively addressed while others have been seldom covered despite their prioritization by the Organization. This includes for example ending hunger, limiting climate change, as well as women's economic empowerment for which only a few publications were authored (Figure 5). Similarly, the evaluation identified a large range of publication types in the catalogue but with limited synergies between research, policy, advocacy, and capacity building products. Alignment between types of products and target audiences is unclear. Target users of UNIDO's publications were referred to include policy makers, practitioners, academics, and students, with policy makers being "*the most sought after*" according to a staff. However, the content inventory showed a pre-eminence of academic publications. Only a handful of policy briefs have been produced in the time period covered for this evaluation (Figure 6). There are two ways to explain this pre-eminence of academic publications. First, working papers, conference papers and other academic papers feed into policy publications and flagship reports. Thus, even though they are numerous, their quantity can be interpreted as a sign of rigor and robustness of the policy publications to which they contribute. Second, there is a likelihood that not all publications are made available on the Publications website, thereby skewing the accuracy of this analysis. This latter explanation would further underline the urgency and necessity of a centralized repository of knowledge products, which a knowledge management system could support.

Figure 5: Publications per priority theme since 2016 in UNIDO's catalogue
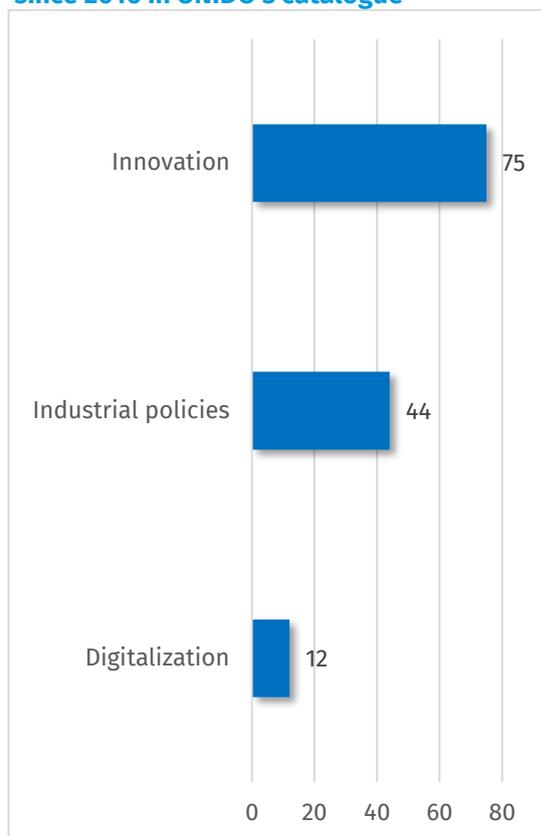
Figure 6: Publications per type since 2016 in UNIDO's catalogue
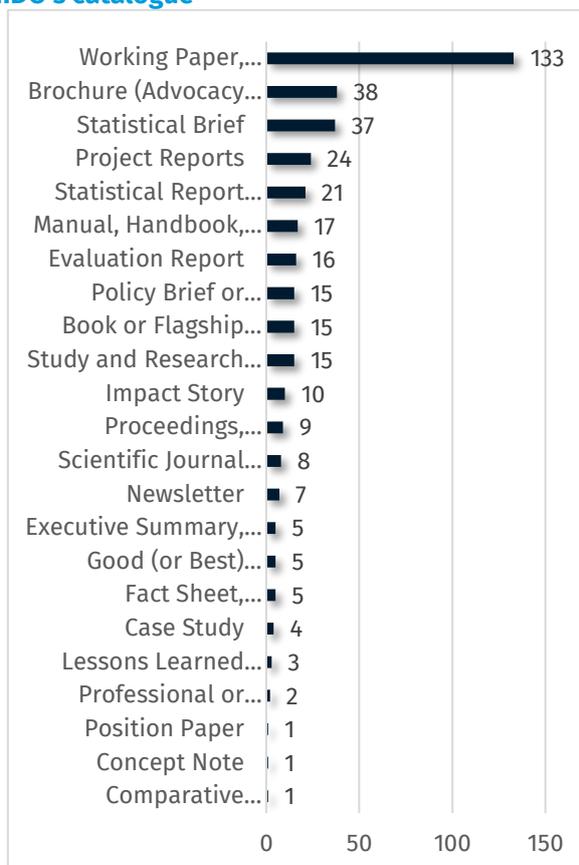
Source: Content inventory from UNIDO's Publications Website.

---

[44] The content inventory is based on the publications made available through UNIDO's Publications Catalogue found at https://www.unido.org/publications.

52.   **While various ad-hoc KM initiatives and approaches are conceptually coherent with UNIDO's policies, they sometimes lack practical steps or mechanisms that would facilitate or incentivise their implementation.** UNIDO's frameworks and policies aim in general terms for "the appropriate sharing and dissemination of information."[45] However, some limitations prevent personnel from fully grasping the benefits of KM approaches and therefore committing to the underlying efforts. Informants shared the example of the summary reports or Back to Office Mission Reports (BTOMRs) which are due when coming back from mission. While a process has been established to facilitate the capture of the BTOMRs, interviews indicated that they were either not done properly, or their search was cumbersome leading to no reuse. Another example regards project deliverables, such as progress and annual reports, which informants indicated difficult to search and retrieve across divisions, hence not worth investing the time necessary for categorization and upload. Many informants also pointed out the proliferation of platforms, including specific to projects, and the lack of clear structure and/or practices about how and where to store information as confusing and hampering content submission. In this context, interviewees did not find significant value in committing time and efforts to categorizing and storing documents for other project teams to use.

53.   Several policies and frameworks describe the roles and responsibilities of the personnel when it comes to information and knowledge sharing (Confer Annex 7). KM is often mainstreamed in job descriptions, such as with "Coordinate project communication and knowledge management activities" among the responsibilities of an Industrial Development Expert[46] or "Facilitate knowledge sharing and capacity-building initiatives among project team members and stakeholder" among the main duties of a CTA[47]. However, interviews indicated that there is a lack of practical guidance regarding how to concretely achieve these tasks. Furthermore, KM does not appear specified or adequately reflected in staff's annual objectives and appraisal. The evaluation did not find any cases of a comprehensive design of job descriptions, annual objectives, and performance appraisal prescribing staff to identify, capture, store, create, update, represent, and distribute knowledge. Support in that regards is also commensurate with a lack of KM guidelines and procedures for personnel. According to the evaluation survey, 58% of HQ staff and 50% of field staff do not find that contributing to UNIDO's KM initiatives and approaches is supported by their job description, annual objectives / annual performance review. About 60% of the responding personnel reported not being acknowledged or rewarded for contributing to UNIDO's ad-hoc KM initiatives and approaches (Figure 7).

Figure 7: Incentives to contribute to KM ad-hoc initiatives and approaches

You are acknowledged and rewarded for contributing to UNIDO's KM initiatives and approaches.

5%
24%
38%
22%
10%

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Do not know
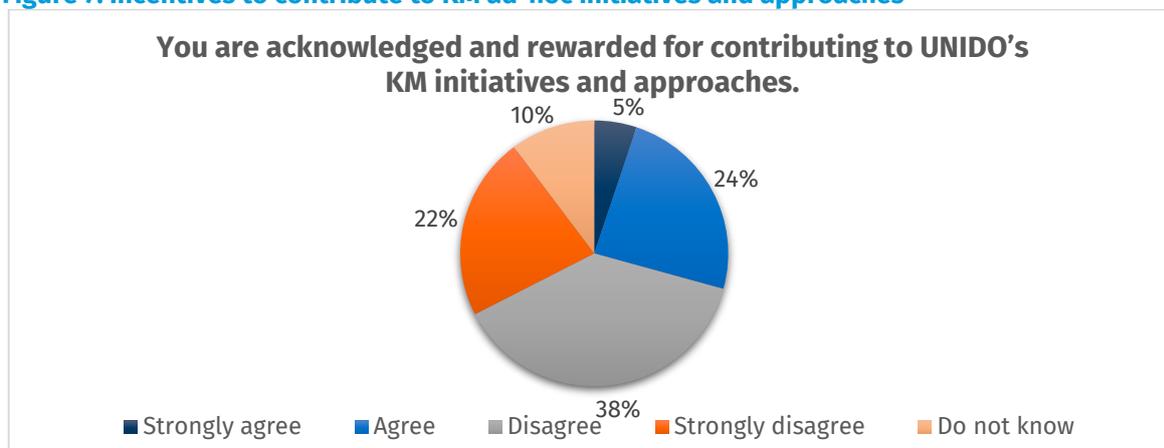
Source: Evaluation survey (n=215).

---

[45] UNIDO, UNIDO Accountability Framework, DGB/2021/03 (Vienna, 2021).
[46] Industrial Development Expert (unido.org), accessed on 11 Jan 2024.
[47] Chief Technical advisor (CTA) (unido.org), accessed on 11 Jan 2024.

3.3   Role of KM in Achieving Organizational Results

54.   **The evaluation's Theory of Change identifies several outputs for UNIDO's KM initiatives which have been partly achieved.** UNIDO's publications were integrated in the evaluation's draft TOC through the output "UNIDO knowledge products are relevant, of high quality, and widely accessed". The Industrial Development Report (IDR) series was referred several times by informants as a useful product exposing UNIDO's work to thought leaders and strengthening collaboration with external researchers while increasing the visibility of UNIDO's analytical capabilities and technical advice. The IDR was also reported to facilitate policy dialogue at national level. Dissemination of the IDRs benefits from a bundle of complementary events and campaigns, including at regional level (Box 2).

Box 2: The Industrial Development Report Series

> Each edition of the IDR combines in-house research work led by staff of the Division of Capacity Development, Industrial Policy Advice and Statistics, with inputs from external contributors. Once the IDR's main topic has been determined, a team of UNIDO staff lead each chapter of the report. This team identifies **internationally recognized experts** that produce necessary **inputs** to inform each chapter. On average, 10 to 12 background papers are commissioned to external authors. A total of 127 contributors were involved in the IDR 2022, 73 of whom were from UNIDO and 54 from other institutions.
>
> At least two Expert Groups Meetings (EGMs) are organized to ensure **consistency** across background papers and each individual chapter. During the EGMs, progress in the production of background materials and of the chapters is presented and discussed, findings are shared, and messages fine-tuned. Based on the background materials, comments and recommendations received during the EGMs, the chapters' lead authors produce a first draft report. This draft version is **reviewed** internally as well as externally and includes: 1) presentation to UNIDO management; 2) presentation to UNIDO Directors and MDs; 3) presentation to Member States; and 4) review by external advisors and reviewers. The IDR production process hence rests on contributions from a large number of experts.
>
> The report production is complemented with several **"spin-offs"**, including related policy-relevant articles, audio visual products and dissemination events. Taken together, these products expand the **visibility** of UNIDO across different audiences and help **positioning** the organization's mandate in global fora and conferences. UNIDO reported 8,300 downloads of the IDR 2022 and more than 1500 participants in dissemination events, including 3 regional launch events (Africa, Asia and Latin America) and 10 country-level presentations led by UNIDO Field Offices.

55.   Statistical reports such as the International Yearbook of Industrial Statistics[48] were also mentioned by several informants as useful to position the Organization and critical to UNIDO's normative function. A few informants also put forward the Country Diagnostics[49] as useful products to bring research closer to the needs of TC teams. The industrial country diagnostics is a comprehensive research document identifying areas for policy and capacity building support. It is typically the first step of the PCP program country partnership and for TC programme analysis. The study sets the foundations for technical cooperation interventions in the countries by identifying key thematic components, sectors and bottlenecks to business. These strongly policy oriented and TC project related studies are frequently fed by "academic" background papers. This is the well-known bridge between science and policy. Country diagnostics are produced by a member of the research team, which aims specifically to connect research and technical cooperation by providing a comprehensive analysis. Staff in field offices also commended tools and methodologies that can be adapted to different contexts and sectors, citing the Technology Foresight

---

[48] International Yearbook of Industrial Statistics, https://www.unido.org/publications/international-yearbook-industrial-statistics.

[49] Industrial Country Diagnostics, https://www.unido.org/resources-publications-publications-type/industrial-country-diagnostics.

Manual[50] from the mid-2000s or the more recent International Guidelines for Industrial Parks[51] as good practices. In addition, and as mentioned before, between 2016 and 2023 UNIDO has added to the website catalogue 330 publications, close to half of them on the occasion of the 50th anniversary of the Organization (Figure 8).

Figure 8: Number of publications published on UNIDO's website
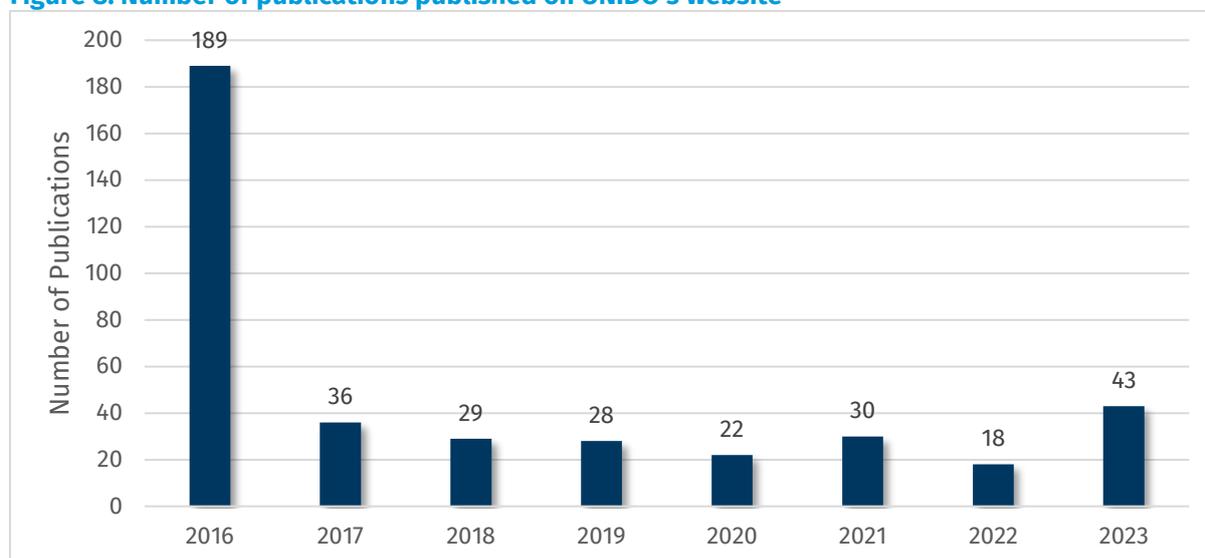
Source: Content inventory from UNIDO's Publications Website.

56.   However, positive perceptions were also frequently balanced with mixed comments from informants across different job functions. Programme and project personnel indicated some disconnect between research and technical cooperation work and limited influence of publications on project design and implementation. Other HQ informant pointed out a lack of analytical products supporting UNIDO's normative role, which was perceived more prominent in the past. The latest restructuring brought a further reduction of the number of research staff in CPS. Currently UNIDO Research Unit has only 3 staff members. Contradictory perspectives were shared on the interest for UNIDO to produce academic or scientific publications. Several informants also indicated a lack of impact stories and narratives to communicate the added value of UNIDO's intervention on people's life. Informants also had mixed perspectives on UNIDO's policies and administrative procedures, with HQ staff flagging that "*even with regulatory information, procedures and administrative information, it is almost impossible to find the relevant one*" (P staff) or that "*UNIDO desperately needs an Admin Handbook [...] which would include SOPs that can be easily followed*" (G staff). Field consultants had a more positive opinion, finding for example that *"On the administrative aspects, the manuals, instructions, templates and examples published on the intranet have been very useful."* An Administrative Handbook indeed exists[52]; however, the extent to which it is updated and used, is not clear. Similarly, SOPs have been sometimes developed but may target small entity operations and are not necessarily shared or done the same way by others.

57.   The MOPAN assessment in 2020 rated UNIDO's "Deployment of knowledge base to support programming adjustments, policy dialogue and/or advocacy" as satisfactory.[53]

---

[50] UNIDO, UNIDO Technology Foresight Manual, Volume 1: Organization and Methods (Vienna, 2005), https://downloads.unido.org/ot/47/88/4788327/20001-_23148.PDF.

[51] International Guidelines for Industrial Parks (Vienna: UNIDO, November 2019), https://www.unido.org/sites/default/files/files/2019-11/International_Guidelines_for_Industrial_Parks.pdf.

[52] UNIDO Administrative Handbook, https://intranet.unido.org/intra/UNIDO_Administrative_Handbook.

[53] Multilateral Organisation Performance Assessment Network (MOPAN), MOPAN 2019 Assessments, United Nations Industrial Development Organization (UNIDO), 2020.

However, several interviewees commented unfavourably the quality of UNIDO's knowledge products, whether HQ publications or project materials, from PRODOCs to deliverables. The evaluation did not perform a thorough quality assessment but hand-picked a couple of global publications to assess their editorial quality. The review of the IDR 2022 did not lead the evaluation to identify quality issues, but to note that the IDR typically provides strategic orientations that can provide broad directions useful for advice and planning while other UN flagship reports sometimes direct recommendations more clearly to different types of target users.[54] However, the review of the brochure on the 2022-2025 Medium-term Programme Framework[55] showed spelling mistakes (e.g. "In 2022-2025 UNIDO will focuses on:"), inconsistent use of language (e.g. "programatic" and "programmatic"), omissions and mismatches (e.g. Figure 3 not cited in the text and Figure 4 referenced in lieu of Figure 5), inconsistent typos (e.g. UNIDO´s, UNIDO`s, UNIDO' s). Several informants called to re-establish the Publications Committee in UNIDO as a key pillar in the KM architecture. The need for guidance, SOPs, and capacities for peer reviews in project teams was also put forward. According to the evaluation survey, only a minority of HQ personnel (i.e. 33%) agrees that UNIDO's ad-hoc KM initiatives and approaches promote quality assurance of knowledge products. Field personnel have a more favourable opinion (for 67%).

58.   A second KM output identified in the TOC stands as "UNIDO staff members are well connected across the organization, interact frequently and work collaboratively." Over the past few months UNIDO has piloted Viva Engage as a tool to facilitate internal communication. A dozen networks were created to offer a space for mutual support, promote events, disseminate reports, and push news. These networks do not function as Communities of Practice but as social networks. As of July 2023, more than 2,000 UNIDO users were enabled to use Viva Engage as part of the Microsoft 365 Suite. Out of these, more than 1,500 actively used Viva Engage. However, the analytics revealed that the form of engagement of active users is mainly based on reading and reacting to messages. Only 1% of active users engaged by posting content. This indicates a need for further guidance and training on how to use Viva Engage as well as promotion of the benefits of using the platform.[56] A user survey assessment has been conducted showing that respondents found Viva Engage useful to improve internal communication at UNIDO, but less so to helping them in their work. Evaluation informants also indicated that there could be a better triage of the posts circulated on these networks to reduce information overload. Networks such as the ISA community or the WhatsApp network of UNIDO's field representatives were also commended by informants. Some informants also called for bringing a common strategy behind communication channels to ovoid overlaps, streamline or focus the options, and consider active moderation to also make the most of the limited time of network members.

59.   Several informants put forward international, regional and country events as an effective networking modality. One field consultant commended the "*International conferences organized by UNIDO that bring together stakeholders to discuss and share expertise on topics such as clean energy, technological innovation, and sustainable industrial practices*" as beneficial to his work. Collaboration between research and programme personnel for the development of policy or research papers was reported anecdotally. Informants referred to an innovative approach in 2011-2012 with the Challenge Fund, an initiative that launched a call for proposals for research papers jointly produced by research and operations personnel, to have a research angle rooted in operations. Ten

---

[54] See, for example, Global Environment Outlook: GEO-6, United Nations Environment Programme, https://www.unep.org/geo/geo-resources/geo-6.

[55] 2022-2025 Medium-Term Programme Framework: Integration and Scale-up to Build Back Better (Vienna: UNIDO, July 2021), https://www.unido.org/sites/default/files/unido-publications/2023-02/2022-2025-MEDIUM-TERM-PROGRAMME-FRAMEWORK-en.pdf.

[56] UNIDO, Viva Engage – UNIDO Social Network Platform: Pilot Initiative Report, internal document (Vienna, 2024).

proposals were selected and received $20,000 each. Some of the proposals failed but a couple of papers ended up being cited in the World Development Report. This initiative was not pursued but informants indicated that policy briefs jointly developed by research and TC personnel were in the pipeline for 2024. In several instances, informants indicated the need for more regular collaboration across technical teams as well as with research staff and enhanced networking between HQ and the field as well as across field colleagues. According to the evaluation survey, 59% of field personnel consider that ad-hoc KM initiatives have contributed to increase connections/collaborations internally and externally with partners. In comparison, 36% of HQ personnel agree with this statement.

60.   The TOC constructed by the evaluation specified an additional output for UNIDO's ad-hoc KM initiatives and approaches as "Staff members have easy access to knowledge and information they need, and find what they are looking for quickly." Several external platforms such as the Open Data platform, the Knowledge Hub, the Industrial Park E-learning Portal, and the IAP were commended by evaluation informants for providing easy access to relevant information and knowledge products. Several informants also shared favorable opinions on the adoption of Microsoft 365 for the collaborative development of documents and reports. However, it was also often found that this comes with a multiplication of communication channels and places to file content. Many informants pointed out UNIDO's dispersed content architecture as a major impediment to KM, which is further compounded by the lack of a federated search engine. Many HQ informants negatively assessed SAP and OpenText, which were not found appropriate KM systems. OpenText was sometimes reported difficult to use, slow, not facilitating access to and retrieval of information, and compartmenting the Organization. Informants also mentioned that OpenText and the UNIDO intranet were equipped with poor search capabilities. In addition to the proliferation of platforms and dispersion of content, several informants also mentioned inconsistent filing practices, content being sometimes kept on hard drives or on network drives not accessible to other colleagues, preventing knowledge sharing across projects and divisions. The lack of adequate systems for integrated corporate knowledge sharing was reflected in the evaluation survey, where 50% of the responding personnel did not find that SAP and OpenText were appropriate technologies for the storage, sharing, retrieval and management of information and knowledge (Figure 9). Survey cross-tabulations show that HQ staff have a more unfavorable opinion of these systems than field staff who rather focus on a specific project.

Figure 9: Adequacy of SAP and OpenText for KM

SAP and OpenText have been appropriate technologies for the storage, sharing, retrieval and management of information and knowledge.

- 9% Strongly agree
- 34% Agree
- 25% Disagree
- 25% Strongly disagree
- 6% Do not know

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Do not know
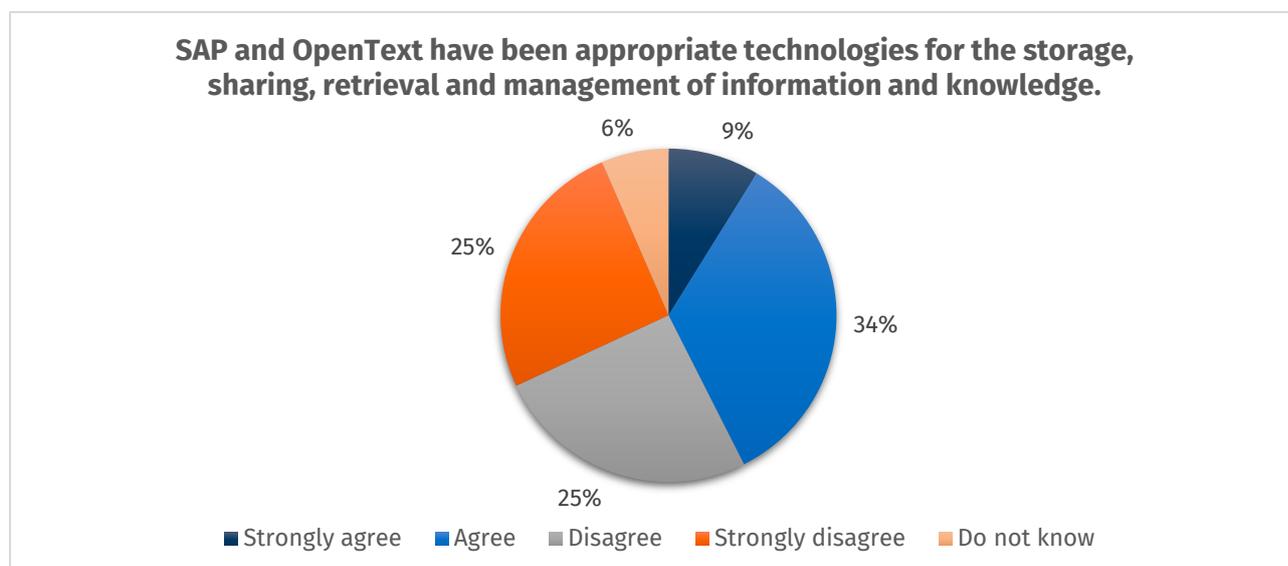
Source: Evaluation survey (n=216).

61.   The TOC identified another output for UNIDO's KM initiatives and approaches as "Experiences and lessons are captured, made available, accessed and used to improve quality and achieve results." Some mentoring and coaching activities for technical personnel were mentioned as having been previously implemented in UNIDO but now discontinued. A few informants called for more robust induction, coaching and mentoring mechanisms for newcomers and junior colleagues, for example capitalizing on the knowledge of senior Project Managers. UNIDO released in August 2009 an Information Circular on the *Introduction of an Exit Interview Questionnaire and Knowledge Transfer Notes* (UNIDO/PSM/HRM/INF.107)[57] but informants indicated that the handover note was based on a very old template that did not capture a significant proportion of the knowledge accumulated over the years. A few informants referred to a loss of knowledge when consultants leave projects. It was also highlighted that the recent internal reorganization operated in UNIDO has brought staff with expertise in an area to find themselves in completely new positions without adequate knowledge of the newly assigned position. A recent audit pointed out the lack of a structured process defining the handover of projects.

62.   **The contribution of KM to the optimization of internal processes for enhancing the organization's effectiveness has been moderate.** Several teams shared examples of implementing KM approaches to optimize internal processes and enhance organizational effectiveness. The Legal Office for example has installed governance mechanisms, content management procedures, and technologies to store and swiftly retrieve institutional and legal information (Box 3). A few informants also made reference to SOPs created in their divisions to foster the capture and filling of institutional documents as well as project outputs, although these procedures have been sometimes discontinued.[58] Informants also referred to dissemination events and workshops with external partners to validate and disseminate knowledge products linked to policy development and TC projects. Field offices put forward periodic meetings organized to facilitate mutual support among personnel. More strategically, several types of ad-hoc KM initiatives and approaches (e.g. networks, events, external platforms) have supported UNIDO's technical cooperation and convening and partnerships functions.

Box 3: The Legal Office's Knowledge Management Approach

The knowledge management (KM) approach in the Legal Office was initiated to address the inconsistency and confusion in the previous filing system. The initiative involved to assign the G drive as central content repository and reorganize thousands of files, mirroring the UNIDO physical filing room's structure. The comprehensive KM approach relies on a logical tree structure of folders and subfolders. This system contains 12 categories, 423 folders, and 53,300 files, including basic legal documents and email records. Documents are standardized with log numbers and file paths, and emails are organized chronologically. Files are password-protected, with most users having read-only access. Real-time file updates and annual statistics are maintained to prevent data loss. All office activities and communications follow standardized operating procedures (SOP). The office operates in a paperless manner, with remote work capabilities enabled by the KM system.

The approach has evolved to include a comprehensive electronic library of legal documents and information, accessible to all LEG members and serving various stakeholders within UNIDO. The Office functions as the central institutional memory of UNIDO, handling numerous requests, and ensuring easy access to information. The office uses the Copernic search engine for document retrieval and has digitized and made searchable documents from various sources, including the IDB and GC.

---

[57] It is important to note that as a result of an audit into the handover of projects, a revision process has been underway. See UNIDO, *Audit of handover of projects in the UNIDO restructuring process, Nov 2023*.
[58] See, for example, Standard Operating Procedure: Document Management, Department of Trade, Investment and Innovation - PTC/TII,
https://docs.unido.org/OTCS/llisapi.dll?func=ll&objId=5022709&objAction=viewheader.

Financial resources for the KM activities are mainly allocated for Copernic licenses. The Legal Advisor and Director of the Legal Office plays multiple roles as Legal Advisor, Director, Knowledge Manager, and Full-time Advisor, focusing on providing quality KM time to staff. Incentives to operate the KM system include management ownership, staff benefiting from the system, and significant time savings in information retrieval. The approach enhances team effectiveness and facilitates knowledge retention and transfer, while also being adaptable to potential integration with AI models. Scaling the Legal Office's KM practices across UNIDO would entail emphasizing the importance of a knowledgeable manager and integration of KM in job descriptions and performance appraisals.

63. However, informants stressed that good practices were dispersed and rarely scaled. KM has not been specifically mainstreamed in the programming cycle[59] leaving aside practical steps and actions that could help to formalise and foster knowledge needs assessments, knowledge capture and storage, dissemination and sustainability. Many informants also indicated room for KM approaches to improve knowledge reuse both to facilitate cross-fertilization of ideas and to save time, the latter being found the scarcest resource in UNIDO. Internal processes enabling normative work was another area for which KM was perceived under-optimized. According to the evaluation informants, UNIDO's normative work at global level has become less prioritized over time as the focus of the Organization shifted to technical cooperation. However, normative work at country level was reported to be increasing but not always considered contributing to global standards despite involving legally binding agreements and monitoring. Some informants found that a platform was missing to store and centralise national level agreements and normative achievements. As mentioned earlier, synergies between knowledge products and TC projects, use of knowledge products for programming, as well as internal leverage of UNIDO's statistics were also areas where KM has not always served as a strategic tool to optimize internal processes in order to enhance the organization's effectiveness.

64. According to the evaluation survey, a majority of the respondents did not find UNIDO's ad-hoc KM initiatives and approaches useful to their work (Figure 10). Interviewees corroborated this assessment, highlighting that the positioning and effectiveness of KM in UNIDO has confronted significant constraints such as lack of resources, staffing, strategy, incentives, and measurable indicators, among others.

Figure 10: Usefulness of UNIDO's ad-hoc KM initiatives

You would not have been able to achieve the same results without UNIDO's KM initiatives and approaches.

Strongly agree 5% • Agree 32% • Disagree 26% • Strongly disagree 25% • Do not know 11%

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Do not know
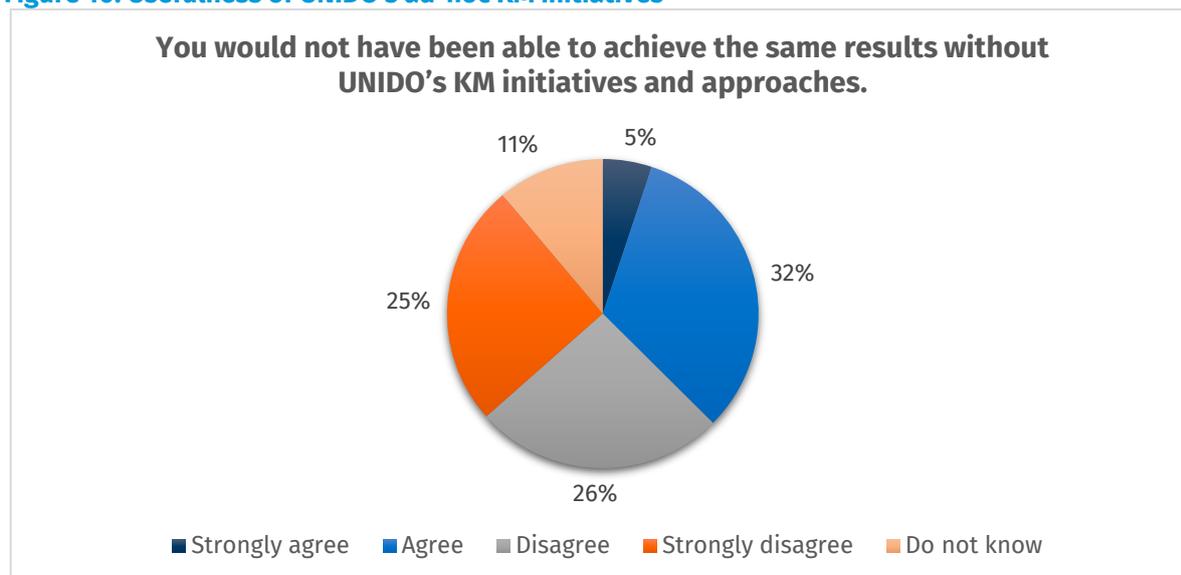
Source: Evaluation survey (n=216).

---

[59] UNIDO, Guidelines on TC Programmes and Projects (Vienna: UNIDO, 2006).

65. **A range of appropriate tools, mechanisms and processes have been identified by UNIDO to enhance its KM functions, but development and implementation have been uneven.** KM is not new to UNIDO. In July 2010 UNIDO published a report entitled *Knowledge Management - Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO (Intellectual Capital Report)*[60] with the objective to enable UNIDO to become a knowledge-based organization. The Intellectual Capital Report (ICR) identified 5 key measures and 13 actions (or assets) to establish a KM system that facilitates results-based management (Table 3). In December 2011, the ICR was extended with a *Knowledge Management Strategy Paper*[61] presenting a KM roadmap composed of a series of additional measures. The KM strategy proposed, inter alia, that the overall technical foundation of UNIDO's KM architecture relies on the SAP ERP system. The KM Strategy (including the ICR measures) was presented at the Board of Directors' Pre-Retreat in February 2012. The evaluation did not find information on this initiative after the presentation to the Board of Director. The SAP and OpenText components of the strategy were installed to serve as KM systems for UNIDO. Other measures were unevenly implemented (Table 3).

66. While both the ICR and KM Strategy reports were based on UNIDO's knowledge needs and formulated a comprehensive KM response, they confronted a couple of shortcomings. First, the combined set of measures was highly ambitious and omitted a detailed assessment of the workload and resources required for their implementation. Lessons learned exist from other UN organizations of KM strategies that were based on genuine knowledge needs but with insufficient prioritization between 'must have' and 'nice to have' features or selection of mission critical activities bringing to an inflated agenda of work incompatible with funding and staffing resources and leading to moderate successes. A second limitation of these reports relates to the lack of TOC and logframe, including indicators and targets that would qualify and quantify expected achievements at the outcome level to help identify the contribution of KM to UNIDO's development results and institutional effectiveness. Both reports indicated how KM could be improved in UNIDO without formulating higher level effects on ISID.

Table 3: Status of UNIDO's ad-hoc KM initiatives and approaches formulated in 2010-2011

Measures and action areas identified in the ICR and KM Strategy	Status of the activities proposed under each action area
Measure 1: Institutionalization, responsibilities and training	
• Institutionalize a collaborative KM approach	- No evidence of endorsement of the KM strategy (2011)
	+ KM reflected in the competency framework as a staff skill
	+/- Shift from purely individual expertise to collective and multidisciplinary intelligence partially done
• Define responsibilities and accountabilities for knowledge	- Responsibilities for KM in UNIDO not clearly defined and capacitated
	- KM trainings pending
• Reposition field offices as local (knowledge-based) change agents	- Role of field offices in KM undefined
Measure 2: Communities and innovation	
• Establish communities of practice (CoPs)	- CoPs not established

---

[60] UNIDO, Knowledge Management – Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO, 2011, https://intranet.unido.org/intranet/images/d/d8/IC_KM_Report_Jul2010.pdf.
[61] UNIDO KM Strategy Paper V1.0,
https://intranet.unido.org/intranet/images/a/a1/UNIDO_KM_Strategy_Paper_V1_0x.pdf.

• Establish innovation laboratories (i-labs) and knowledge spaces	+	Innovation Lab established in 2022
• UNIDO Institute as trigger for debate and innovation	-	UNIDO Institute for Capacity Development created in 2011 but abolished
Measure 3: Design and implement knowledge processes		
• Establish knowledge debriefings	-	No evidence of proper debriefings after a project, mission, workshop, training or entire programme
	+/-	BTORs systematized but reported not reusable
	+/-	Handover procedures established but not robust
• Design a knowledge process map	-	Knowledge process for continuous improvement not mapped
Measure 4: Creation of a knowledge base		
• Establish a collaborative knowledge base, linked to collaboration and integration	-	Corporate knowledge base not established
	+	Social networks adopted (WhatsApp) or piloted (Viva Engage)
• Define knowledge services	-	Knowledge services not defined
Measure 5: Recognition, communication and culture		
• Renew the recognition systems (appraisal, promotion, rewards)	-	Staff efforts in KM not recognized in the appraisal and promotion system
• Renew the Annual Report (including an intellectual capital component)	+/-	Reporting on the increase of knowledge assets and intellectual capital partially included in Annual Report
• Introduce a Collaborative Office Architecture	-	Collaborative Office Architecture not introduced
Additional measures from the KM Strategy		
• Knowledge Management in Projects	+/-	Project Debriefing Questionnaire, Status Report, One Pager, and Evaluation unevenly produced
	+/-	OpenText established to store deliverables created by projects but unevenly used
	-	Project Managers Community not established
• Employee and external stakeholders enablement	+/-	Trainings on SAP KM and OpenText not provided but guidance manuals available
	-	Trainings on KM planned but not for all personnel
	+/-	Learning Management System installed but gaps in coordination
• The Employee Knowledge Lifecycle	-	Knowledge capture and transfer approaches not embedded in the organizational culture
• Strategic Demand Management	+/-	Workspaces enabled in OpenText but unevenly used
• Communication	+	Move from a paper based to the e-office realised
	-	Guidance on avoiding inflation of email communication not updated
• Knowledge Management Maturity Framework	-	Impact monitoring framework for KM not established

Legend: - Not implemented; +/- Partially implemented; + Implemented

67.   In 2019-2020, over a dozen HQ colleagues formed a Cross-Disciplinary Team on TC Knowledge Management (CDT-KM) to offer actionable recommendations on ways to improve the management of TC knowledge products. The CDT-KM conducted an inventory of knowledge platforms and formulated a series of recommendations to improve their

management, spanning across (i) Harmonization and coordination, (ii) Learning Management System, (iii) Resource sharing, (iv) Quality Control, and (v) External users. The CDT-KM proposed three scenarios for implementing the recommendations, with an emphasis on a scenario that would equip the UNIDO Training Academy with one staff, and one/two consultants, to coordinate and provide support to the management of UNIDO's platforms. A more ambitious scenario involved further increasing KM staffing capacities and was suggested as a possible next step. However, recommendations were not taken up due to lack of financial resources and staffing capacities and shifting priorities in the Training Academy.

68.   As noted earlier (section on Background and KM Context in UNIDO), the earlier JIU's recommendations from the 2007 and 2016 reports were also not implemented.

69.   More recently, UNIDO's IT and digital priorities have proposed the introduction of cutting-edge tools, mechanisms and processes such as a cloud-based strategy and frontier technologies (e.g. artificial intelligence, machine learning and business intelligence).[62] As for other tools, mechanisms and processes, the earlier scanning and scoping exercises conducted for the ICR and KM Strategy are more than a decade old. Across the portfolio of KM approaches, there is now a richer list of options to enhance KM. Good practices and lessons learned from UN and other organizations have also been harnessed on areas such as quality assurance processes, Publications Committees, global content repositories, corporate taxonomies, communities of practice, federated search engines, submission maps, roles and responsibilities, and so forth. With adequate capacities, UNIDO could engage an approach to periodically assess if more appropriate tools, mechanisms and processes would be available to enhance its KM functions.

70.   **UNIDO strived to maximise dispersed resources to enhance KM without addressing all shortcomings.** The UNIDO regular budget is monitored by fund (Regular Budget & Operational Budget), budget line/commitment item, result area and organizational unit. None of these elements include a knowledge management parameter. It is therefore impossible to trace organizational expenditure on knowledge management.

71.   Against this backdrop, the evaluation found several examples indicating that resources have been sometimes used efficiently to enhance KM. External facing platforms such as the Knowledge Hub or the IAP, among others, are storing knowledge products not necessarily suited for UNIDO website, which concentrates on strategic reports and information. These systems allow therefore different project teams to make materials publicly available without having to recreate a platform. Field staff also provided the example of leveraging UNCT websites to disseminate and promote project deliverables.

72.   Internally, the Legal Office provides a solid example of efficient use of resources to enhance KM. The Office has set up and enforces a rigorous process for the storage and categorization of institutional documents and other information materials. Content retrieval relies on a search engine licensed for a few hundred euros.

73.   When it comes to publications, informants made reference to a budget of $200,000 allocated to the Industrial Development Report (excluding staff costs). Evidence shows that the IDR is produced at a lower cost than many other UN flagships. For example, UNESCOs' *World Social Science Report 2016* was supported by a budget of $450,000.00 (excluding staff costs);[63] the cost of the 2015 edition of *UNESCO Science Report* was $1.9 million;[64] the cost

---

[62] UNIDO, UNIDO Information Technology and Digitalization Priorities for 2022–2023, IDB.50/CRP.14 (Vienna: UNIDO, 2022).
[63] UNESCO, Evaluation of the Knowledge Products of the Social and Human Sciences Sector (SHS) (Paris: UNESCO, 2023).
[64] UNESCO, Evaluation of the UNESCO Science Report – Towards 2030, IOS Evaluation Office (Paris: UNESCO, 2017).

of the ILO's *World Employment and Social Outlook* was approximately $1.4 million, and around $1 million for the *Global Wages Report*,[65] [66] UNDP's *Human Development Report* costs between $5 million and $7 million per year including staff, office rent and other unspecified expenses.[67]

74.   Mitigating the above cases, the evaluation found uneven adoption of corporate tools, mechanisms and processes which affects the efficiency of UNIDO's KM functions. Existing KM approaches are sometimes little used and known. One survey respondent mentioned for example that "*KM initiatives are very limited, they are mostly unknown and there is limited coordination between departments. So actually, we are all "reinventing the wheel" very often. There are no KM officers in the units and division and PM do not have time to take care of KM initiatives. Sometimes there are not even standardization of services within the same unit*". Responses to knowledge needs originate frequently from specific teams and projects with limited scaling and cross-departmental institutionalisation.

75.   According to informants, unavailable or dispersed content can weaken UNIDO's programmatic and operational quality. Staff indicated for example that "*It is difficult to find rules, so staff ask colleagues about how to do business, but this is about redoing what other colleagues do and not necessarily what is to be done*". Irretrievable content also creates room for duplication and redundant work leading to waste of time. Some staff mentioned seldom reusing available country level data and analysis from other projects when developing a PRODOC. For example, one staff indicated that "*The issue is around new project document formulation. How quickly are PRODOCs developed and how novel they are, these are criteria for donors. As for the country context and industry context, each PM writes these things up. Huge inefficiency. If for a country we could use almost a standard template, about context, donors, etc. that could save 50% of project development time. Then we could move to the TOC and solutions. That brings expectations to the field structure. That information should come from the field, i.e. about what is happening in the country. But often FO ask to develop a PRODOC and HQ starts from a blank page*". The survey corroborated this perspective. A large part of HQ staff (i.e. 61%) did not find that UNIDO's KM initiatives and approaches contribute to "not reinventing the wheel", while 57% of field staff returned a positive assessment.

76.   One of the staff's core competencies promoted by UNIDO reads as "We think outside the box and innovate: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another." The evaluation found limited evidence indicating that the appropriate tools, mechanisms and processes have been identified and implemented to spur innovation through enhanced KM functions. The evaluation did not find that innovation was specified as the core objective of a purposely designed bundle of KM initiatives and approaches. The survey indicated that the contribution of KM initiatives to the generation of new ideas and innovations has been uneven, with moderate effects for HQ personnel but higher achievements according to field personnel. KM initiatives and approaches have made limited contribution to enhancing innovation according to 58% of HQ staff but were significantly more valued at field level (i.e. by 62% of field consultants). In 2022, UNIDO established the Innovation Lab[68] to facilitate the adoption of alternative work methods, inject creativity into internal work, and

---

[65] Estimates include staff and non-staff costs but do not include communications and publication costs.
[66] ILO, High-level Independent Evaluation of ILO's Research and Knowledge Management Strategies and Approaches 2010–2019 (Geneva: ILO, 2020).
[67] UNDP, Evaluation of the Contribution of the Global and Regional Human Development Reports to Public Policy Processes, Independent Evaluation Office (New York: UNDP, 2015).
[68] UNIDO, "Innovation Lab," https://www.unido.org/innovation-lab.

trigger frontier innovation. This initiative will likely promote and integrate some KM approaches as part of its service delivery.

77.   The multiplication of IT systems was widely mentioned as lowering the cost-effectiveness of KM. Licensing fees for the IT systems that support KM related functions are as follows: (i) SAP: €479,138.84 (there will be 5% increase for 2024 maintenance); (ii) OpenText: €36,189.21; (iii) Microsoft 365: $418,332.00; (iv) Open Data: no licensing cost. Informants called for streamlining overlaps. OpenText was put forward as the reference system for storage and retrieval of content. However, the system has been unevenly adopted, reportedly due to technical limitations, poor usability and lack of enforcement. A roadmap towards integration and simplification of the IT infrastructure with a migration of OpenText to another system was referenced as under consideration.

78.   A key constraint that UNIDO confronts in optimizing resources to enhance its KM functions is the absence of personnel and funds dedicated to supporting corporate KM initiatives and approaches. In the MTPF 2022-2025 for instance, financial resources for KM are implicitly referred and distributed across result areas 1, 2, 3 and 5, without funds targeted to the corporate realisation and coordination of KM activities. The COR/LED Unit is planning to build a network of KM focal points to help support KM activities across the Organization. Staff interested in this function are expected to attend a KM training in the coming months. A proposal was submitted to have this network and corporate KM activities coordinated by a staff through the creation of a new post, but this demand was not approved due to budgetary constraints. According to the evaluation survey, a majority of respondents do not find that UNIDO commits sufficient institutional, financial and human resources to KM initiatives and approaches (Figure 11).

Figure 11: Adequacy of institutional, financial and human resources dedicated to KM

UNIDO commits sufficient institutional, financial and human resources to KM initiatives and approaches.

- 5% Strongly agree
- 23% Agree
- 27% Disagree
- 29% Strongly disagree
- 16% Do not know

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Do not know
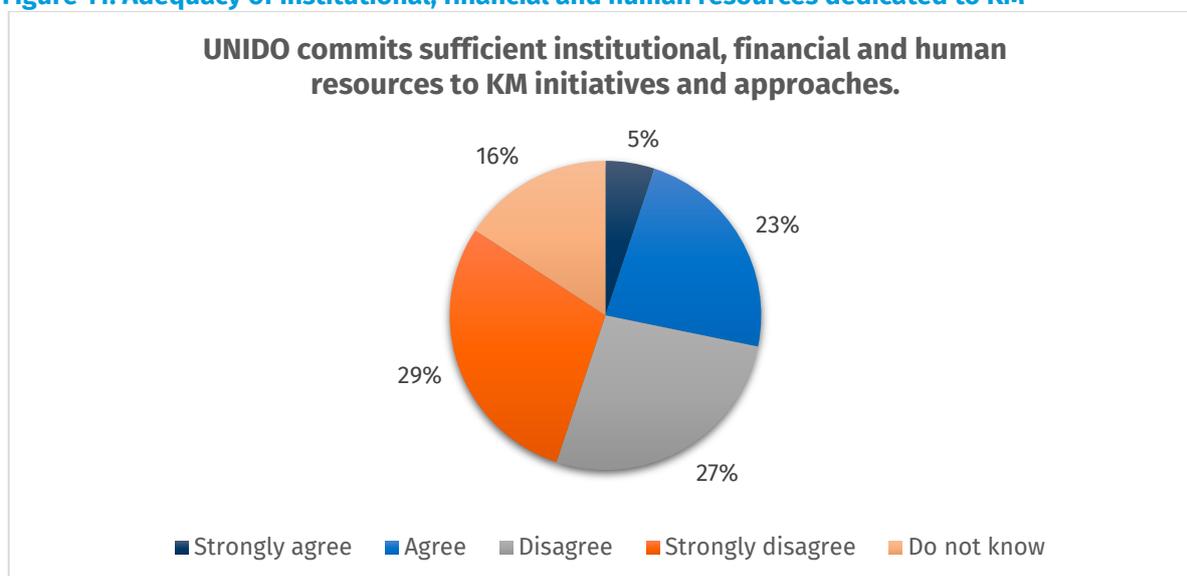
Source: Evaluation survey (n=216).

3.4   Added Value of KM to UNIDO

79.   **UNIDO's ad-hoc KM approaches have generated limited transformative effect on the organization and its internal processes.** Few ad-hoc KM approaches have been systematized and consistently applied in UNIDO. Informants cited the mandatory submission of project concept notes and PRODOCs in OpenText and then their public dissemination through Open Data as a good practice triggered by IATI, showing that a cultural shift was possible in the organization. Another good practice already mentioned regards the systematic handling of content by the Legal Office, which has enhanced internal

processes. UNIDO has also installed several corporate KM approaches which have been unevenly adopted. Mainstreaming KM in job descriptions for example has led to mixed implementation, managers and staff not necessarily translating this objective or competency into concrete actions. Similarly, the systematic generation of a workspace in OpenText when a project is created in SAP does not necessarily result in its use. Such and other anecdotal examples reflect the lack of critical building blocks in UNIDO's KM architecture as identified in the evaluation's constructed TOC. They also indicate that KM initiatives and approaches are not necessarily enforced and translated into actions. According to the evaluation survey, respondents have mixed perspectives on the extent to which UNIDO's ad-hoc KM initiatives and approaches have enhanced internal processes (Figure 12). Survey-cross tabulations indicate that a minority of responding HQ staff finds that UNIDO's KM initiatives and approaches have enhanced internal processes and made the Organization operationally more rigorous and better aligned.

Figure 12: Contribution of KM to UNIDO's internal processes and operational rigor and alignment

UNIDO's KM initiatives and approaches have enhanced internal processes, making the Organization operationally more rigorous and better aligned.

- 7% Strongly agree
- 34% Agree
- 25% Disagree
- 16% Strongly disagree
- 18% Do not know

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Do not know
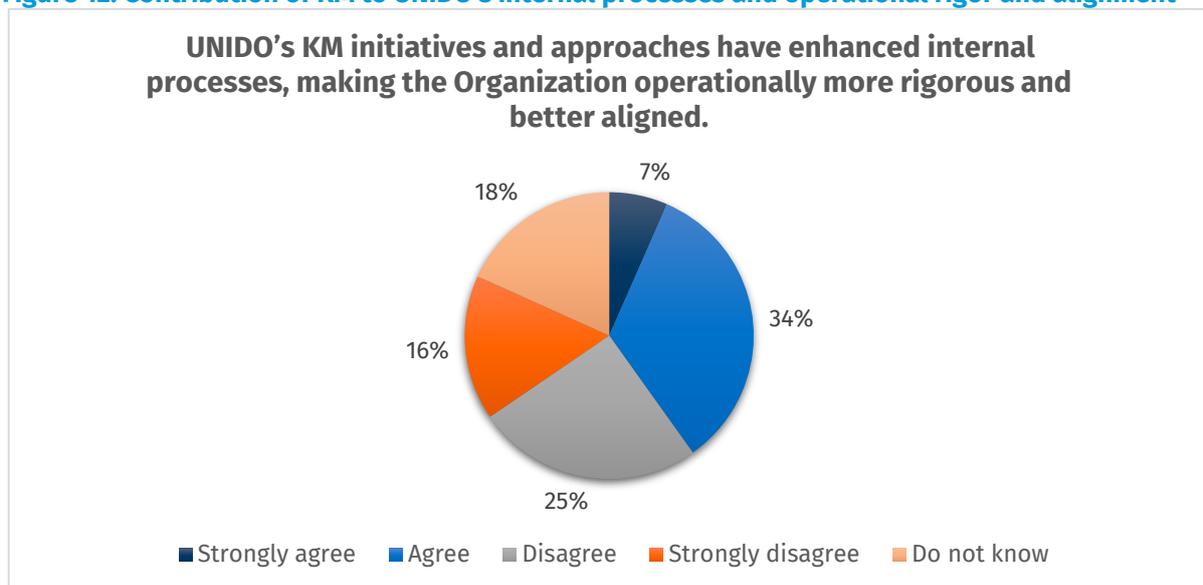
Source: Evaluation survey (n=214).

80.   As presented earlier, horizontal collaborations between divisions is pursued to some extent in UNIDO but hindered by several factors such as internal competition and limited incentives. Similarly, vertical connections are sometimes nurtured and established, but informants highlighted that UNIDO remains a centralized organisation. Against this backdrop, cross-fertilization of ideas between divisions and across the structure as well as cross-collaborations have remained centred around a few actions without strong scaling. In the absence of a strategy directing KM towards innovation, the influence of KM on UNIDO's internal collaboration, innovativeness and agility has been somewhat limited. According to the survey, about 60% of HQ staff did not find that UNIDO's KM initiatives and approaches have contributed to making the Organization more collaborative, innovative, and agile. However, a majority of field personnel (i.e. 57% of field staff and 68% of field consultants) assess favourably the contribution of UNIDO's KM initiatives and approaches to making the Organization more collaborative, innovative, and agile.

81.   **UNIDO's ad-hoc KM initiatives have been more prone to generate positive effects externally.** The evaluation compiled a range of success stories, primarily from field personnel, showing the external positive effects of UNIDO's ad-hoc KM initiatives and approaches. Informants highlighted HQ publications as well as project deliverables, for example "*The knowledge expressed in the publication "Industrial Value Chain Diagnostics: An Integrated Tool" (2011) has been successfully put into practice in a diagnostic project of*

seven agro-industrial value chains in Venezuela. We are currently in the implementation phase of an industrial upgrading and modernization project based on this diagnosis." and "The documents we produce at project level have helped the industry ministry to formulate policies, strategies, etc. (e.g. leather export promotion strategy under draft level)". Examples around the effects of capacity development activities and trainings were also conveyed, such as "Training on Industrial policy has informed the interactions with national counterparts and local stakeholders involved in the formulation of industrial policy at country level" or "Capacity enhancement activities to ground level ULB staff have motivated women sanitary workers to convert to electric auto tipper drivers for primary collection of solid waste". Conferences and events were also highlighted, such as "Many agreements and MOUs are signed on the sidelines of the events, and the events themselves convey a lot of content and foment connections."

82.   The evaluation survey shows that a significant proportion of HQ personnel does not find (and does not know if) UNIDO's KM initiatives and approaches have contributed to informing industrial policymaking. However, field personnel returned a more favourable assessment.

83.   Secondary resources provide some additional evidence of an uptake of UNIDO's publications by policy makers and academia. The Industrial Development Report series has been cited since 2016 in 500 policy documents according to Overton, (Figure 13) and in 2,312 academic publications (Figure 14). The evaluation also reviewed the uptake of a small sample of policy briefs, but this proved much more limited.

Figure 13: Policy reports citing the Industrial Development Report.
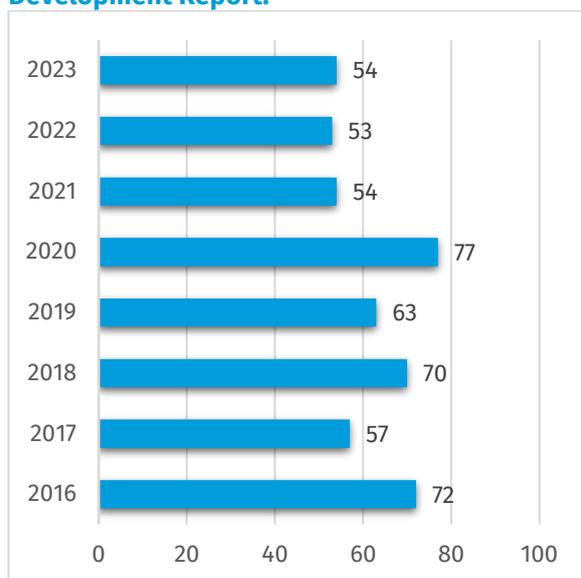
Source: Overton.

Figure 14: Academic and research articles citing the Industrial Development Report.
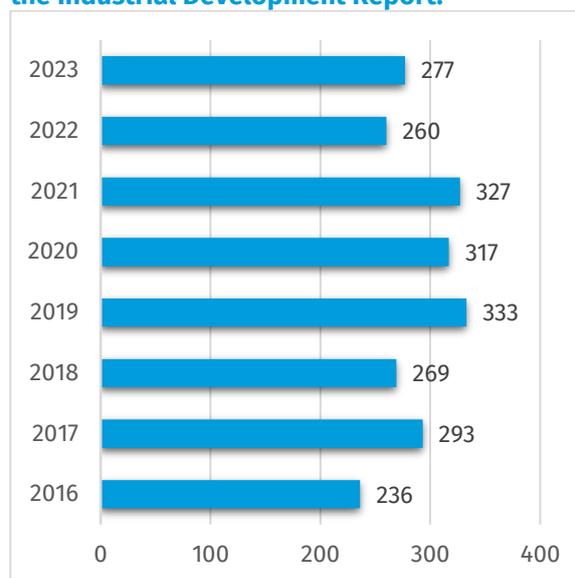
Source: Google Scholar.

84.   According to the evaluation survey, UNIDO's ad-hoc KM initiatives and approaches are perceived to have influenced industrial norms and standards (Figure 15), with field consultants adhering the most with this opinion. Interviewees shared the opinion of a shrinking normative role of UNIDO at global level. One HQ informant recalled that "Until the 90s a project would demonstrate UNIDO's TC role. Then projects became the modality to generate funding, no more to develop UNIDO's normative role. The loop between the normative function and TC projects has been weakened." However, it was also found that UNIDO has now established an enlarged space at national level for norms and standards and reporting, and legally binding documents, but this is not necessarily recognised as normative work by HQ.

Figure 15: Contribution of ad-hoc KM initiatives and approaches to influencing industrial norms and standards

UNIDO's KM initiatives and approaches have influenced industrial norms and standards.

- Strongly agree: 7%
- Agree: 36%
- Disagree: 18%
- Strongly disagree: 11%
- Do not know: 29%
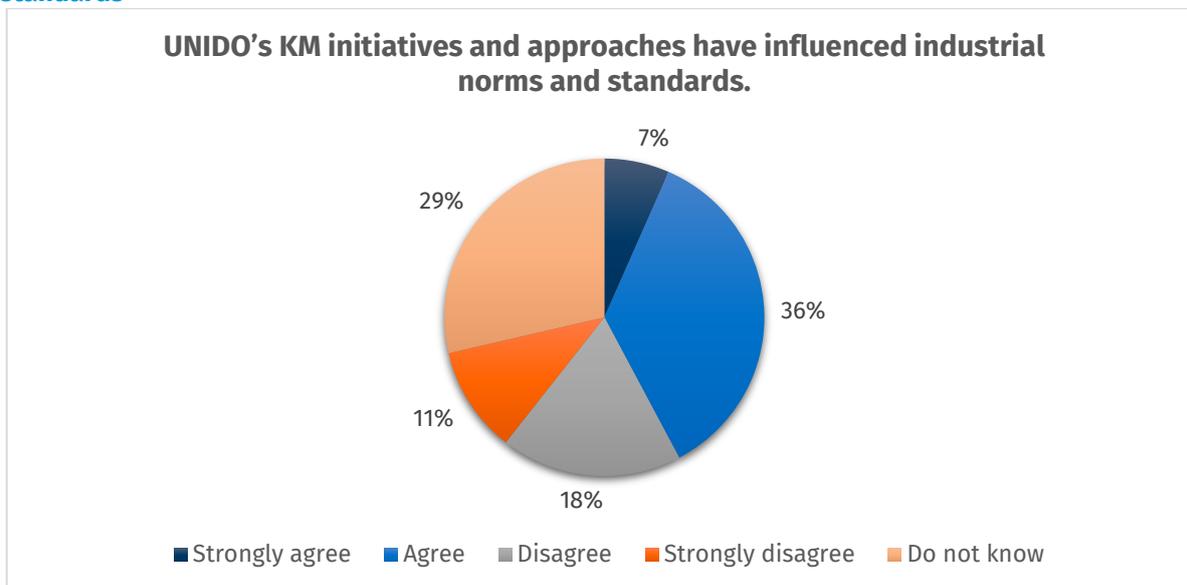
Source: Evaluation survey (n=213).

85.   The value addition of KM to UNIDO is primarily anchored in "client facing" initiatives, as evidenced by UNIDO's publications, conferences and events, external platforms and networks. Internally, the added value of KM is largely bound to specific teams, projects, and local initiatives. It is more rarely spanning across the entire Organization.

86.   Against this backdrop, the added value of KM spans across the Organization's delivery of integrated services and outputs:

- **Technical cooperation**: There is some contribution of UNIDO's ad-hoc KM initiatives and approaches to shortening the cycle time of project development and to enlarging options by providing access to previous experiences. These KM initiatives and approaches have also contributed to some strengthening of the technical capacities of the personnel. In some cases, UNIDO's research and publications have informed or triggered the development of TC projects.

- **Policy analysis and advice**: Publications, events and conferences, platforms and networks have supported the dissemination of UNIDO's policy analysis and advice, increasing visibility and potential of uptake.

- **Norms and standards**: Flagship publications as well as conferences and events informed norms and standards. Platforms have contributed to the promotion of norms and standards.

- **Convening and partnerships**: Publications, networks, conferences and events have contributed to partnerships with policy makers and academia.

3.5   The Challenge of Sustaining a KM System

87.   Once a KM system is established, multiple enabling factors will contribute to the sustainability of UNIDO's ad-hoc KM initiatives and their results. Institutionally, KM approaches are anchored in UNIDO's Constitution and mainstreamed in a range of policies. The MTPF also makes room for KM which is further reflected in several strategies and frameworks, such as the HR strategy. KM is also reflected in the job description of staff and in the TOR of several units. Administrative procedures along the project cycle such as the

mandatory submission of documents in SAP as well as BTOMRs prescribe knowledge collection. UNIDO publications ensure long term accessibility to data, statistics and analytical work. Corporate platforms either internal with OpenText and MS 365 or external such as UNIDO website provide access to recorded data, information and knowledge products. Sustainability is also ensured through individual learning and staff's development with trainings and capacity building activities as well as exposure of the personnel to peers and internal and external networks.

88. Nevertheless, several shortcomings mitigate these enabling factors and weaken the sustainability of UNIDO's ad-hoc KM initiatives. At conceptual level, limitations span across the components of the KM architecture presented in the evaluation's constructed TOC, i.e. lack of corporate KM strategy and policy, governance structure, staffing and dedicated funding as well as unsupportive culture and disincentives and overlapping IT systems. According to the majority of HQ personnel responding to evaluation survey, the information/ knowledge conveyed in UNIDO's ad-hoc KM initiatives and approaches is not institutionalized and mainstreamed in UNIDO programmes/ projects and internal practices. Field consultants returned a more positive assessment. The survey returned similarly contrasted perspectives when it comes to assess if "UNIDO's KM initiatives and approaches have contributed to building capacities that will remain over many years," with HQ staff primarily disagreeing (26%) or strongly disagreeing (26%) with this statement (2% strongly agreeing, 26% agreeing) while 15% of field consultants strongly agreed and 39% agreed with it (5% strongly disagreeing, 24% disagreeing).

89. Still according to the evaluation survey, 27% of responding HQ staff disagreed and 24% strongly disagreed that "UNIDO's KM initiatives and approaches have contributed to lasting inclusive and sustainable industrial development (ISID) and changes on the ground." Conversely, 16% of field consultants strongly agreed and 51% agreed with this statement.

90. Informants called to take better advantage of the wealth of knowledge residing with HQ and field consultants, which is unevenly institutionalised; to ensure the sustainability of public facing platforms and other ad-hoc KM initiatives funded by time-bound projects or established based on some staff's individual interests; to enforce the capture and sharing of project deliverables in corporate systems; and to install mechanisms to identify, codify, record and disseminate tacit knowledge.

91. Several enabling factors or supportive conditions could contribute to replicate and scale ad-hoc KM initiatives in individual units/divisions to the entire organization. The formulation of a corporate vision whereby internal horizontal and vertical collaborations improve institutional effectiveness and innovation and UNIDO's overall development outcomes could be an appropriate first step. Along the same line, considering an incentive system that acknowledges or fosters KM approaches at the programme or outcome level in complement of project or team level achievements could be an additional enabler. Many informants also called for stronger enforcement of KM as well as more strategic management support and adequate capacities. One senior staff indicated for example that "*We do not know what are the tools up there. We would first need a comprehensive review. And then it is not much about the tools. The problem is the management system behind those and how the culture of the house is centralised. The problem is the management system behind KM and lack of. One can construct a database and others look into it, but there is a lack of staff and dedication of resources and lack of policy decision at the highest level. Opening a hotel with high standards is easy. But running it for 20 years is difficult. KM maintenance costs are underestimated.*" Some other steps could be also found in the earlier ICR and KM Strategy and updated, such as mainstreaming sustainable KM in projects or linking more clearly KM to results-based management.

92. The evaluation survey proposed UNIDO's personnel to indicate what could be KM priorities for the Organization and next steps. Overall, the three initiatives that were prioritized by respondents are (i) Adequate and more user-friendly technological infrastructure for collaborative and dynamic knowledge sharing; (ii) Creation of an organization-wide KM policy and/or strategy; and (iii) Evidence-based global, regional or country-level industrial knowledge development and research (Figure 16).

Figure 16: Priority KM initiatives and approaches (number of respondents)

Initiative	High priority	Moderate priority	Low priority
Adequate and more user-friendly technological infrastructure for collaborative and dynamic knowledge sharing	140	62	8
Evidence-based global, regional or country-level industrial knowledge development and research	131	70	11
Creation of an organization-wide KM policy and/or strategy	131	63	16
Opportunities to connect, network, and share knowledge with UNIDO staff and partners	122	74	14
Opportunities for training and learning on KM concepts and tools	118	82	12
Adequate integration of UNIDO's KM initiatives and approaches with the needs of national governments from Member States	118	80	15
Opportunities to deliver or receive advisory support and to access tacit knowledge and expertise of UNIDO staff	111	86	13
Capacity for UNIDO KM initiatives and approaches, including research and knowledge dissemination	106	91	15
Adequate integration of UNIDO's KM initiatives and approaches with the needs of the private sector	96	96	20

Source: Evaluation survey.

4 Conclusions, Recommendations and Lessons Learned

4.1 Conclusions

93.   This section consolidates the above findings into conclusions and areas for attention.

Lack of KM System in UNIDO

94.   The absence of an institutional, comprehensive and effective Knowledge Management system in UNIDO leads to operational inefficiencies, knowledge gaps, and missed opportunities. Risks are significant of loss of institutional memory and expertise and ineffective utilisation of knowledge for policy influence. Fragmentation of information and knowledge sources and inability to search across repositories brings the personnel to lose time retrieving information if not utilising inadequate information. Challenges in knowledge sharing and collaboration among personnel can hamper innovation and are not reflective of the organizational objectives. Initiatives to address such constraints have been ad-hoc and lack an institutional framework.

UNIDO KM framework

95.   The adequacy of UNIDO's KM initiatives and approaches to respond to the needs of personnel is closely related to the type of work that is executed. HQ staff who need access to more dispersed information and knowledge for sectoral or regional aggregation and analysis, and cross-fertilisation are not appropriately served by current ad-hoc KM initiatives and approaches. Field consultants who concentrate on specific projects and country level activities find ad-hoc KM initiatives and approaches suitable to their needs. The discrepancy between field vs. HQ perspectives lies for some part in the fact that PMs have their own approaches to KM, some of which are appropriate at the project level. Nevertheless, challenges stem from a culture that mimics the organizational structure, insufficient needs assessments, limited staff involvement in KM formulation, and a lack of sustainable and systematic approaches to knowledge sharing. HQ staff often find ad-hoc KM initiatives unresponsive. Needs are highlighted for a more institutionalized approach to assess knowledge needs and differentiate between essential and supplementary knowledge. The management of KM is insufficiently user centric. There is also room for better relevance in the management of tacit knowledge and addressing specific demands for induction, coaching, mentoring, and knowledge retention and transfer. UNIDO unevenly bridges knowledge gaps within its operations and intellectual work. The relevance of UNIDO's internal ad-hoc KM initiatives and approaches for contributing to Sustainable Development Goals (SDGs) and improving its communication and narrative on project impacts is mixed. This requires a more coordinated effort to collect, synthesize, and disseminate knowledge that is both relevant and accessible to various stakeholders.

KM as a strategic component

96.   UNIDO's ad-hoc KM initiatives and approaches demonstrate moderate coherence with its policies and results framework. Despite the integration of KM in staff job descriptions and objectives, its practical implementation remains inconsistent and decentralized, with gaps in guidelines and structured practices. The recent organizational changes since 2022 have led to unstable policies and reshuffled HR structures, impacting the strategic focus and implementation of ad-hoc KM initiatives. Records management

within UNIDO lacks a proper policy. Additionally, staff rotation policies, though present, do not adequately address knowledge transfer procedures, leading to potential loss of institutional memory. Learning and development (L&D) activities struggle to cope with a demand for strengthening or continuously maintaining the technical expertise of staff. The shift of L&D to another division, along with unchanged resources despite servicing consultants as a new clientele adding to the staff, underscores the need for more effective and resource-efficient KM methodologies. The evaluation also identifies a lack of foundational structure and incentives for effective KM (e.g. KM objectives, management support, recognition, benchmarks, etc.). Governance issues in quality assurance and limited enforcement of open data policies, further complicate the coherence of ad-hoc KM initiatives with organizational objectives. The lack of a centralized KM function to provide or steer corporate KM standards or coordinate and scale ad hoc KM initiatives prevents from institutional efficiencies.

Role of KM in achieving organizational results

97. Some of UNIDO's ad-hoc KM initiatives have contributed to immediate results by increasing staff exposure to knowledge and expertise on sustainable industrial development. However, the effectiveness of these initiatives is limited by the absence of a clear KM strategy, Theory of Change, and specific indicators and targets. The initiatives have sometimes enabled the extraction of best practices and policy recommendations from project portfolios, but knowledge sharing remains fragmented due to the temporal nature of projects and information flow gaps. UNIDO has successfully integrated ad-hoc KM initiatives and approaches into various functions, including statistics collection, industrial policy research, and capacity development, creating valuable resources like the Industrial Development Report and the statistical yearbook. Despite these advancements, there is some level of disconnect between operations and intellectual work, particularly in policy development and project design, development and implementation. The lack of a comprehensive KM architecture and mandatory documentation policies results in underutilized platforms like OpenText and OpenData. The organization's focus on project implementation and fundraising, coupled with a competitive environment among staff, poses additional challenges to fostering a culture of knowledge sharing and collaboration. Effectiveness confronts the lack of a clear KM strategy, KM coordination and governance, incentives, and appropriate implementation of technology for efficient knowledge dissemination and accessibility.

Added value of KM to UNIDO

98. UNIDO has faced challenges in effectively managing and utilizing knowledge due to systemic issues, resource constraints, and cultural factors. While UNIDO has tools like OpenText and OpenData, these technologies are not found user-friendly and do not benefit from adequate search capabilities, leading their usage to be inconsistent and not enforced. The lack of a centralized KM system, coupled with the absence of a dedicated KM team or officer, hinders the organization's ability to capitalize on its intellectual assets. Furthermore, the fragmentation of information across various platforms and the lack of mandatory reporting and updating protocols lead to inefficiencies and knowledge gaps. The integration of KM into staff annual objectives and appraisals and reporting has been partial, i.e. more conceptual than practical. Clear guidelines and training for staff on KM practices have been missing. At the national level, ad-hoc KM initiatives are not sufficiently strategized or synergized to support UNIDO's global KM objectives. This lack of strategic direction in KM, combined with the absence of a cohesive approach to knowledge at the micro level, weakens UNIDO's ability to effectively influence policy makers and utilize knowledge for innovation.

99.   UNIDO's ad-hoc KM approach has had a limited transformative effect on the organization and its internal processes, with inconsistent application of KM approaches and mixed implementation in job descriptions. Ad-hoc KM initiatives in UNIDO have facilitated some cultural shifts and enhanced internal processes, such as mandatory PRODOC submissions in OpenText and systematic content handling by the Legal Office. However, broader adoption and enforcement of such ad-hoc KM initiatives remain uneven. Internal benefits are largely limited to specific teams and projects, primarily generating positive external effects, particularly through the achievements of field personnel. These include effective use of ad-hoc KM initiatives and approaches at project level but with limited cross-consolidation as well as global visibility and uptake. When it comes to policy formulation and capacity development activities, the added value of KM to UNIDO lies often in client-facing initiatives like publications, events, and external platforms. While HQ personnel are less convinced of KM's contribution to informing industrial policymaking, field personnel have a more favourable view. However, some of UNIDO's publications such as the IDR demonstrate to have influenced policy documents and academic research. With a shift from UNIDO's normative role to project-based funding and delivery, ad-hoc KM initiatives are perceived to have a more significant influence on industrial norms and standards in the field, which is not fully recognised.

The challenge of sustaining a KM system

100.   UNIDO's ad-hoc KM initiatives and approaches exhibit mixed sustainability and challenges. Institutionally, KM is reflected in UNIDO's Constitution, policies, staff job descriptions, and some administrative procedures, which support long-term engagement. However, project-based interventions and the frequent lack of clear exit strategies for KM related results can jeopardize sustainability. Other limitations which undermine the institutional framework include a lack of corporate vision promoting KM goals, uneven management support to enforce KM approaches, unclear incentive system for KM achievements, and confusing technological infrastructure for knowledge sharing.

101.   Overall, the assessment of the added value and limitations of KM in UNIDO is further presented in the below SWOT (Table 4). The evaluation leveraged and complemented the SWOT elaborated in the CDT-KM report.

Table 4: SWOT analysis of UNIDO's KM System in UNIDO

Strength	Weakness
- Knowledge management implicitly embedded in UNIDO's MTPF - Proven knowledge sharing and learning experience e.g. Knowledge Hub, IAP, Legal Office, etc. - In many areas technical knowledge and special services e.g. Industrial statistics, detailed technical reports, guidelines, training tools, etc. - On-going emergence of KM solutions in response to business needs e.g. Viva Engage	- No corporate KM strategy with a clear vision, target architecture, governance, etc. - No corporate KM Policy framework, guidance and tools - No shared understanding of KM and lack of a coordinated approach - Lack of coordination and difficult to find key knowledge products - inexistent support to establish a knowledge-based organization - Functional silos prevent teams from taking advantage of each other's knowledge - Knowledge is difficult to retrieve i.e. not shared, documented, and institutionalized - Knowledge is insufficiently co-created and jointly disseminated

	• Project handover procedures unevenly followed • Reassignment of staff to roles in which they have limited knowledge, thereby losing knowledge and expertise in a specific field • No systematic approach to mainstream KM in processes –e.g. programme cycle • Staff's job descriptions, objectives, and performance do not concretely formalize KM and "learning objectives" has recently been removed from staff performance management[69] • Technology not yet established for seamless and integrated KM • Scarce capacities for KM: resources, staff, training • Lifetime of many KM ad-hoc initiatives closely linked to Project which financed them after which they might be abandoned/go idle leading to loss of knowledge • No corporate and departmental KM measures and metrics
Opportunity	**Threat**
• Change management can provide new thrust to knowledge development • The COR/LED is in the process of establishing a network of KM focal points • Use of Knowledge and learning platforms could increase impact of UNIDO's interventions • Properly managed knowledge platforms and knowledge management could increase UNIDO's relevance and visibility and contribute to normative function • Use of available tools and services as part of executive services or cost recovery. This will also enhance sustainability of different knowledge platforms • Demand driven approach should increase quality of content and knowledge platforms • Harmonization of knowledge platforms, learning tools, use of same taxonomy and metadata standards (whenever possible) will improve quality and will be more efficient	• Knowledge may be perceived as a source of competitive advantage preventing widespread sharing • Externalization of programme implementation to field consultants may "deskill" technical staff • Limited KM standards and methodologies • Scarce resources to support KM and multiple IT systems as a foundational threat to effective knowledge capture, reuse, and retention • Without appropriate quality assurance, some reports of lower quality/value, may undermine UNIDO's position and pose a reputational risk • Lack of coordination may lead to reduced impact and quality

---

[69] UNIDO, "Framework for Performance Appraisal and Management," AI/2023/02, April 6, 2023, https://intranet.unido.org/intranet/images/c/c4/AI_2023_02_Framework_for_Performance_Appraisal_and_Management_1.pdf.

Figure 17: Traffic Light Assessment of the Reconstructed Theory of Change of UNIDO's Knowledge Management

Activities	Outputs	Outcomes	Impact

UNIDO's **KM architecture** including governance, policies, technologies, processes, and staff creates an enabling environment for knowledge management

KM initiatives rely on and leverage UNIDO's KM architecture

KM needs and gaps inform the continuous improvement of UNIDO's KM architecture

UNIDO's **partners and stakeholders** convey **needs** for technical assistance, knowledge development, and knowledge management

UNIDO's **Knowledge Products** are developed, reviewed, and disseminated

Platforms that provide a space to store and retrieve technical reports and project deliverables are developed, launched, promoted, and maintained

e-learning programmes (MOOCs, webinars, etc.) harness and disseminate UNIDO's knowledge

Institutional and **knowledge exchange mechanisms** including teamwork, peer-to-peer networks and communities of practice contribute to and facilitate knowledge creation and exchange

Global fora and national conferences contribute inputs to knowledge development and dissemination

UNIDO's staff and consultants use KM methods and approaches to **formalize tacit knowledge**

UNIDO staff are aware of and leverage as adequate the range of KM initiatives and approaches

UNIDO knowledge products are relevant, of high quality, and widely accessed

UNIDO's partners and stakeholders access and are informed by UNIDO's knowledge processes, services, products, and experts

UNIDO's staff and consultants are well connected and have access to the information and knowledge they need for their work

Experiences and lessons are captured, shared and learned

UNIDO acts as convener and facilitator of policy dialogue and knowledge exchanges which otherwise would not take place

UNIDO's KM architecture is aligned with and supports industrial development objectives

UNIDO is recognized as a knowledge-based organization

KM initiatives (e.g. knowledge products, platforms, and services) are mainstreamed in UNIDO's technical cooperation

KM initiatives (e.g. knowledge products, platforms, and services) inform and influence UNIDO's policy analysis and advice

KM initiatives, (e.g. knowledge products, platforms, and services) inform and influence UNIDO's norms and standards

Member States and policy makers adopt decisions influenced by UNIDO's analysis and perspectives

The **private sector, decision makers, research and academia** are influenced by UNIDO's analysis and perspectives

UNIDO's Divisions' workplans and outputs integrate the analysis and perspectives formulated through KM initiatives

Institutional effectiveness of UNIDO is strengthened

Achievement of UNIDO's development outcomes is enhanced by knowledge management

Access to and use of UNIDO's knowledge is monitored and informs staff about the interests and needs of target users

54

4.2　Recommendations

102.　The evaluation formulated the following recommendations to enhance Knowledge Management in UNIDO.

Recommendation 1: UNIDO should consider developing a Knowledge Management strategy or roadmap that aligns with and supports the strategic vision and change management agenda of the Organization and sets consistent priorities for KM. This could include (as already recommended by the JIU):

- To conduct an assessment of the KM needs of different categories of UNIDO personnel.
- To mainstream KM in the job descriptions, annual objectives and appraisal of the personnel in practical terms.
- To set corporate objectives along with key performance indicators and targets for selected KM initiatives and approaches to monitor achievements and promote success or correct the course of action in order to ensure concrete added value.
- To provide KM with adequate leadership and management support, governance structure, staffing capacity, and funding.
- To clarify the corporate ownership and governance structure of KM, for example, by adding "Knowledge Management" to the responsibilities of a division or unit. UNIDO should also assess the type of governance structure most suitable to steer the development and implementation of a KM Strategy. The process to formulate a KM strategy or roadmap should account for the level of effort required for implementation and UNIDO's limited resources in order to design a realistic and achievable work plan.

Recommendation 2: UNIDO should establish a KM policy framework, procedures and guidelines and enforce and operationalize it, for contributing to institutional effectiveness, and give more thrust to the establishment of a knowledge culture. This could include:

- To consolidate the implementation of a KM strategy with a set of change management techniques including leadership engagement, communication, and trainings.
- To revive the already initiated Programme Service Modules, which would not only facilitate the creation and implementation of a KM system but also lead to cross-fertilization across divisions and projects while enhancing among staff a sense of unity and shared responsibility.
- To strengthen the support and recognition provided to the Viva Engage networks to further enable connections between project teams across countries and technical areas and HQ branches/units as a modality to facilitate the diffusion of knowledge across projects and mutual support.
- To facilitate knowledge sharing and institutionalisation across the project cycle and exchanges of technical expertise between staff and consultants, for example, through joint virtual exit meetings or webinars before project closure. UNIDO should consider piloting a mentoring/coaching programme, for example between junior staff and forthcoming retirees.
- To promote the inclusion of KM in PRODOCs in order to ensure scaling and sustainability of innovative practices, project reports and analysis, and knowledge beyond the project timeframe and direct beneficiaries.
- To streamline and tailor IT systems to enhance end-user acceptance and uptake.

4.3 Lessons Learned

103. The evaluation identified the following lessons learned about Knowledge Management in UNIDO.

Lesson 1: It is essential to have an institutional strategic framework and policy in place in order to provide the foundations for successful knowledge management.

Lesson 2: A KM structure (including technologies, policies and processes) are not sufficient for effective implementation of knowledge management – tone at the top and enforcement mechanisms are key to the success.

Lesson 3: To kick-start KM, it is important to have a centralized system that establishes rules and roles, and coordinates and monitors its implementation, in order to maintain coherence and consistency of practice.

Lesson 4: Including KM in the updated Technical Cooperation guidelines and translating KM into the budgeting of projects and programs can facilitate the institutionalization of the knowledge generated.

Lesson 5: It is important to prioritize and tailor the KM strategy and its operationalization in line with available resources.

5 Management Action Plans (MAPs)

Recommendation 1:   UNIDO should consider developing a Knowledge Management strategy or roadmap that aligns with and supports the strategic vision and change management agenda of the Organization and sets consistent priorities for KM. This could include (as already recommended by the JIU):

- To conduct an assessment of the KM needs of different categories of UNIDO personnel.
- To mainstream KM in the job descriptions, annual objectives and appraisal of the personnel in practical terms.
- To set corporate objectives along with key performance indicators and targets for selected KM initiatives and approaches to monitor achievements and promote success or correct the course of action in order to ensure concrete added value.
- To provide KM with adequate leadership and management support, governance structure, staffing capacity, and funding.
- To clarify the corporate ownership and governance structure of KM, for example, by adding "Knowledge Management" to the responsibilities of a division or unit. UNIDO should also assess the type of governance structure most suitable to steer the development and implementation of a KM Strategy. The process to formulate a KM strategy or roadmap should account for the level of effort required for implementation and UNIDO's limited resources in order to design a realistic and achievable work plan.

Elements for possible MAPs	Management Action Plan

	COR/OMD, in coordination with all Directorates, to develop the "**UNIDO strategic framework for KM**" and submit it for approval by the Director General.
	
	This KM Framework should represent the short- and medium-term road map to address the KM gaps and trigger the institutionalization and mainstreaming of KM in UNIDO, and identify as a minimum:
	• Organizational responsibility for overall KM coordination
	• Timing for Key Milestones, e.g.:
	   iv. Development of KM policy and further guidelines
	   v. Training of personnel
	   vi. Supporting IT tools and systems

Responsibility	**MD/COR (in consultation with all MDs)**
Timing	**Q2 - 2024**

Recommendation 2: UNIDO should establish a KM policy framework, procedures and guidelines and enforce and operationalize it, for contributing to institutional effectiveness, and give more thrust to the establishment of a knowledge culture. This could include:

- To consolidate the implementation of a KM strategy with a set of change management techniques including leadership engagement, communication, and trainings.
- To revive the already initiated Programme Service Modules, which would not only facilitate the creation and implementation of a KM system but also lead to cross-fertilization across divisions and projects while enhancing among staff a sense of unity and shared responsibility.
- To strengthen the support and recognition provided to the Viva Engage networks to further enable connections between project teams across countries and technical areas and HQ branches/units as a modality to facilitate the diffusion of knowledge across projects and mutual support.
- To facilitate knowledge sharing and institutionalisation across the project cycle and exchanges of technical expertise between staff and consultants, for example, through joint virtual exit meetings or webinars before project closure. UNIDO should consider piloting a mentoring/coaching programme, for example between junior staff and forthcoming retirees.
- To promote the inclusion of KM in PRODOCs in order to ensure scaling and sustainability of innovative practices, project reports and analysis, and knowledge beyond the project timeframe and direct beneficiaries.
- To streamline and tailor IT systems to enhance end-user acceptance and uptake.

Elements for possible MAPs	Management Action Plan
	COR/OMD, in coordination with all directorates, to develop the **UNIDO KM Policy (DGB)** and supplementary guidance documents to enable the mainstreaming and operationalization of KM in UNIDO.
Responsibility	**MD/COR (in consultation with all MDs)**
Timing	**Q4 - 2024**

Annexes

Annex 1: Terms of reference for the evaluation (Summary)

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent Strategic Evaluation

Knowledge Management in
United Nations Industrial Development Organization

September 2023

KNOWLEDGE MANAGEMENT IN UNIDO

The Joint Inspection Unit (JIU) conducted its first review of knowledge management in the United Nations system in 2007.[70] The Inspector found that most organizations at the time lacked a KM strategy and that any related initiatives were ad hoc rather than part of a coordinated approach to knowledge management. The JIU made five recommendations, of which three were directed at UNIDO to enhance its efficiency. In an abridged version, these included:

a) Creating a knowledge management strategy by surveying organizational knowledge needs, conducting an inventory of existing capacity, and addressing potential gaps;

b) Establishing a dedicated KM unit, mandated by the respective governing bodies; and
c) Establishing a link between KM activities and staff performance, thereby integrating KM into RBM frameworks of organizations.

It is not clear to what extent these recommendations were taken on board and implemented by UNIDO. However, UNIDO brought up KM in 2009 when the Organization, in support of the Delivering as One initiative, submitted to the UN Chief Executives Board for Coordination (CEB) a proposal for a system-wide review of knowledge management.[71] This request was directed to the High-level Committee on Programmes (HLCP), which declined to discuss the issue since it had already been covered by the High-level Committee on Management and the Information and Communications Technology Network (ICTN).[72]

Administrative issuances retrieved from UNIDO's intranet indicate that staff worked on KM related initiatives between 2010 and 2012. By early 2010, the Programme on Change and Organizational Renewal (PCOR) had a Task Force on Management and Working Culture (TF-MWC) with a subgroup on Knowledge Management (KM group). This group was tasked with proposing a knowledge management framework that would positively impact working practices within the organization while recommending measures for improving the way in which "UNIDO staff at large (i) share and organize knowledge, (ii) retain knowledge within the Organization beyond the separation from individual staff members, and (iii) use knowledge in the provision of internal and external services."[73]

Sometime in 2010, UNIDO published a Glossary on Knowledge Management and Sharing (KM/KS), which promoted the creation of a KM/KS strategy to enhance the effectiveness of the organization by learning from the lessons in the past and creating new solutions to address complex challenges on the ground.[74] In addition to offering a series of action points to get started on a KM strategy, this document defined key terms related to knowledge management while also offering a list of KM tools and methodologies.

In July 2010, UNIDO published a report entitled *Knowledge Management - Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO.*[75] The report, dubbed

[70] JIU/REP/2007/6.
[71] JIU/REP/2016/10, para. 3.
[72] CEB/2009/5, paras. 38-41.
[73] KM Group TOR QW Challenges, https://intranet.unido.org/intranet/images/e/e7/ToR_QW_Challenges.pdf.
[74] UNIDO (2012), *Glossary: Knowledge Management and Sharing.* https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.
[75] UNIDO (2011), *Knowledge Management – Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO,* https://intranet.unido.org/intranet/images/d/d8/IC_KM_Report_Jul2010.pdf.

Intellectual Capital Report (ICR), references a project called "Technical support for the preparation of a UNIDO Knowledge Management Strategy (KMS)", whose purpose was to enable UNIDO to become a knowledge-based organization by establishing a KM system that facilitates results-based management. This report notes that UNIDO's first KM strategy framework was elaborated in 2009. At the same time, a survey on KM was initiated in December 2009 (following up on a series of surveys conducted between 2005 and 2007), and the Bureau for Programme Design and Knowledge Management was created in March 2010. The ICR identified 13 knowledge assets considered crucial for UNIDO's ability to establish a comprehensive KM system and proposed a series of key measures to that end.

Following up on the recommendations of the 2010 ICR, a KM specialist from SAP was recruited to devise a KM strategy for UNIDO. This gave rise to a document this expert published on behalf of UNIDO and housed under PCOR, entitled *Knowledge Management Strategy Paper.*[76] The paper included a KM strategy roadmap composed of a series of measures, including the creation of the SAP portal for project management; the establishment of a KM Committee housed in the previously mentioned Bureau for Program Design and Knowledge Management to take responsibility for KM governance; roll-out of KM awareness-raising initiatives to gauge stakeholder buy-in; and the design of a framework for implementing communities of practice, among others. In December 2011, this KM Strategy for UNIDO was presented to a cross-organizational group.[77] UNIDO's achievements in Knowledge Management and next steps were presented at the Board of Directors' Pre-Retreat in February 2012. Among the achievements listed were the various reports mentioned above along with the IT-related KM solutions, such as document management through ERP and KM functionalities through SAP. Key concepts remaining for KM implementation included communities of practice, moderated debriefings for staff, and incentives for knowledge "champions."[78]

Information on UNIDO's KM initiatives after the above-mentioned 2012 presentation to the Board of Directors is limited to non-existent. The first time that KM again makes an appearance in UNIDO's orbit is in 2016, when the Organization itself makes a proposal to the JIU to conduct a review of knowledge management in the United Nations system organizations.[79] Based on the JIU recommendations addressed to UNIDO, it is clear that, despite the various efforts in-house, a KM strategy was not implemented. According to the JIU recommendations, UNIDO needed to take the following actions to enhance organizational efficiency:

1) Develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation;
2) Take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020;

---

[76] https://intranet.unido.org/intranet/images/a/a1/UNIDO_KM_Strategy_Paper_V1_0x.pdf.
[77] Jochen Gaydoul, SAP Consulting EMEA Skill & Knowledge Management, *A KM Strategy for UNIDO*, https://intranet.unido.org/intranet/images/4/41/A_KM_Strategy_for_UNIDO_-_December_2011.pdf.
[78] Presentation of "Knowledge Management in UNIDO" by Sajjad Ajmal, Director, O-COR, Pre-Retreat, 16 Feb 2012, https://intranet.unido.org/intranet/images/d/db/120216_BOD_Pre-Retreat_Presentation_on_KM_%28Mr_Ajmal_for_Mr_Luetkenhorst%29.pdf.
[79] JIU/REP/2016/10, para. 1.

3) Establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff, as part of the organization's succession planning processes.

In the Glossary produced by UNIDO, knowledge management is defined as "**the systematic management of processes enabling vital individual and collective knowledge resources to be identified, created, stored, shared, and used for the benefit of the actors involved.**"[80] Such knowledge resources or products within UNIDO range from working papers, policy briefs, and the flagship Industrial Development Report to training modules and digital platforms. OpenText, Open Data, and most recently, the introduction of Microsoft 365 tools such as Teams, OneDrive and SharePoint are examples of processes and practices that the Organization has put in place to manage the creation, circulation and retention of knowledge. The actors involved are both those internal to the organization, i.e. staff, and external, i.e. recipients of UNIDO knowledge products such as Member States, other internal and non-governmental organizations, private sector, academia, and civil society.

Purpose, Scope and Objectives of the evaluation

Purpose: The purpose of this evaluation is to inform management about UNIDO's current knowledge management practices with a view to assessing achievements, identifying gaps, and exploring avenues for improvement. The evaluation aims to assess UNIDO's policies and strategies on effective creation, dissemination and retention of knowledge ensuring that lessons learned feed into evidence-based decision-making.

Scope: The evaluation will cover UNIDO's knowledge management practices at the global, regional, and country levels, including headquarters, field offices, and partner organizations. The evaluation will focus on the period from 2016 to 2023. The timeframe selected allows for an assessment of UNIDO's follow-up (if any) with the JIU recommendations on knowledge management. For sake of clarity, knowledge management within UNIDO can be categorized into the following areas:

3) Internal KM pertaining to institutional procedures that standardize and facilitate the production, dissemination and retention of knowledge internally – both explicit and tacit knowledge. This includes filing of data, digitalization of records, retention of knowledge and institutional memory through handover protocols, as well as continuation and maintenance of key knowledge products, including learning platforms.
4) External KM pertaining to communication and outreach policies and strategies that enable UNIDO to disseminate its knowledge products effectively to stakeholders.

Since this is the first independent evaluation of knowledge management conducted within UNIDO, and given the broad scope of KM, this evaluation will focus on internal processes in order to make relevant and actionable recommendations with transformative potential. As such the focus of this evaluation will be on internal KM processes, protocols and mechanisms with a view to gauging how to optimize UNIDO's operational effectiveness and efficiency.

---

[80] UNIDO (2012), *Glossary: Knowledge Management and Sharing.* https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.

Objectives: The evaluation will seek to accomplish the following objectives:

1. Assess the current state of knowledge management in UNIDO, including the processes, systems, and tools used to manage and disseminate knowledge.
2. Evaluate the effectiveness of UNIDO's knowledge management practices in supporting the organization's goals and objectives.
3. Identify and address gaps, challenges, and opportunities in UNIDO's knowledge management practices.
4. Identify good practices and success stories in UNIDO's knowledge management practices, and recommend measures to replicate and scale up these practices.
5. Provide actionable recommendations and trigger Management Action Plans to improve UNIDO's knowledge management practices, including specific actions to be taken, timelines, and responsible parties.

Evaluation approach and methodology

This evaluation will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight,[81] UNIDO Evaluation Policy,[82] and UNIDO Evaluation Manual. UNIDO adheres to international standards and best practices articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the UN System approved by the United Nations Evaluation Group (UNEG) in June 2016.

The evaluation will be carried out as an independent, in-depth exercise using a participatory approach whereby all key parties associated with knowledge management initiatives – whether as "architects" or recipients/users – will be informed and consulted throughout the process. Informal consultations have already been crucial for the formulation of these terms of reference and will continue to feed into the process and outcome of this evaluation.

The evaluation will use a theory of change approach[83] and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from activities to outputs, outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future approaches to knowledge management.

The evaluation will be carried out by an independent senior consultant with experience in evaluation of knowledge management at the strategic level and experience with UN agencies. EIO will provide at least one team member, who will be actively involved in the design and execution of the evaluation.

---

[81] UNIDO (2020), Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11).
[82] UNIDO (2021), Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).
[83] For more information on Theory of Change, please see UNIDO Evaluation Manual.

Data collection methods

The following instruments will be used for data collection:

(g) **Desk and literature review** of documents related to the knowledge management

(h) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
- UNIDO Management and staff involved in knowledge management initiatives
- UNIDO staff in HQ and field as recipients of KM directives
- Representatives of Member States as consumers of UNIDO knowledge products

(i) **Online data collection** methods will be used to the extent possible

(j) **Surveys** to be conducted among UNIDO staff and key stakeholders to collect information about survey recipients' KM-related perceptions and experiences

(k) **SWOT analysis**

Key evaluation questions and criteria

The following are some initial overall questions to be addressed at the strategic institutional level. These questions will be adjusted during the inception phase to be included in the inception report, with a view to ensuring specificity and feasibility of the evaluation within the given time period. As a purposeful evaluation with the aim to provide actionable recommendations that improve knowledge management processes and practices within UNIDO, the evaluation might focus on some but not all the criteria below.

2) RELEVANCE: To what extent are knowledge management initiatives and approaches in UNIDO relevant and contributing to:
   2.1 the needs and demands of staff and key stakeholders?
   2.2 UNIDO results framework, policies and mandate?
   2.3 the achievement of SDGs?

3) COHERENCE: Are knowledge management initiatives and approaches coherent with UNIDO's policies and results framework? To what extent is KM in UNIDO supportive of the Organization's priorities, objectives and goals at the global and national level?

4) EFFECTIVENESS: To what extent have UNIDO's KM initiatives contributed to results? To what extent has KM served as a strategic tool to optimize internal processes in order to enhance the organization's effectiveness in achieving its objectives and contributing to sustainable industrial development?

5) EFFICIENCY: Has UNIDO identified the appropriate tools, mechanisms and processes to enhance its knowledge management functions? How well have resources been used to enhance KM within UNIDO?

6) IMPACT: What is the added value of KM to UNIDO? To what extent have KM initiatives generated significant positive or negative, intended or unintended, higher-level effects? Has UNIDO's KM approach generated a transformative effect on the organization and its internal processes?

7) SUSTAINABILITY: How sustainable are the results achieved through KM initiatives and approaches? To what extent are the achieved benefits likely to continue?

8) OTHERS:
   8.1 How and to what extent were previously identified KM-related issues addressed in UNIDO reforms and changing policies?

8.2 To what extent can successful ad hoc KM initiatives in individual units/divisions be replicated and scaled to the entire organization?

8.3 What are some specific steps that UNIDO needs to take in order to enhance its knowledge management practices?

Evaluation process

The evaluation will be conducted from October 2023 to February 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

1) Desk review, data analysis, and preliminary informal consultations;
2) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address;
3) Literature review, interviews/focus group discussions, surveys;
4) Data analysis, report writing, and debriefing to UNIDO staff at the Headquarters; and
5) Final report issuance, including management action plans, and publication of the final evaluation report on UNIDO website.

Time schedule and deliverables

The following timeline and deliverables are envisioned for the design and conduct of the evaluation:

Activity	Responsibility	Estimated Timeline
Preparation of evaluation terms of reference	EIO/IEU	Aug 2023
Identification and recruitment of evaluation team (ET) members	EIO/IEU	Sep 2023
Literature review and preparation of evaluation methodology	ET	Oct 2023
Inception report	ET	Nov 2023
Interviews with UNIDO staff and stakeholders	ET/EIO	Nov 2023
Presentation of preliminary findings	ET	Dec 2023
Preparation of draft report	ET	Jan 2024
Presentation of preliminary findings to UNIDO	ET	Jan 2024
Review of draft evaluation report, based on stakeholder feedback & submission of final report	ET	Feb 2024
Finalization and Issuance of final report	EIO/IEU	Feb 2024

Evaluation team composition

The evaluation team will be composed of

(1) one international senior evaluation consultant with strong expertise in knowledge management; and

(2) two EIO Evaluation staff members

The tasks of the international consultant are detailed in the job description attached to these terms of reference (see Annex 1).

Reporting

Inception report

This evaluation terms of reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the related documentation and having conducted initial interviews with concerned resource persons, the international evaluation consultant will prepare together with the evaluation team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the EIO.

The inception report will focus on the following elements: preliminary theory model(s); elaboration of evaluation methodology, including quantitative and qualitative approaches through an evaluation framework (evaluation matrix); division of work between the international evaluation consultant and the evaluation team member; people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable.[84]

Evaluation Report format and review procedures

A draft report will be delivered to the UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and stakeholders for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report, will be sent to EIO for collation and onward transmission to the evaluation team, who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the evaluation report.

A presentation of preliminary findings will take place at UNIDO HQ.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns, and present evidence-based findings, consequent conclusions, recommendations, and lessons. The report should provide information on when the evaluation took place and who was involved. It should be presented in a way that makes the information accessible and comprehensible. The report should include an abstract and an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions, and recommendations should be presented in a complete, logical, and balanced manner. The evaluation report will be written in English and follow the outline given by the UNIDO Independent Evaluation Unit.

The final report will be cleared by EIO.

---

[84] The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

Quality assurance

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

Annex 1: UNIDO's Integrated Results Chain
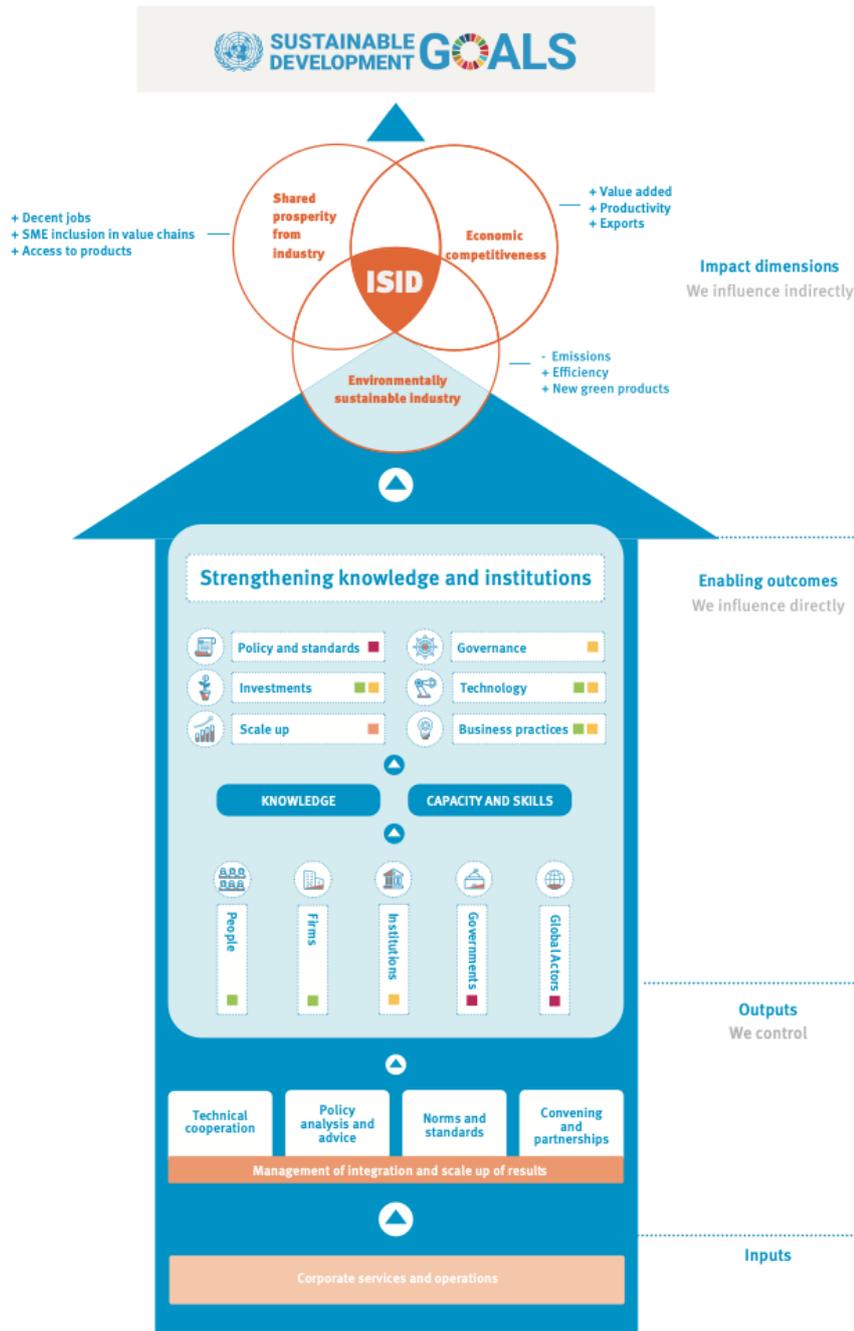
Figure 2. UNIDO's integrated results chain

Source: 2022-25 Medium-term Programme Framework

Annex 2: Job Description

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior Evaluation Consultant
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna, Austria
Start of Contract (EOD):	October 2023
End of Contract (COB):	February 2024
Number of Working Days:	35 working days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement, and accountability, and provides evidence-based analysis and assessment of results and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide a credible, reliable, and useful assessment that enables the timely incorporation of findings, recommendations, and lessons learned into the decision-making processes at organization-wide, programme, and project levels. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned with the norms and standards for evaluation in the UN system.

Under the supervision of the Director of EIO, and Chief of IEU, the international senior evaluation consultant will conduct the independent evaluation of Knowledge Management within UNIDO. The international senior evaluation consultant will carry out the following duties:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
1. Review relevant documentation and background information (policies and strategies, UN strategies, and general KM related data).	• Adjusted table of evaluation questions;	8 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
Define technical questions and determine key data to be collected; adjust the key data collection instruments as needed. Develop interview guidelines/questionnaire/survey.	• Draft list of stakeholders to interview • Preliminary data collection methods and tools and interview guidelines/questionnaires/survey		
2. Online briefing with UNIDO EIO Preliminary HQ interviews (online) with relevant UNIDO staff	• Information collected and analysed	4 days	Home-based
3. Prepare an inception report that streamlines the specific questions to address the key issues in the ToR, specific methods that will be used, and data to collect, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork.	• Draft theory of change and Evaluation framework to submit to EIO for clearance	4 days	Home-based
4. Mission to UNIDO HQ: interviews with UNIDO staff and stakeholders / Virtual Interviews with partners	• Evaluation data collected (incl. surveys, interview notes, and others)	8 days	Vienna, Austria
5. Debriefing / Presentation of preliminary findings and recommendations to UNIDO management and staff	• Presentation of preliminary findings	1 day	Online
6. Evaluation report: – Prepare draft evaluation report for comments by EIO and stakeholders – Integrate comments from stakeholders – Prepare final draft evaluation report for approval by EIO	• Draft report / Final report	10 days	Home-based
Total		**35 days**	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree in a field related to development studies, economics, public administration, or business administration.

Technical and functional experience:

- A minimum of 20 years of experience in evaluation and research at the international level is required.
- Experience in evaluating knowledge management approaches is required.
- Experience in developing and evaluating strategies is required.
- Knowledge about multilateral technical cooperation and the UN, international development priorities, and frameworks is required.
- Familiarity with gender analysis tools and methodologies is an asset.
- Good knowledge of UNIDO activities and working experience within the UN system is an asset.
- Experience/knowledge in managing evaluations and evaluation teams
- Excellent analytical, drafting and presentation skills
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision, and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultant will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES
Core values:
WE LIVE AND ACT WITH INTEGRITY: Work honestly, openly, and impartially.
WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.
WE RESPECT DIVERSITY: work together effectively, respectfully, and inclusively, regardless of our differences in culture and perspective.

Core competencies:
WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.
WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing, and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, we also owe it to those we serve and who have trusted us to contribute to a better, safer, and healthier world.
WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.
WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

Annex 3: Possible Outline of the Strategic Evaluation Report on Knowledge Management

Abstract

Table of Contents

Acknowledgements

Abbreviations and acronyms

Executive summary

1.   Introduction
       1.1   Evaluation Purpose
       1.2   Evaluation Objectives and Scope
       1.3   Theory of Change
       1.4   Methodology
       1.5   Limitations

2.   Background and Context of Knowledge Management in UNIDO

3.   Findings
       3.1   Existing Knowledge Management Initiatives and Approaches
       3.2   Institutional Opportunities and Challenges
       3.3   The Building Blocks of a Knowledge Management Approach

4.   Conclusions and Recommendations
       4.1   Conclusions
       4.2   Recommendations and Management Response

5.   Lessons Learned

6. Annexes
       Annex 1: Evaluation Terms of Reference
       Annex 2: Evaluation Framework / Matrix
       Annex 3: List of Documentation Reviewed
       Annex 4: List of Stakeholders Consulted
       Annex 5: Project Theory of Change / Logframe
       Annex 6: Primary Data Collection Instruments
       Annex 7: Survey / Questionnaire
       Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

Annex 4: Quality Checklist

	Quality criteria	UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete, and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
Rating system for quality of evaluation reports A number rating of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.			

Annex 5: Preliminary List of Reference Documents/Websites

UNIDO Documents

UNIDO (2023). Annual Report 2022.
UNIDO (2022). Annual Report 2021.
UNIDO (2021). Annual Report 2020.
UNIDO (2020). Annual Report 2019.
UNIDO (2019). Annual Report 2018.
UNIDO (2018). Annual Report 2017.
UNIDO (2017). Annual Report 2016.
UNIDO (2021). Medium-term programme framework, 2022-2025 (IDB.49/8-PBC.37/8, 18 March 2021).
UNIDO (2017). Medium-term programme framework, 2018-2021 (IDB.45/8/Add.2, 12 May 2017).
UNIDO (2023). Office of Evaluation and Internal Oversight Evaluation Work Plan and Provisional Budget 2022-2023: Update for 2023.

Evaluation Guidance Documents

OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. Adopted 10 December 2019.
UNIDO (2019). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2019/07, 26 March 2019).
UNIDO (2021). Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021).
UNIDO (2023). UNIDO Evaluation Manual.
UNIDO (2018). UNIDO Evaluation Tools: Guidance for integrating gender in evaluations of UNIDO projects and programmes (prepared by the UNIDO Independent Evaluation Division, August 2018, Rev.1).
UNIDO (2023). UNIDO Evaluation Tools: Guidance for preparation of an evaluation inception report (prepared by the UNIDO Independent Evaluation Division, August 2018).

Past UNIDO Evaluations

UNIDO (2023). Synthesis of UNIDO Independent Evaluations 2018-2022.
UNIDO (2022). UNIDO's capacity to contribute to transformational change.
UNIDO (2022). UNIDO medium-term programme framework (MTPF) 2018-2021.
UNIDO (2019). UNIDO field network.
UNIDO (2018). UNIDO's staff competency development.

United Nations Documents

Chief Executives Board for Coordination (2009). Report of the High-level Committee on Programmes on its eighteenth session (CEB/2009/5).
Joint Inspection Unit (2007). Knowledge Management in the United Nations System (JIU/REP/2007/6).

Joint Inspection Unit (2016). Knowledge Management in the United Nations System
(JIU/REP/2016/10).

UNIDO Intranet

A KM Strategy for UNIDO.
https://intranet.unido.org/intranet/images/4/41/A_KM_Strategy_for_UNIDO_-_December_2011.pdf.

Glossary: Knowledge Management and Sharing.
https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.

KM Group TOR QW Challenges.
https://intranet.unido.org/intranet/images/e/e7/ToR_QW_Challenges.pdf.

Knowledge Management – Intellectual Capital: Towards a Knowledge Management
Strategy for UNIDO.
https://intranet.unido.org/intranet/images/d/d8/IC_KM_Report_Jul2010.pdf.

Presentation of "Knowledge Management in UNIDO" by Sajjad Ajmal, Director, O-COR, Pre-
Retreat, 16 Feb 2012,
https://intranet.unido.org/intranet/images/d/db/120216_BOD_Pre-Retreat_Presentation_on_KM_%28Mr_Ajmal_for_Mr_Luetkenhorst%29.pdf.

UNIDO KM Strategy Paper.
https://intranet.unido.org/intranet/images/a/a1/UNIDO_KM_Strategy_Paper_V1_0x.pdf.

Websites

https://hub.unido.org
https://iap.unido.org
https://ipp-moodle.unido.org
https://learning.unido.org
https://leatherpanel.org
https://lkdfacility.org
https://open.unido.org

Annex 2: List of Stakeholders interviewed

Unit Abbreviation	Unit Name
COR	Corporate Services and Operations
COR/DIG	IT and Digitalization Services
COR/DIG	IT and Digitalization Services
COR/FIN	Financial Services
COR/HRS	Human Resources Services
COR/LED	Learning and Development Service
COR/LED	Learning and Development Services
GLO/FPR	Div. of Funding Partner Relations
GLO/MSR	Donor and Funding Relations
GLO/PMO	Policymaking Organs
GLO/PMO	Div. of Policy Making Organs
GLO/RFO	Regional Bureaus and Field Offices
GLO/RFO/ARB	Regional Coordination Bureau, Arab States
GLO/RFO/ASP	Regional Coordination Bureau, Asia and Pacific
GLO/RFO/EUR	Regional Coordination Bureau, Europe and Central Asia
GLO/RFO/FLD/AFR/GHA	Country Office in Ghana
GLO/RFO/FLD/AFR/MAG	Country Office in Madagascar
GLO/RFO/FLD/ARB/ALG	Country Office in Algeria
GLO/RFO/FLD/ASP/IRA	Country Office in the Islamic Republic of Iran
GLO/RFO/FLD/ASP/THA	Regional Hub in Thailand
GLO/RFO/FLD/LAC/COL	Country Office in Colombia
GLO/RFO/FLD/LAC/URU	Regional Office in Uruguay
IET	SDG Innovation and Economic Transformation
IET/AGR	Agribusiness Development
IET/AGR/AIB	Agro-innovation and Bioeconomy Unit
IET/AGR/RAP	Rural Dev, Agro-industries and Industrial Parks Unit
IET/CIS	Coordination and Integration Support
IET/PPP	Public Private Partnerships
IET/PST/SSB	Sustainability Standards and Responsible Business Unit
IET/QUA	Quality, Impact and Accountability
ODG/CSI/LAB	Innovation Lab
ODG/LEG	Office of Legal Affairs, Compliance
ODG/ODG	Office of the Director General
ODG/SPU	Strategic Planning and UN Engagement Division
TCS/CCM/CER	Circular Economy & Resource Efficiency Unit
TCS/CEP/RMC	Responsible Material and Chemicals Management Unit
TCS/CIS	Coordination and Integration Support
TCS/CPS	Capacity Development, Industrial Policy Advice and Statistics
TCS/CPS/CDA	Capacity Development and Policy Advice Unit
TCS/CPS/IPR	Industrial Policy Research Unit

TCS/CPS/IPR	Industrial Policy Research Unit
TCS/CPS/ISR	Industrial Statistics and SDG 9 Reporting Unit
TCS/DSE/CTI	Climate Technologies Innovation Unit
TCS/DSE/CTI	Climate Technologies Innovation Unit
TCS/MPD	Div. of Montreal Protocol
TCS/SME/CQC	Competitiveness, Quality and Compliance Unit
TCS/SME/CQC	Competitiveness, Quality and Compliance Unit
TCS/SME/SDJ	SME Development and Job Creation Unit

Annex 3: Reconstructed provisional Theory of Change of UNIDO's Knowledge Management

Activities | **Outputs** | **Outcomes** | **Impact**

Knowledge Management Architecture

- **KM policies and strategies** respond to UNIDO senior management's expectations and create an enabling environment for knowledge management
- **KM governance**, structures and capacities provide coordination, guidance and training on KM infrastructure
- **KM processes**, procedures, guidelines and templates ensure standard approaches and consistent quality to knowledge management
- **KM technologies** facilitate the generation, collection, capture, storage, codification, transfer and communication of knowledge
- **UNIDO staff** are incentivised to contribute to KM according to their job function, professional objectives, role and responsibilities

KM initiatives rely on and leverage UNIDO's KM architecture, i.e. KM policies and strategies, KM governance, KM processes, KM technologies, and incentives for UNIDO staff

Needs and gaps conveyed during the design and implementation of KM initiatives inform the continuous improvement of UNIDO's KM architecture and infrastructure

Outputs:
- KM integrated in UNIDO HR procedures and performance systems
- UNIDO staff are aware of and leverage as adequate the range of KM initiatives and approaches

Outcomes:
- UNIDO's KM architecture is aligned with and supports industrial development objectives
- Staff and partners recognize UNIDO as a knowledge-based organization where industrial development goals, decision making, and adaptive management are supported by an adequate KM architecture

UNIDO's General Conference (GC), Industrial Development Board (IDB), donors, staff at HQ and in the Regional hubs and Regional and country offices, and national partners identify and convey priority knowledge needs including in the form of policy advice, technical assistance, knowledge development, and knowledge management

Planning
- UNIDO's staff elaborate list of prospective KM initiatives in response to the GC and IDB processes and other development initiatives
- Lists of proposed KM initiatives compiled in annual work plans
- Prospective knowledge initiatives integrated in the design of TC PRODOCS as adequate
- UNIDO's KM initiatives are formulated, resourced and implemented

Development
- Research and analysis carried out for the development of knowledge products
- Intra/inter – departmental coordination meetings and collaboration organized

Review
- Flagship knowledge products peer reviewed by external scientific committees
- Knowledge products drafted and peer reviewed by Divisions
- Knowledge products peer reviewed by an Editorial Board

Dissemination
- Knowledge products categorised, stored, maintained or archived
- Meetings and field missions
- Knowledge products disseminated through websites (virtual hubs, etc.), media outlets (TV, radio, periodic, online editions, press conferences, etc.), social media platforms

- e-learning programmes (MOOCs, webinars, etc.) harness and disseminate UNIDO's knowledge
- Institutional and knowledge exchange mechanisms including teamwork, peer-to-peer networks and communities of practice contribute to and facilitate knowledge creation and exchange among UNIDO's staff at HQ and in the regions and countries, member states, partners (private sector, UN system, academia, etc.) and stakeholders
- Global fora (incl. international, regional and national conferences, exhibitions, briefings) contribute inputs to knowledge development and to dissemination of knowledge

- Staff set aside time to engage in knowledge codification activities in response to UNIDO's KM architecture and institutional frameworks, culture and values
- UNIDO staff members use KM methods and approaches (induction processes, mentoring, handover protocols, rotation of staff, etc.) to formalize tacit knowledge and enhance individual, organizational and institutional capacities, shorten learning curves, gain new skills, avoid reinventing the wheel, and innovate

Outputs (middle):
- UNIDO knowledge products are relevant, of high quality, and widely accessed
- UNIDO's knowledge processes, services, products, and experts contribute to informing and influencing policy, public knowledge, and opinions
- Staff members have easy access to knowledge and information they need, and find what they are looking for quickly
- UNIDO knowledge services are easily accessible, of high quality, and in sustained demand
- UNIDO acts as convener and facilitator of policy dialogue and knowledge exchanges which otherwise would not take place
- UNIDO staff members are well connected across the organization, interact frequently and work collaboratively
- External knowledge exchanges generate new partnerships and opportunities
- Experiences and lessons are captured, made available, accessed and used to improve quality and achieve results
- Expertise of UNIDO staff enhanced and shared internally and externally

Outcomes (middle):
- KM initiatives (e.g. knowledge products, platforms, and services) are mainstreamed in UNIDO's technical cooperation
- KM initiatives (e.g. knowledge products, platforms, and services) inform and influence UNIDO's policy analysis and advice
- KM initiatives, (e.g. knowledge products, platforms, and services) inform and influence UNIDO's norms and standards
- Member States and policy makers adopt decisions influenced by UNIDO's analysis and perspectives
- The private sector and decision makers are influenced by UNIDO's analysis and perspectives
- UNIDO's Divisions' workplans and outputs integrate the analysis and perspectives formulated through KM initiatives
- UN system policies, strategies, programmes and analytical work adapted to reflect UNIDO's analysis and perspectives
- Academia and non-governmental partners integrate UNIDO's analytical work in research strategies, programmes and advocacy
- Knowledge and institutions strengthened

Impact:
- Shared prosperity created
- Economic competitiveness advanced
- Environment safeguarded

Access to and use of UNIDO's knowledge is monitored and informs staff about the interests and needs of target users

Annex 4: Mapping of UNIDO's KM "ad-hoc" initiatives and approaches

Knowledge Management Architecture Initiatives and Approaches	Implementation Status	Comments
Strategies and Policies		
Knowledge Review, Audit, Needs Assessment	◯	High-level UN-wide reviews in 2007 and 2016 from JIU.
Knowledge Management Strategy	◯	KM strategic frameworks tabled in 2009-2012. No record of implementation or update.
Knowledge Management Policy	◯	No evidence.
Change Management Plan	◑	Change management in progress. Some evidence of KM mainstreaming in TOR of Divisions & Units.
Publications Policy	◯	Policy from 2007 but no evidence of continued use.
Records Management Policy	◑	Administrative records (e.g. HR, finance) abide by UN policies and processes. Draft policy not finalised.
Information Disclosure Policy	◑	The policy is partially applied.
Governance, Staffing, Resources		
Central KM Unit	◯	No evidence.
Central Publications Board	◯	Publications Committee established in 2007 but no activity after 2017. Publications decentralized.
KM Chief	◯	No evidence.
KM Specialists, KM Staff	◑	A few KM specialists on TC projects. Total number and extent of peer-networking unclear.
KM Focal Points, KM Champions	◯	No evidence but referred in 2012. L&D in the process or forming a network of KM focal points.
KM Budget (USD, in thousands)	◑	No central budget for KM. KM related activities such as development of studies and reports decentralised.
Procedures, Processes, Guidelines, Tools		
Publications Guidelines	◑	Short guide available but up-to-datedness and use unclear.
Standards and Templates for Knowledge Products	◑	Corporate Design Manual but concentrates on the visual identity and limited types of publications.
Style Manual for UNIDO Publications	◑	No evidence but UN style manual available.
KM in Programme Manual / TC Projects	◯	No reference to KM in Guidelines on TC Programmes and Projects (2006).
Guidelines on Mainstreaming KM in HR Processes (job descriptions, annual objectives, appraisal)	◯	No evidence.
Guidelines on KM Rewards & Incentives	◯	No evidence.
Submission Map	◯	No evidence of proper development.
Taxonomy	◑	No evidence of multi-faceted-layered corporate taxonomy.
Social Media Guidelines for UNIDO staff	●	UN Secretariat Guidelines and UNIDO guidelines: AI/2018/05: Social Media Guidelines (8 October 2018)

Legend:

◯: No evidence of implementation of the referred KM initiative or approach.

◑: Some evidence of implementation of the referred KM initiative or approach.

●: Evidence of implementation of the referred KM initiative or approach.

Item	Status	Notes
KM Trainings or Sensibilisation for staff (D, P, G)	○	No evidence.
KM Trainings for KM staff	○	No evidence. L&D in the process of providing KM focal points access to a training on KM.
KM Results Framework, Monitoring & Reporting	◑	IRPF integrates some KM indicators of limited relevance and adequacy. No comprehensive M&E framework for KM and dedicated reporting.
Knowledge Sharing Methods		
After Action Review	○	No evidence of application. Mentioned in UNIDO. 2011. *Networks for Prosperity*. Vienna.
Brown Bag Lunch	○	No evidence of application. Method not described.
Communities of Practice, Online Networks	◑	Applications but no evidence of guidelines and documented process.
Handover Protocols, Exit Interviews	●	Knowledge Transfer Notes and Exit Interview Questionnaire is standard part of separation formalities and reassignments. Application was referred uneven and methods to be updated.
Induction Processes	◑	An orientation programme used to be organized in the past for newcomers.
Knowledge Fairs	○	No evidence of application. Mentioned in UNIDO. 2011. *Networks for Prosperity*. Vienna.
Meetings & Meetings Minutes	●	Process undocumented.
Mentoring	○	No evidence of application. Method not described.
Online Learning Courses (e-Learning, MOOCs, etc.)	◑	No evidence of documentation but references of application
Peer Assists	○	No evidence of application. Mentioned in UNIDO. 2011. *Networks for Prosperity*. Vienna.
Storytelling	○	No evidence of application. Mentioned in UNIDO. 2011. *Networks for Prosperity*. Vienna.
World / Knowledge Cafe	○	No evidence of application. Mentioned in UNIDO. 2011. *Networks for Prosperity*. Vienna.
Missions & Back to Office Reports	●	Process undocumented.
Multimedia Dissemination (YouTube, Podcasts, etc.)	●	Process undocumented.
Webinars	●	Process undocumented.
Workshops	●	Process undocumented.
Access to External Knowledge		
Subscriptions to e-Journals	○	No evidence of application.
MOUs with Research Institutions	◑	Process not documented.
KM Collaborations with UN Partners	○	No evidence of documentation and application.
Knowledge Products		
Book or report	●	Documented guidelines. Usage unclear. No evidence of template.
Scientific Journal Article	◑	Documented guidelines. Usage unclear. Production TBD.
Professional or trade journal article	◑	Documented guidelines. Usage unclear. Production TBD.
Case Studies	●	No evidence of template and documented guidelines.
Technical, scientific or research papers	◑	Documented guidelines. Usage unclear. Production TBD.
Comparative Experiences Reports	●	No evidence of template and documented guidelines
Fact Sheets, Infographics	●	No evidence of template and documented guidelines

Item	Status	Notes
Industrial Development Reports	●	No evidence of template and documented guidelines
Good (or Best) Practices	○	No evidence of application. No evidence of template and documented process.
Policy Briefs or Research Brief	●	Documented guidelines. Usage unclear. No evidence of template.
Position Paper	◐	Documented guidelines. Usage unclear. Production TBD. No evidence of template
Working Papers and conference papers	●	Documented guidelines. Usage unclear. No evidence of template.
Evaluation Reports	●	Policies, procedures and templates available.
Lessons Learned Reports	●	No evidence of template and documented guidelines
Newsletters	●	Template in the Corporate Design Manual (https://intranet.unido.org/intranet/images/7/71/2022-08-8_AI_on_UNIDO_Corporate_Design_Manual_-.pdf).
Studies and Research Reports	●	No evidence of template and documented guidelines
Impact Stories	●	No evidence of template and documented guidelines
Brochures	●	No evidence of template and documented guidelines
Manuals, Handbooks, Guidelines, How-to Guides	●	Documented guidelines. Usage unclear. No evidence of template
Proceedings, Workshop Reports, Panel Discussions	●	Documented guidelines. Usage unclear. No evidence of template
Systems and Applications		
Application sharing/Web Meetings (Teams, Zoom)	●	MS Teams available to UNIDO staff.
Blogs	○	No evidence of application.
Collaborative Workspaces	●	Microsoft 365 under deployment. Teams & SharePoint.
Content Management System	●	SAP CMS and OpenText for knowledge management being phased out. Microsoft 365 under deployment. MS Teams & SharePoint.
Discussion listserv & email lists	◐	MS Teams to facilitate online collaboration but no listserv.
Extranet	●	Implemented.
Intranet	●	Implemented. GUI, navigation, and content outdated.
Internet (Websites, Web Pages)	●	Implemented. Procedures for creation, QA review, updates or archival of web sites created by TC projects unclear.
Learning Management Systems	●	Implemented.
Podcasting	○	No evidence of application.
Publications Management System	○	No evidence of application.
Search Engine	◐	Implemented. No federated search engine.
Social Media Platforms (X, Facebook, etc.)	◐	Implemented.
Videos	◐	Implemented. Procedures for creation, QA review, archival of videos created by TC projects unclear.
Wikis	○	No evidence of application.
Yellow Pages - Who's who	◐	Phone directory contains limited information.

Annex 5: Review of a sample of UNIDO's frameworks and policies

UNIDO Policies	References to KM related approaches and initiatives	Relevant KM approaches and initiatives	Comments
UNIDO Information Disclosure Policy. DGB/2021/17, 17 December 2021.	8.4 The purpose of the UNIDO Information Disclosure Policy (hereinafter referred to as the "Policy") is to ensure that information concerning the Organization is made available to its stakeholders and the general public, subject to the limitations set out in this Policy […] 8.5 The Secretariat, which is accountable to the policymaking organs of UNIDO, has a duty to ensure that comprehensive, reliable and timely information concerning the Organization's programmes and operations is made available to the representatives of Member States and the public in general. […] 8.6 The Policy is guided by a commitment to openness […] 8.7 This Policy applies to all personnel and to all information held by the Organization. The Policy is, however, not intended to govern the internal sharing of information within the Secretariat. The internal sharing of information, whether proactively or upon request, generally takes place on a need-to-know basis, as determined by the responsible organizational units, subject to any applicable rules and administrative issuances. […]	8.8 SAP, Open Data, OpenText, MS365, Website, Platforms 8.9 Publications, Annual reports, Evaluations 8.10 Conferences and events 8.11 Content Management Procedures 8.12 Job descriptions, Roles and Responsibilities, Staff's Annual Objectives and Appraisal	8.13 Disclosure of project deliverables unclear 8.14 "The internal sharing of information, whether proactively or upon request, generally takes place on a need-to-know basis" not strongly supportive of knowledge sharing 8.15 Content Management Procedures (e.g. storage location(s) per document type) not referred in the policy
UNIDO Information Security Policy. DGB/2023/01, 8 February 2023.	8.16 Information stewards are officials in charge of organizational units, typically Directors or Chiefs of Divisions, in which the information originates or is mostly used […]. 8.17 Responsible for ensuring information security, i.e. for the integrity, availability, proper location and confidentiality of the information they own or control, at all times; […] 8.18 Hold the decision-making authority for information throughout its life cycle, including creating, classifying, restricting, regulating and administering its use or disclosure, in accordance with the Information Disclosure Policy (DGB/2021/17). […]	8.19 SAP, Open Data, OpenText, MS365, Website, Platforms 8.20 Content Management Procedures 8.21 Job descriptions, Roles and Responsibilities, Staff's Annual Objectives and Appraisal	8.22 Extent to which the policy is reflected in job descriptions, annual objectives and appraisal is unclear 8.23 Content Management Procedures (e.g. storage location(s) per document type) not referred in the policy

UNIDO Quality Assurance Framework (QAF). DGB/2019/11, 30 May 2019.	8.24 The objective of the UNIDO QAF is to strengthen […] the quality of its products, services, and processes (i.e. […] knowledge products, […]. 8.25 Senior managers at Headquarters and in the field are key actors or responsible for […] up-to date data entry in the respective knowledge and information sharing and reporting systems. 8.26 Managers of programmes and projects (as individuals or teams) […] maintain up-to-date and accurate results-based programme and project monitoring data […] in the respective knowledge and information sharing and reporting systems. 8.27 All personnel are responsible for […] reflecting and building on lessons learnt and good practices identified through monitoring and evaluation.	8.28 SAP, Open Data, OpenText, MS365, Website, Platforms 8.29 Publications 8.30 Content Management Procedures 8.31 Job descriptions, Roles and Responsibilities, Staff's Annual Objectives and Appraisal	8.32 No reference to the (defunct) Publications Committee 8.33 Extent to which the policy is reflected in job descriptions, annual objectives and appraisal is unclear
UNIDO Accountability Framework. DGB/2021/03 25 January 2021.	8.34 All personnel are accountable for proper information and knowledge management, including the appropriate sharing and dissemination of information in full respect of information security, including confidentiality, and ensuring that evidence-based information is captured, analysed, and utilized in a systematic way to support effective programme delivery and decision-making.	8.35 SAP, Open Data, OpenText, MS365, Website, Platforms 8.36 Content Management Procedures 8.37 Job descriptions, Roles and Responsibilities, Staff's Annual Objectives and Appraisal	8.38 Clear rule but practical guidance around Content Management Procedures for "what lands where" not referred in the framework
UNIDO Monitoring and Reporting Policy. DGB/2021/14, 6 October 2021.	8.39 Senior Managers at Headquarters and in the field […] shall use the evidence and the lessons learned from monitoring for informed adaptive management and decision-making with a view to enhancing results […] 8.40 The Office of Evaluation and Internal Oversight (EIO) […] also ensures availability of lessons learned to feed into design, planning, formulation and implementation of new programmes, projects and processes. […]	8.41 Open Data, OpenText, SAP, MS365, Website 8.42 Evaluations 8.43 Job descriptions, Roles and Responsibilities, Staff's Annual Objectives and Appraisal	8.44 Recommended use of previous evaluations throughout the programming cycle is referred in the Guidelines on TC Programmes and Projects (2006)
UNIDO Information and Communications Technology Policy. DGB/2017/09, 06 November 2017.	8.45 […] Users are strongly encouraged to make use of UNIDO's knowledge management and collaboration tools to store and share files. […] 8.46 All information created during the course of normal UNIDO activity is the property of UNIDO.	8.48 Open Data, OpenText, SAP, MS365, Website 8.49 Job descriptions, Roles and	8.50 Content Management Procedures for "what lands where" not referred in the policy

	8.47 Information should be managed consistently, with approved naming conventions and structures to enable free access.	Responsibilities, Staff's Annual Objectives and Appraisal	8.51 The policy does not prescribe the use of UNIDO's KM and collaboration tools for storing content.
Policy on Gender Equality and the Empowerment of Women. DGB/2019/16, 18 September 2019.	8.52 Gender Coordinator and the Office for Gender Equality and Empowerment of Women: […] Guide and support development of UNIDO approaches, thematic strategies, policy briefs, publications and global forum activities on key ISID issues related to GEEW; […] 8.53 Gender Focal Points Network: […] helps to ensure coherence and alignment, as well as information and knowledge-sharing on innovations and best practices among the Gender Focal Points […]	8.54 Open Data, OpenText, MS365, Website, Platforms 8.55 Publications, Annual reports, Evaluations 8.56 Conferences and events 8.57 Networks 8.58 Content Management Procedures 8.59 Job descriptions, Roles and Responsibilities, Staff's Annual Objectives and Appraisal	8.60 No reference to the (defunct) Publications Committee 8.61 MS365 (Yammer/Viva Engage) offers new networking opportunities

Annex 6: List of documents consulted

UNIDO Documents

MOPAN. MOPAN 2019 Assessments. United Nations Industrial Development Organization (UNIDO). 2020.UNIDO (2006). Guidelines on TC Programmes and Projects. Vienna.

UNIDO. UNIDO Technology Foresight Manual, Volume 1: Organization and Methods. Vienna, 2005. UNIDO. Guidelines on TC Programmes and Projects. Vienna, 2006.

UNIDO. Annual Report 2016. 2017.

UNIDO. Medium-term programme framework, 2018-2021 (IDB.45/8/Add.2, 12 May 2017). 2017.

UNIDO. 2018-22 Medium-term Programme Framework. Vienna, 2018.

UNIDO. Annual Report 2017. 2018.

UNIDO. Annual Report 2018. 2019.

UNIDO. Annual Report 2019. 2020.

UNIDO. Industrialization as the driver of sustained prosperity. Vienna, 2020.

UNIDO. Annual Report 2020. 2021.

UNIDO. Medium-term programme framework 2022-2025: Integration and scale-up to build back better. 2021.

UNIDO. Medium-term programme framework, 2022-2025 (IDB.49/8-PBC.37/8, 18 March 2021). 2021.

UNIDO. UNIDO Accountability Framework. DGB/2021/03. Vienna, 2021.

UNIDO. Annual Report 2021. 2022.

UNIDO. DIRECTOR GENERAL's BULLETIN. UNIDO Secretariat Structure 2022. Vienna, 2022.

UNIDO. UNIDO Information Technology and Digitalization Priorities for 2022-2023 (IDB.50/CRP.14). Vienna, 2022.

UNIDO. UNIDO information technology and digitalization priorities for 2022–2023 (IDB.50/CRP.14). Vienna, 2022.

UNIDO. Annual Report 2022. 2023.

UNIDO. Audit of handover of projects in the UNIDO restructuring process, Nov 2023. 2023.

UNIDO. Office of Evaluation and Internal Oversight Evaluation Work Plan and Provisional Budget 2022-2023: Update for 2023. 2023.

UNIDO. Overview of Industrial Development Report 2024. Vienna, 2023.

UNIDO. Viva Engage – UNIDO Social Network Platform: Pilot Initiative Report. Internal document. Vienna, 2024.

Evaluation Guidance Documents

OECD/DAC Network on Development Evaluation. Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. Adopted 10 December 2019. 2019.

UNIDO. UNIDO Evaluation Tools: Guidance for integrating gender in evaluations of UNIDO projects and programmes (prepared by the UNIDO Independent Evaluation Division, August 2018, Rev.1). 2018.

UNIDO. Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2019/07, 26 March 2019). 2019.

UNIDO. Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11). 2020.

UNIDO. Director General's Bulletin: Evaluation Policy (DGB/2021/11, 21 September 2021). 2021.

UNIDO. UNIDO Evaluation Manual. 2023.

UNIDO. UNIDO Evaluation Tools: Guidance for preparation of an evaluation inception report (prepared by the UNIDO Independent Evaluation Division, August 2018). 2023.

Past UNIDO Evaluations

UNIDO. UNIDO's staff competency development. 2018.
UNIDO. UNIDO field network. 2019.
UNIDO. UNIDO medium-term programme framework (MTPF) 2018-2021. 2022.
UNIDO. UNIDO's capacity to contribute to transformational change. 2022.
UNIDO. Synthesis of UNIDO Independent Evaluations 2018-2022. 2023.

United Nations Documents

Chief Executives Board for Coordination. 2009. Report of the High-level Committee on Programmes on its eighteenth session (CEB/2009/5).
ILO. High-level independent evaluation of ILO's research and knowledge management strategies and approaches 2010–2019. Geneva, 2020.
Joint Inspection Unit. 2007. Knowledge Management in the United Nations System (JIU/REP/2007/6).
Joint Inspection Unit. 2016. Knowledge Management in the United Nations System (JIU/REP/2016/10).
UNDP. Evaluation of the Contribution of the Global and Regional Human Development Reports to Public Policy Processes. Independent Evaluation Office. New York, 2015.
UNESCO. Evaluation of the UNESCO Science Report – Towards 2030. IOS Evaluation Office. Paris, 2017.
UNESCO. Evaluation of the knowledge products of the Social and Human Sciences Sector (SHS). Paris, 2023.

UNIDO Intranet

ADMINISTRATIVE INSTRUCTION. "Framework for Performance Appraisal and Management." https://intranet.unido.org/intranet/images/c/c4/AI_2023_02_Framework_for_Performance_Appraisal_and_Management_1.pdf.
DIRECTOR-GENERAL'S BULLETIN. "ESTABLISHMENT OF A UNIDO PUBLICATIONS POLICY AND PUBLICATIONS COMMITTEE." https://intranet.unido.org/intranet/images/f/f1/DGB.O.102.pdf.
Glossary: Knowledge Management and Sharing. https://intranet.unido.org/intranet/images/6/66/Knowledge_Management_and_Sharing_General_Background_Info_and_Glossary_2.pdf.
Gaydoul, Jochen. "SAP Consulting EMEA Skill & Knowledge Management, A KM Strategy for UNIDO." https://intranet.unido.org/intranet/images/4/41/A_KM_Strategy_for_UNIDO_-_December_2011.pdf.
KM Group TOR QW Challenges. https://intranet.unido.org/intranet/images/e/e7/ToR_QW_Challenges.pdf.
Knowledge Management – Intellectual Capital: Towards a Knowledge Management Strategy for UNIDO. https://intranet.unido.org/intranet/images/d/d8/IC_KM_Report_Jul2010.pdf.
Presentation of "Knowledge Management in UNIDO" by Sajjad Ajmal, Director, O-COR, Pre-Retreat, 16 Feb 2012. https://intranet.unido.org/intranet/images/d/db/120216_BOD_Pre-Retreat_Presentation_on_KM_%28Mr_Ajmal_for_Mr_Luetkenhorst%29.pdf.

Publication Submission Form.
> https://intranet.unido.org/intranet/images/e/ea/DIRECTORS_SUBMISSION_FORM_FINAL.docx.

UNIDO Administrative Handbook.
> https://intranet.unido.org/intra/UNIDO_Administrative_Handbook.

UNIDO KM Strategy Paper.
> https://intranet.unido.org/intranet/images/a/a1/UNIDO_KM_Strategy_Paper_V1_0x.pdf.

UNIDO PUBLICATIONS: A short guide to categories, definitions, attributions, acknowledgements and Disclaimers.
> https://intranet.unido.org/intranet/images/3/38/UNIDO_PUBLICATIONS_CATEGORIES_FINAL_FOR_UPLOAD.pdf.

Websites
BRIDGE for Cities. https://www.bridgeforcities.org.
Climate Technology Centre & Network (CTCN). https://www.ctc-n.org.
International Council of Tanners. https://leatherpanel.org.
International Yearbook of Industrial Statistics.
> https://www.unido.org/publications/international-yearbook-industrial-statistics.

Learning and Knowledge Development Facility (LKDF). https://lkdfacility.org.
Private Financing Advisory Network (PFAN). https://pfan.net.
Resource Efficient and Cleaner Production Network (RECPnet). https://www.recpnet.org.
UNIDO Hub. https://hub.unido.org.
UNIDO Industrial Analytics Platform (IAP). https://iap.unido.org.
UNIDO Industrial Country Diagnostics. https://www.unido.org/resources-publications-publications-type/industrial-country-diagnostics.
UNIDO Industrial Property Platform (IPP). https://ipp-moodle.unido.org.
UNIDO Innovation Lab. https://www.unido.org/innovation-lab.
UNIDO Learning Platform. https://learning.unido.org.
UNIDO Open Platform. https://open.unido.org.
Global Environment Outlook: GEO-6. https://www.unep.org/geo/geo-resources/geo-6.

Other Sources
Davenport, Thomas, and Laurence Prusak. Working Knowledge: How Organizations Manage What They Know. Boston: Harvard Business School Press, 2000.
International Standard Organization. Knowledge management systems – Requirements. ISO 30401:2018(E). Geneva: International Standard Organization, 2018.
Nonaka, Ikujiro, and Hirotaka Takeuchi. The Knowledge-Creating Company. Oxford: Oxford University Press, 1995.

Annex 7: Survey on Knowledge Management in UNIDO

The survey was sent to all UNIDO personnel (staff and consultants). The questionnaire was made available in English. The survey was anonymous and remained open for 2 weeks, from Monday 4 December to Friday 15 December 2023. In order to reduce the non-response rate, two reminder messages were sent to survey recipients. The survey was received by close to 2000 target respondents (circa 675 staff and 1325 consultants) and compiled feedback from 218 respondents. The overall response rate to the survey is slightly above 10%.

1. Profile of respondents

1. Location of survey respondents

Where are you based?	Responses
HQ/Vienna	127
Outside of HQ/Vienna	91
Total	**218**

2. Status

What is your contractual status/grade?	Responses
D or higher	4
P	43
G	34
L	17
ISA holder	115
Other	2
Total respondents	**215**

3. Experience in UNIDO

How long have you been working in/for UNIDO?	Responses
Less than 2 years	51
Between 2 and 5 years	55
More than 5 years	112
Total respondents	**218**

4. Gender of respondents

Which gender do you identify with?	Responses
Female	102
Male	112
Prefer not to say	2
Total responses	**216**

2. KM Framework in UNIDO

1. Adequacy of UNIDO's KM initiatives and approaches to the needs of the personnel.

UNIDO's KM initiatives and approaches respond to your professional needs within your responsibilities.

2. Involvement of personnel in the formulation of UNIDO's KM initiatives and approaches.

You have been adequately involved in the formulation of UNIDO's KM initiatives and approaches.

3. Adequacy of UNIDO's organizational KM framework.

The UNIDO organizational framework in relation to KM is clear, operational, and well established.
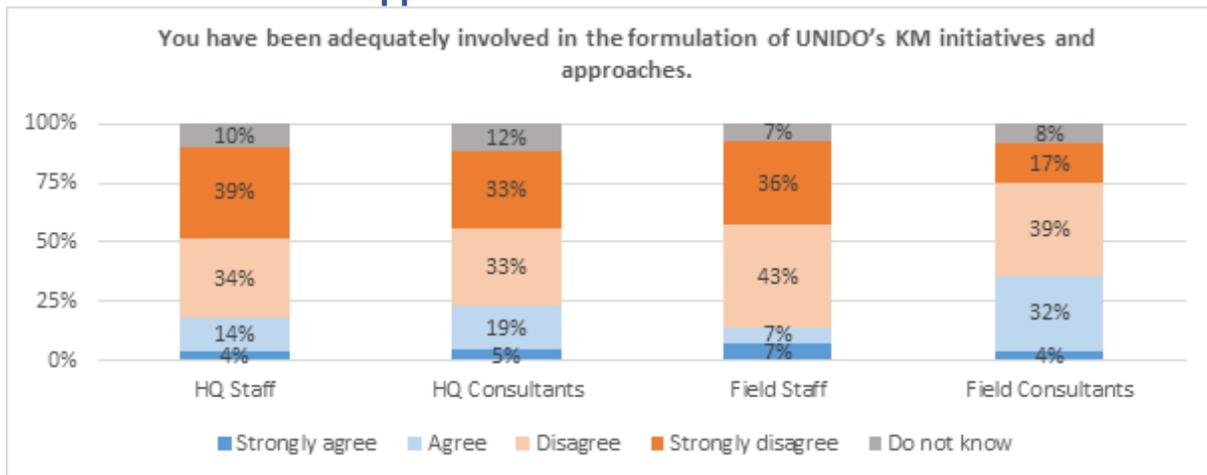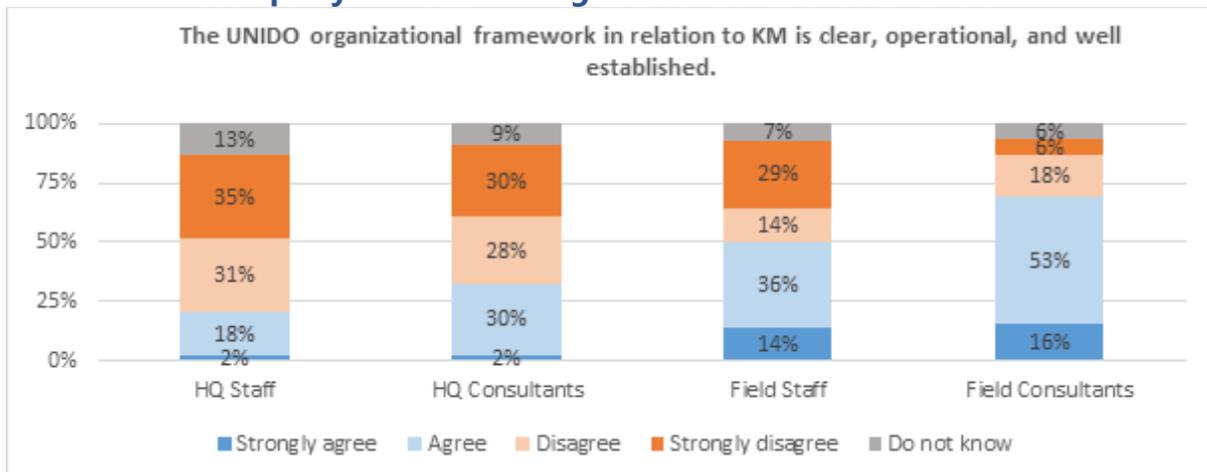
3.   KM as a strategic component

1.   Alignment of KM with UNIDO's objectives and priorities.

UNIDO's KM initiatives and approaches align with the Organization's global objectives and priorities.
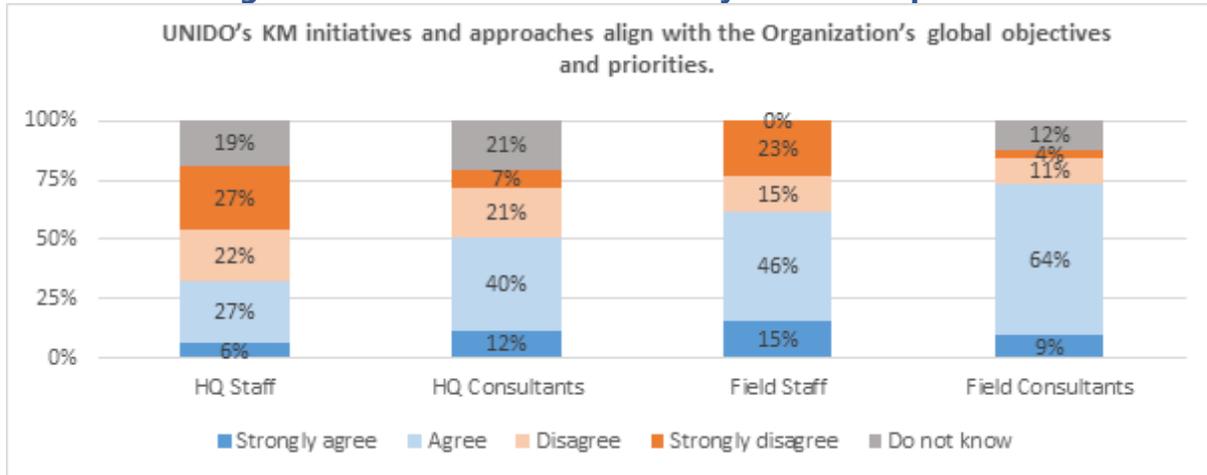
2.   Influence of a 25% increase in TC delivery on knowledge sharing.

The objective to increase the TC delivery of UNIDO by 25% will facilitate increased Knowledge Sharing in the organization.
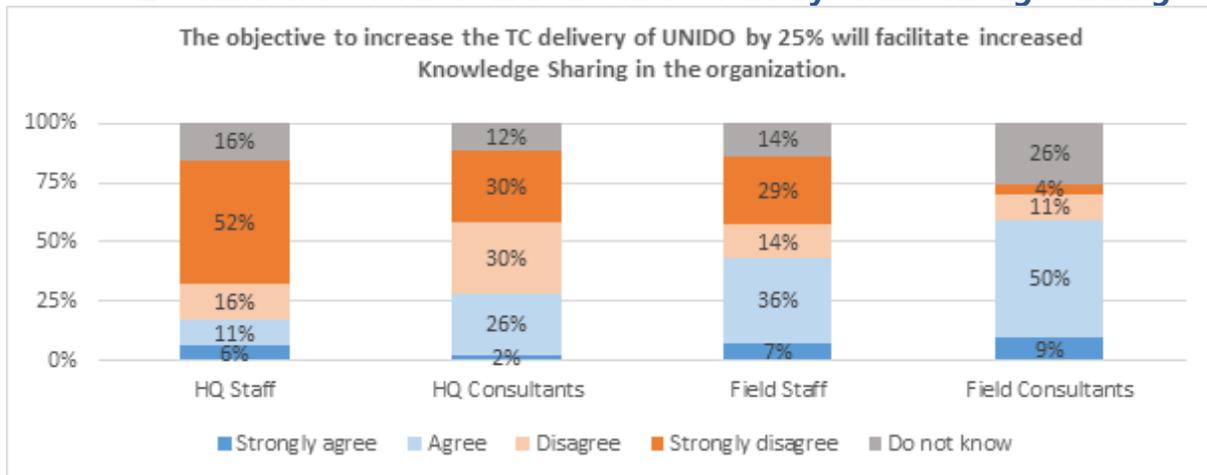
3.   Coherence and mainstreaming of KM with job functions and processes.

Contributing to UNIDO's KM initiatives and approaches is encouraged in your job description, annual objectives / annual performance review.
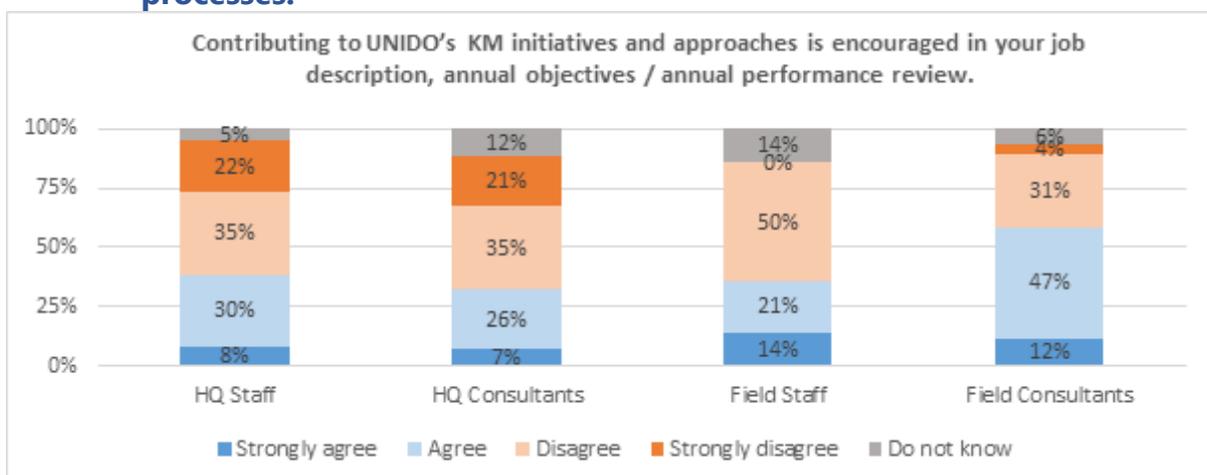
4. **Incentives to contribute to KM initiatives and approaches.**

You are acknowledged and rewarded for contributing to UNIDO's KM initiatives and approaches.
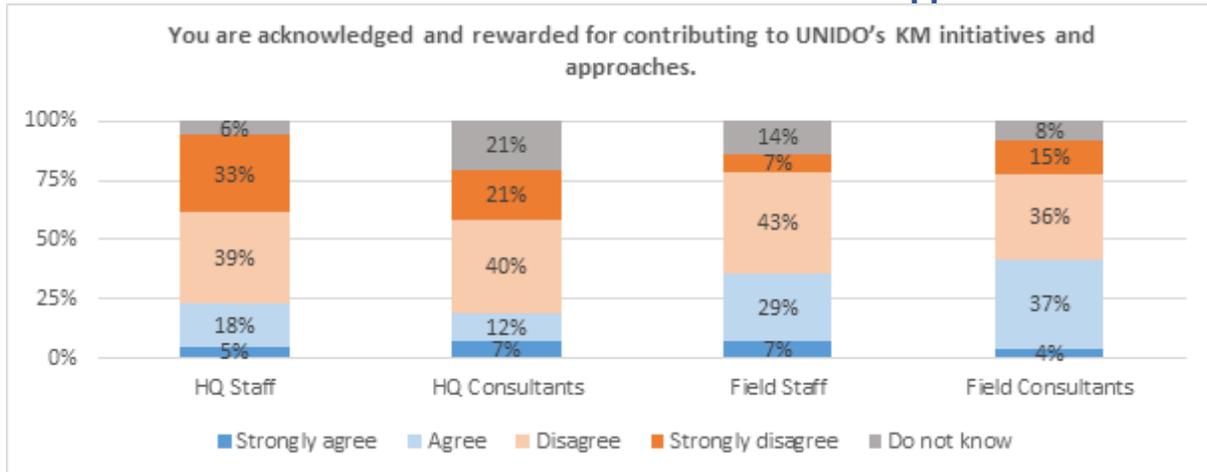
4. Added value of KM in UNIDO

1. **Contribution of KM initiatives to "not reinventing the wheel".**

UNIDO's KM initiatives and approaches contribute to "not reinventing the wheel."
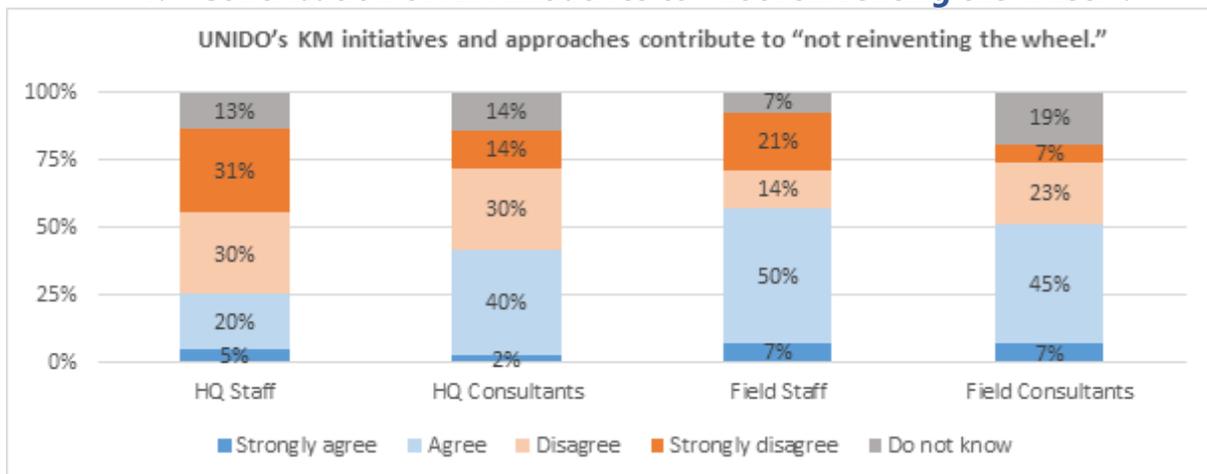
2. **Contribution of KM initiatives to innovation.**
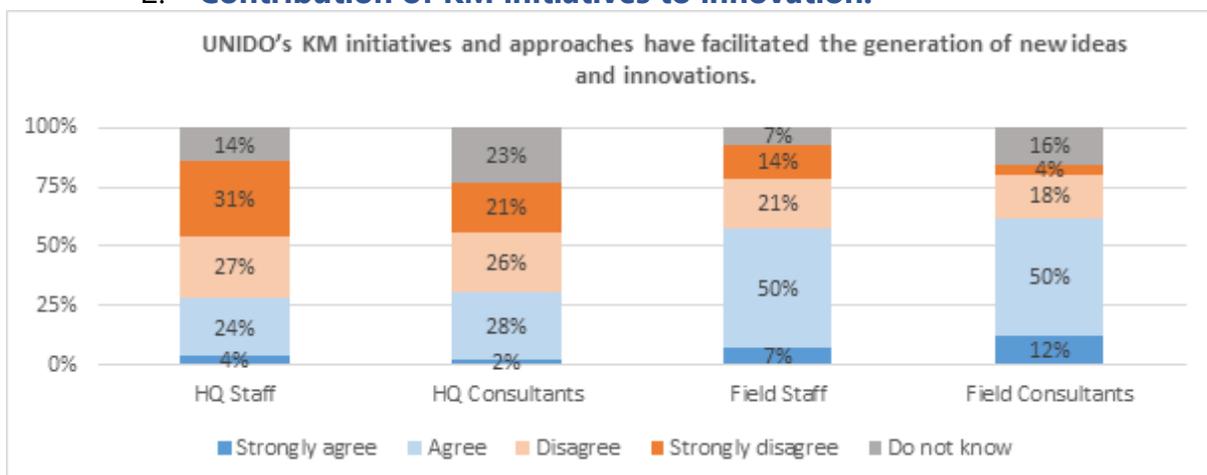
UNIDO's KM initiatives and approaches have facilitated the generation of new ideas and innovations.

3. **Adequacy of institutional, financial and human resources dedicated to KM.**

UNIDO commits sufficient institutional, financial and human resources to KM initiatives and approaches.
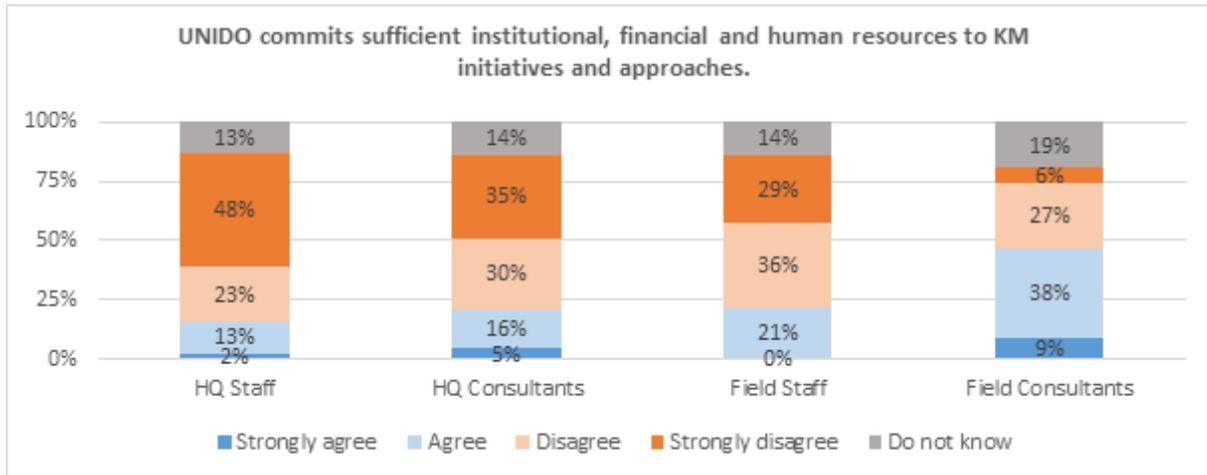
5. Role of KM in achieving organizational results

1. **Contribution of KM initiatives and approaches to quality assurance of knowledge products.**


UNIDO's KM initiatives and approaches promote quality assurance of knowledge products.
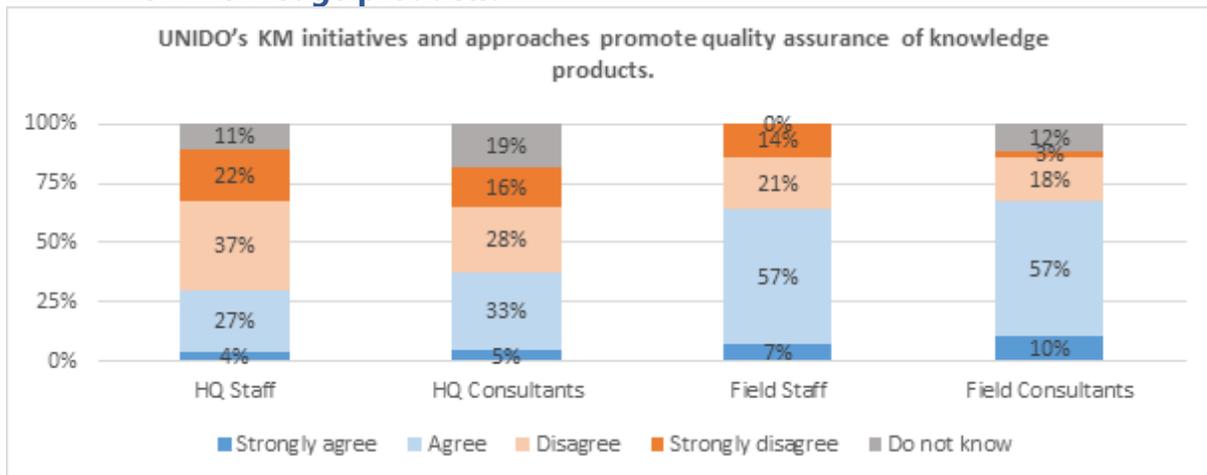
2. **Figure 15: Contribution of KM to collaboration and networking.**

UNIDO's KM initiatives and approaches have contributed to increasing connections/collaborations internally and externally with partners (national or abroad).

3. Adequacy of SAP and OpenText for KM.

SAP and OpenText have been appropriate technologies for the storage, sharing, retrieval and management of information and knowledge.

|	HQ Staff	HQ Consultants	Field Staff	Field Consultants
Do not know	4%	5%	7%	11%
Strongly disagree	37%	28%	21%	12%
Disagree	30%	28%	21%	20%
Agree	23%	30%	29%	49%
Strongly agree	6%	9%	21%	9%

4. Usefulness of UNIDO's KM initiatives.

You would not have been able to achieve the same results without UNIDO's KM initiatives and approaches.

	HQ Staff	HQ Consultants	Field Staff	Field Consultants
Do not know	12%	14%	14%	8%
Strongly disagree	35%	21%	29%	15%
Disagree	28%	35%	21%	21%
Agree	20%	28%	36%	48%
Strongly agree	5%	2%	0%	8%

5. Contribution of KM to UNIDO's internal processes and operational rigor and alignment.

UNIDO's KM initiatives and approaches have enhanced internal processes, making the Organization operationally more rigorous and better aligned.

	HQ Staff	HQ Consultants	Field Staff	Field Consultants
Do not know	17%	16%	7%	23%
Strongly disagree	25%	14%	21%	7%
Disagree	33%	33%	14%	15%
Agree	22%	35%	50%	43%
Strongly agree	4%	2%	7%	12%

6. **Contribution of KM to UNIDO's internal collaboration, innovativeness and agility.**

UNIDO's KM initiatives and approaches have contributed to making the Organization more collaborative, innovative, and agile.

7. **Contribution of KM initiatives and approaches to informing industrial policymaking.**
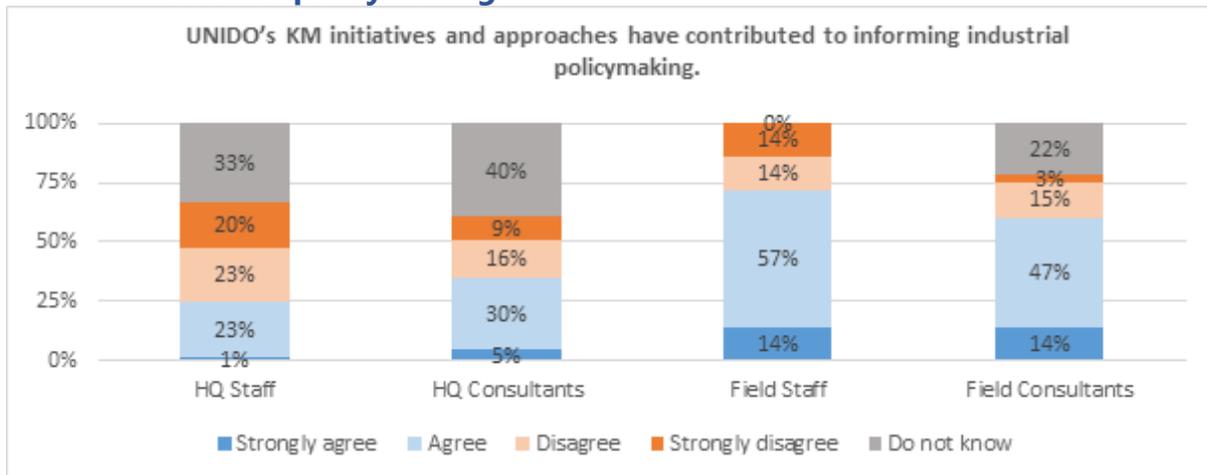

UNIDO's KM initiatives and approaches have contributed to informing industrial policymaking.

## 8. **Contribution of KM initiatives and approaches to influencing industrial norms and standards.**

UNIDO's KM initiatives and approaches have influenced industrial norms and standards.
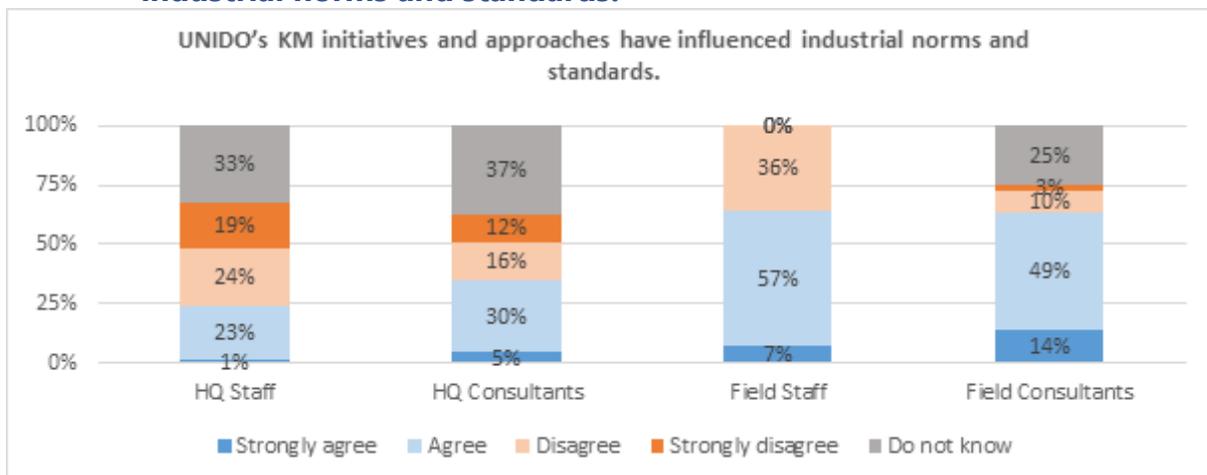
6.   The challenge of sustaining a KM system

1.   Institutional sustainability of UNIDO's KM initiatives and approaches.

The information/ knowledge conveyed in UNIDO's KM initiatives and approaches is institutionalized and mainstreamed in UNIDO programmes/ projects and internal practices.
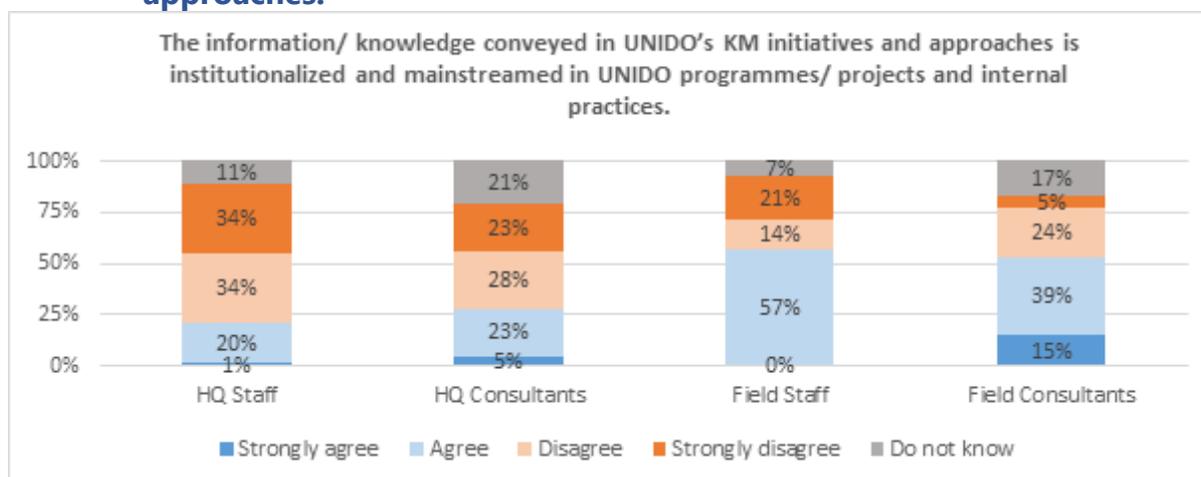
2.   Sustainability of UNIDO's KM initiatives and approaches on development results.

UNIDO's KM initiatives and approaches have contributed to lasting inclusive and sustainable industrial development (ISID) and changes on the ground.
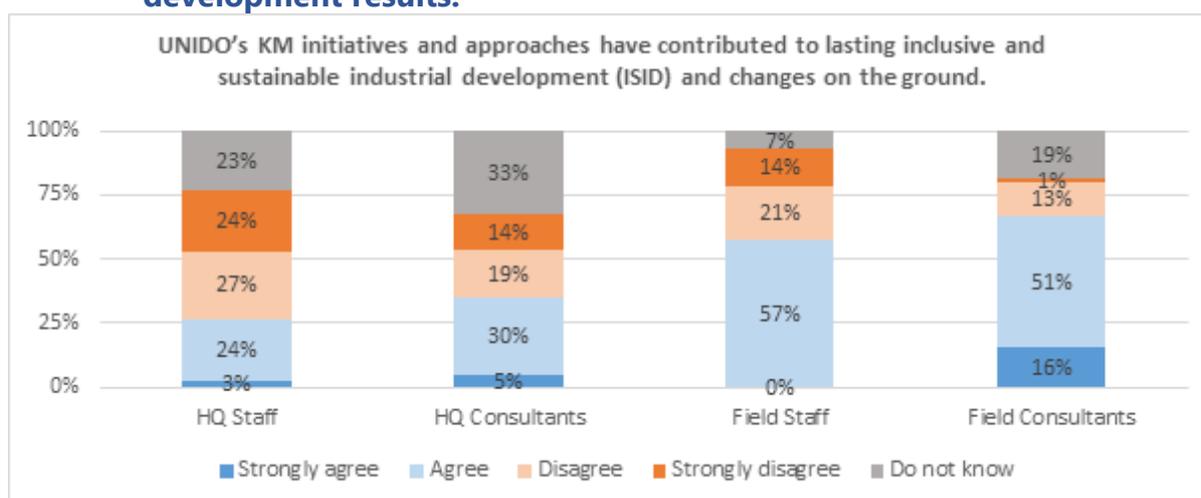
7.   Looking forward

1.   Priority ranking of KM initiatives in relation to the way forward

Please indicate the priority level you would assign to the following initiatives in relation to the way forward, and looking ahead, in UNIDO's KM initiatives and approaches	HQ Staff	HQ Consultants	Field Staff	Field Consultants
Adequate and more user-friendly technological infrastructure for collaborative and dynamic knowledge sharing	1	1	2	3
Creation of an organization-wide KM policy and/or strategy	1	3	2	8

Opportunities to connect, network, and share knowledge with UNIDO staff and partners	3	5	6	6
Capacity for UNIDO KM initiatives and approaches, including research and knowledge dissemination	4	6	7	9
Evidence-based global, regional or country-level industrial knowledge development and research	5	2	2	4
Opportunities to deliver or receive advisory support and to access tacit knowledge and expertise of UNIDO staff	6	7	1	7
Adequate integration of UNIDO's KM initiatives and approaches with the needs of national governments from Member States	7	8	7	1
Opportunities for training and learning on KM concepts and tools	8	4	2	5
Adequate integration of UNIDO's KM initiatives and approaches with the needs of the private sector	9	9	9	2

Annex 8: UNIDO Content Inventory

Category Name	Category/ Type No	Definition
Flagship Publications	1	Flagship Publications are comprehensive and influential documents that represent the pinnacle of the organization's research, insights, and perspectives. These include books, flagship reports, statistical reports, and executive summaries that highlight key findings and recommendations. Internal planning documents that are of utmost importance to the organization's functioning have also been included under flagship publications. They serve as authoritative resources in a particular field and often play a central role in shaping the organization's public image and thought leadership. To conclude, this category largely consists of documents produced by UNIDO to disseminate information regarding the organization's primary activities.
Academic Publications	2	Academic Publications encompass scholarly works that contribute to the body of knowledge in a specific academic discipline. These publications include study and research reports, scientific journal articles, professional or trade journal articles, working papers, and statistical briefs. They are characterized by rigorous research methodologies, critical analysis, and adherence to academic standards.
Policy Publications	3	Policy Publications focus on informing and influencing policy decisions. These documents include comparative experiences reports, policy briefs, case studies, position papers, and good practices publications. They provide insights into policy challenges, offer recommendations for improvement, and contribute to the development and evaluation of policies at various levels.
Advocacy Papers/Publications	4	Advocacy Papers and Publications are designed to promote a cause, influence public opinion, and drive action. This category includes lessons learned reports, newsletters, impact stories, brochures, fact sheets, and infographics. These materials aim to engage and mobilize stakeholders by presenting information in accessible formats and compelling narratives to advocate for specific issues, initiatives, or social change.
Capacity building products	5	Capacity building products are essential resources crafted by the organization to enhance the skills, knowledge, and capabilities of individuals, teams, and organizations. These encompass a wide range of materials such as training modules, workshops, toolkits, e-learning courses, skill development manuals, and capacity assessment reports. These products are designed to empower stakeholders with the necessary competencies to navigate challenges and achieve their objectives effectively. Internal training materials vital for the organization's internal development and effectiveness are also categorized under capacity building products. Serving as transformative tools, these resources contribute to the growth and resilience of the organization and its partners. In summary, the capacity building products represent a collection of materials carefully curated by the organization to foster learning, skill development, and organizational strengthening, playing a pivotal role in advancing the organization's mission and impact.

Types of Publications	Category Name	Category No.
Book or Flagship Report (e.g. Industrial Development Report)	Flagship Publications	1
Statistical Report (WMP; Annual report)	Flagship Publications	1
Study and Research Report;	Academic Publications	2
Comparative Experiences Report	Policy Publications	3
Evaluation Report	Capacity building products	5
Executive Summary, Overview of Flagship Publication	Flagship Publications	1
Project Reports	Capacity building products	5
Policy Brief or Research Brief	Policy Publications	3
Scientific Journal Article, Scientific or Research paper	Academic Publications	2
Professional or Trade Journal Article, Technical paper	Academic Publications	2
Good (or Best) Practices	Policy Publications	3
Lessons Learned Report	Advocacy Papers/Publication	4
Working Paper, Conference Paper	Academic Publications	2
Statistical Brief	Policy Publications	3
Case Study	Policy Publications	3
Fact Sheet, Infographic	Advocacy Papers/Publication	4
Position Paper	Policy Publications	3
Newsletter	Advocacy Papers/Publication	4
Impact Story	Advocacy Papers/Publication	4
Brochure (Advocacy material)	Advocacy Papers/Publication	4
Manual, Handbook, Guidelines, How-to Guide	Capacity building products	5
Proceedings, Workshop Report, Panel Discussions Report	Capacity building products	5
Concept Note	Policy Publications	3

Annex 9: Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the objectives of a development intervention were or are expected to be achieved.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles.
Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Results-Based Management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.

Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently "evaluation" is used for a more comprehensive and/or more in-depth assessment than "review". Reviews tend to emphasize operational aspects. Sometimes the terms "review" and "evaluation" are used as synonyms.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of change	Theory of change or programme theory is similar to a logic model but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.