EVALUATION OF THE PLATFORM HD2010

FINAL REPORT

JANUARY, 2013

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LIST OF ACRONYMS

BERA   Bureau of External Relations and Advocacy (UNDP)

BDP   Bureau for Development Policy (UNDP)

CO   Country Office

CSD   Civil Society Division (UNDP)

CSO   Civil Society Organization

DRR   Deputy Resident Representative

HD   Human Development

HDRO   Human Development Report Office

M&E   Monitoring and Evaluation

MDG   Millennium Development Goals

NGO   Non-Governmental Organization

RBLAC   Regional Bureau for Latin America and the Caribbean (UNDP)

RCO   Resident Coordinator Office

RR   Resident Representative

ToR   Terms of Reference

UNCT   United Nations Country Team

UNDP   United Nations Development Programme

UNMC   United Nations Millennium Campaign

UNV   United Nations Volunteers Programme

CHAPTER 1: INTRODUCTION

Global crises have revived debate on the quality of global governance and the role of multilateral institutions. Citizens and civil society networks are emphasizing principles of human development, accountability and civic engagement. They are also calling for an inclusive form of multilateralism, founded on the premise that processes of globalization have given rise to new multi-layered networks of non-state actors active in development and in transforming the relationship between state and civil society organizations to help address these crises. In support of these efforts, UNDP launched 'Platform HD' in 2009, a three-year (2009-2012), $1.7 million inter-agency programme, funded by the MDG Achievement Fund and managed by the Civil Society Division in the UNDP Bureau of External Relations and Advocacy, in partnership with the UN Millennium Campaign.

The purpose of the Platform HD programme is to promote civic engagement with the UN and governments for the achievement of the MDGs and human development. The Platform HD programme released funds to Resident Coordinator Offices in six different countries (El Salvador, Ethiopia, Mozambique, Nepal, Senegal and Philippines) to develop and implement work plans to encourage civic participation in national development priorities. During the last year of implementation, the programme will conduct a cumulative evaluation to provide findings, conclusions and recommendations regarding the HDP results. In this regard, the inception report provides a methodological framework to conduct this evaluation, providing the scope, methodology and evaluation of the process.

1.1 PURPOSE OF THE EVALUATION

The purpose of the evaluation is to provide a 'big picture' perspective on the extent to which the Platform HD programme has strengthened UN-civil society relations and policy dialogue on a range of development outcomes, particularly with regard to the MDGs, human development and the advancement of inclusive multilateralism.

At the country level, the evaluation assessed the extent to which the program's activities have facilitated greater citizen participation in policies and practices related to the achievement of the MDGs, and supported UNCTs in strengthening civic engagement and human development, using the MDGs as the entry point.

As a knowledge tool, the evaluation identifies best practices, lessons learned and recommendations that will be useful to the work of United Nations Country Teams (UNCTs), UN development actors (at the country, regional and headquarter levels), civil society organizations and stakeholders. In this regard, a set of appropriate and forward-looking recommendations will be drawn at the end of the evaluation.[1]

The evaluation has the following specific objectives:

- Assess the extent to which the programme has achieved development results in engaging civil society in MDG policy, planning and monitoring.Measure the contribution of the programme to ensure greater citizen participation in achieving the MDGs, human development and related issues.
- Identify lessons learned, good practices and recommendations to inform future policy and programming

1.2 SCOPE OF EVALUATION

The Platform HD, as set forth in the Project Document approved by the MDG Achievement Fund and UNDP's Civil Society Division (CSD), is structured around two broad themes; one is to <u>engage a wide range of non-state actors[2] in articulating a new vision of multilateralism that is anchored in human development</u>. The second is to <u>foster practical opportunities for civil society to contribute to MDG processes at the local and national levels</u>. In pursuit of these two goals, the current Platform HD evaluation will focus on assessing the progress and contributions to the three programme outcomes.

Output 1
PlatformHD2010 has been convened to discuss the application of the human development paradigm in tandem with new participatory multilateralism
Output 2
Action plans in six countries are developed and approved to ensure that MDG-related policies, projects and processes at the country level are informed by citizen participation and monitoring

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[1] The recommendations might be useful for different projects and stakeholders like the UNMC (MDGF Project), the UNDP Democratic Governance cluster, the UNDP Civil Society Division, the Country Offices, different Bureaus, Civil Society organizations, and Governments among others.
[2] Civil society at the community level, marginalized groups, indigenous peoples, youth, minorities, peasants movements, women groups, faith-based organizations.

Output 3

Global report on the impact and influence of civic engagement on global development policy through the UN system

There are several activities in six supported countries: El Salvador, Ethiopia, Mozambique, Nepal, Senegal and the Philippines. The Platform HD is largely implemented by the RCOs at the national level, and in some cases at the global level, as managed by the Civil Society Division/BERA. It is important to take into account that the countries were selected by the MDG Achievement Fund together with the UN Millennium Campaign with the main criterion being UNMC presence and established work with citizen/civil society groups, a Resident Coordinator with leadership and interest in these issues, to the extent possible a country where the MDG-F works and finally a good regional distribution,; have strong support and leadership from the Resident Coordinator for civic engagement in UN development efforts; active participation by the UNMC; and representation of UNCT civil society focal points.

The programme evaluation assesses the interventions for period June 2009 – 2012, in accordance with the established evaluation criteria[3]. The evaluation will include the lessons learned from the programme implementation, as well as the best practices. In addition, the evaluation will also document specific contributions related to capacity development, knowledge transfer and gender equality when possible.
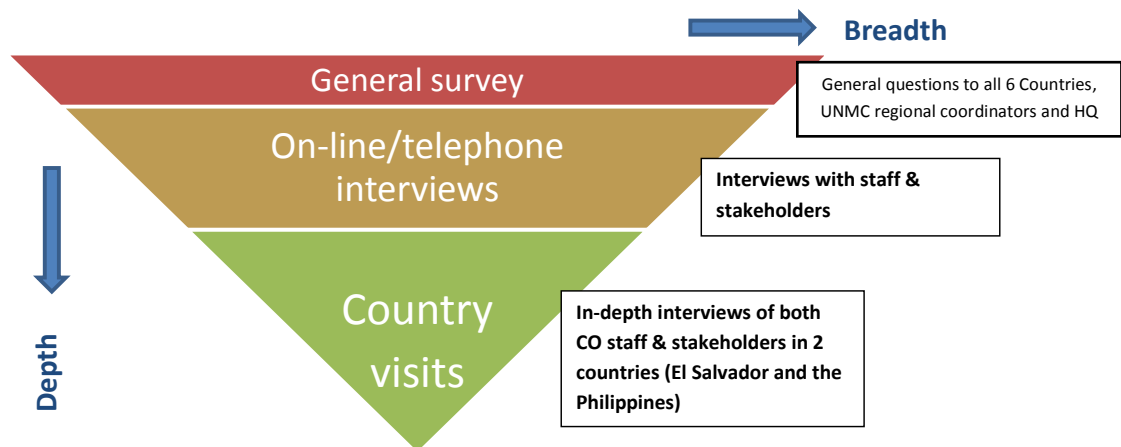
1.3 DATA COLLECTION

The conclusions of the evaluation are based on triangulation of evidence from different methods and sources (primary and secondary). In the initial stages, the evaluation relied on existing documentation, and the evaluation also adopted a three-tiered strategy to collect primary data to ensure both sufficient coverage (breadth) and insight into the role and functioning (depth) of the Platform HD: a general survey for all stakeholders, on-line/telephone interviews; and in-depth, face-to-face interviews during two country visits (El Salvador and the Philippines).[4]

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[3] The Platform HD was initially foreseen for a two year period (2009-2011) and was extended by one year at no cost, through 2012

[4] A key principle in the evaluation methodology is the triangulation of information and data. Triangulation requires verification of at least three sources of information: perception, validation and documentation. For this evaluation, the consultant used triangulation of methods of data analysis to both validate the information and to respond to the evaluation questions through the cross-referencing of data sources.

FIGURE 1 PRIMARY DATA COLLECTION STRATEGY[5]

Breadth

General survey

General questions to all 6 Countries, UNMC regional coordinators and HQ

On-line/telephone interviews

Interviews with staff & stakeholders

Country visits

In-depth interviews of both CO staff & stakeholders in 2 countries (El Salvador and the Philippines)

Depth

Project Coordinator Interviews: The evaluation began when the consultant was contacted by the CSD to exchange ideas and review a number of key programme documents and reference materials. The consultant had the opportunity to become more familiarized with the Platform HD intervention logic and its expected results; the next step was the drafting of the inception report to guide the methodological approach.

Desk review: The consultant collected and reviewed all relevant documentation, including the following: i) Platform HD HQ reports to steering committee; ii) project conceptualization documents (including the programme document) iii) financial reports; iv) specific products from the national level, e.g. training materials[6]; v) country office reports (formal and informal); vi) CO work plans; vii) UNDP's corporate strategies and reports; viii) relevant government, media, academic publications; and, ix) best practices.

Online/telephone interviews: Key informant interviews and consultations complemented the information gathered through the desk review and meta-analysis of key documents. These interviews provided in-depth information, which allowed analysis of the project design, process and results. The consultant conducted telephone/Skype interviews with relevant stakeholders including: i) UN staff

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[5] The online survey was responded by UNMC regional directors as well

[6] Including reports of global and regional consultations such as the forums in Bangkok and Johannesburg (Africa HDR consultation)

(managers and programme/project officers) at headquarters and country offices; and ii) policy makers, beneficiaries, civil society organizations and donors in the list of countries visited by the evaluation. A couple of focus groups were organized during the field visits as well. Efforts were made to ensure a range of voices are represented covering all of the stakeholder map categories, see annex for the list of interviews and consultations conducted.

Country visits: In-depth interviews of both UN staff and national and national stakeholders were conducted in the field. The consultant visited two different countries to observe first-hand progress and achievements made and to collect best practices/ lessons learned.

General survey: An online survey was designed and circulated to collect feedback and comparable information from HQ and the six country offices. It consisted of 10 questions on the perceived performance, quality and results of the Platform HD.

FIGURE 2. EVALUATION STRATEGY BY COUNTRY

Countries to be contacted through:	Online survey	Online interview	Email	Country visits
El Salvador	X	X	X	X
Ethiopia		X	X	
Mozambique			X	
Senegal			X	
Nepal	X	X	X	
Philippines	X	X	X	X

CHAPTER 2: EVALUATION FINDINGS

This chapter presents the assessment of the contribution of the Platform HD to its objectives by each evaluation criteria. The design level focused on the extent to which the objectives set forth the Platform HD project document support greater citizen participation in policies and practices related to human development using the MDGs as the entry point. The process stage assesses the extent to which the Platform HD programme resources and inputs were translated to results. Finally, the results phase of the evaluation considers the extent to which the objectives of the programme were achieved, and the evaluation also considers the sustainability of the Platform HD initiatives, to the extent possible.

2.1   DESIGN LEVEL

UN and specifically UNDP´s contributions to engage civil society and governments on development matters were relevant and well aligned with the main UN - UNDP priorities for development. The Platform HD interventions are framed within UNDP's mandate and are consistent with its Strategic Framework 2008 - 2011.[7][8]

Due to the innovative nature of the Platform HD, since there are no previous comparable projects, the evaluation cannot specifically determine whether the platform is the best option to respond to the development challenges established in the project document. The assessment did not have access to comparable programmes or control programmes to enable this type of analysis. However, the evaluation was able to identify the relevance, the added value and the qualification of the Platform HD in contributing to the challenges set forth initially.

All CSO sources consulted during the evaluation said that Platform HD had an added value. The objectivity and impartiality of the United Nations, its ability to convene different government, civil society and agency stakeholders has been instrumental in linking civil society organizations with

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[7] UNDP strategic plan establishes on the chapter about UNDP business model that: "Guided by General Assembly resolution 62/208, support to national governments in creating an enabling environment in which the links among national governments, the United Nations system, civil society, non-governmental organizations and the private sector are strengthened in the search for new and innovative solutions to development challenges in accordance with national policies and priorities. In that connection, UNDP will pursue innovative strategic partnerships with civil society organizations and networks, as well as with the private sector." UNDP Strategic plan 2008-2011. Page 12.

[8] Achieving the MDGs thus involves the engagement of citizens and civil society organizations in designing and implementing national and local development policies and programmes. Expanding opportunities for people's participation in their own development contributes to the "shared sense of responsibility" referred to in the Millennium Declaration. UNDP, with UNV and other national and international volunteers, is in a key position to support programme countries and the broader United Nations effort at the country level to bring this resource to bear.

governments. Different governments perceive the United Nations as a legitimate and trustworthy organization, which does not have biased interests or is partial to any particular stakeholder. This factor is important because governments in developing countries often view governance and multilateralism processes as scenarios of co-government and parallelism.

The UN Resident Coordinator's Offices by the Platform have enough leadership capacity to convene a wide range of actors at all levels and sectors. This leadership capacity may vary from one country to another depending on the RC capacity and motivation, but for example, in the politically polarized country of El Salvador or in other countries with low political stability like the Philippines, the Platform HD, through the RCOs, was able to convene and connect different groups of stakeholders to manage governance processes. All of this is due to the confidence generated by the United Nations and the process launched in each country.

The Platform HD programme was innovative as it served to enhance on-going efforts at strengthening citizens' participation through the involvement of civil society stakeholders in human development national policy processes. In some of the country programs the platform HD fostered collaboration between legislative, executive, other national stakeholders and the CSOs. Specific products development has enabled different actors to express and align their points of view, and allowed to put together different perspectives into consensus about national development matters.

This is an important programme due to its comprehensive approach, its added value for similar initiatives, and because it pursues a multidisciplinary and multi-sectorial approach with results at different levels and sectors. The added value of the Platform HD was its call capacity - from the head of the UN - in each country being capable to reach different UN agencies, CSO and government institutions. Also the holistic approach of engaging multiple and relevant stakeholders from different levels and sectors, were considered the most valuable assets from the programme.

At the national level, the design of the projects promoted by the Platform HD has been successful in certain instances through a comprehensive or holistic approach. In the Philippines, for example, the various outputs were designed to link different sectors and levels of actors; documents were developed to discuss development issues with the government and the parliament; communities at the local level were involved in monitoring the MDGs; and the project sought to mobilize public opinion and youth

around the MDGs. Similarly, in El Salvador, the community was involved in the consultation on national needs and priorities as well as in consumer rights issues. Various social sectors including academia, business, unions, political leaders, journalists and others were included in the discussion on national priority issues. In Mozambique HD2010 supported training of youth groups in monitoring and influencing employment policies, also, a consultative process was conducted with civil society organisations leading to strong civil society involvement the UN development framework (in the economic, social and governance areas).

Between 2010 and 2011 UNMC's interventions in Senegal were fully aligned with the HD project; evidence shows that without the approach taken by the HD project, collaboration between the key stakeholders would have been challenging. As a direct result of the HD initiative, an improved and mutually beneficial partnership between the UN System, government, CSOs, opinion formers and legislators emerged.

The degree of participation of different sectors and groups of stakeholders in the planning processes at the country and international level has been satisfactory. In New York in 2009, the UNDP Civil Society Division organized a strategic dialogue with representatives and leaders of about 30 key civil society organizations and foundations (see document attached), who contributed to the overall direction of the programme, defining an accurate context of the overall situation of governance, the power dynamics of traditional and non-traditional actors and the expected results of an initiative that accounts for the existing multilateralism. All of this led to the innovative formulation of the global programme that considers global dynamics of governance but seeks to account for the specific circumstances of the target countries.

At the regional level, the Platform HD programme organized two consultations that brought together a wide array of civil society, academia and media in dialogue with the UNDP regional centre on critical issues of development and democratic space in the Asia-Pacific (Bangkok, August 2010) and civil society and academic experts on issues of agriculture, nutrition and food security for the Africa regional Human Development Report at the UNDP regional centre (Johannesburg, July 2011).

At the country level, consultation processes were also satisfactory because they connected civil society organizations from different areas at both national and local levels. The degree of participation achieved was greater in certain countries than in others, but in all cases the focus sought a bottom-up

approach where the main objectives –opening spaces of dialogues between citizen and state around MDG related policy and practice – could be achieved through activities and outputs suitable to the circumstances of each country.

The various sources consulted consider the calls for designing the project activities to have been broad, despite the time constraints to developing the projects in each country. Also, participation in the implementation of the initiative in each country was broad and perceived as satisfactory; this degree of involvement increased the possibilities of ownership, capacity development and an implementation grounded in the needs of the countries. The online evaluation survey shows that 47% of respondents consider the Platform as very participative and the remaining 53% said it was participative.[9]

The Platform HD design was appropriate because it adopted a bottom-up approach in which most resources were allocated to the country offices, and countries established the activities and the results to be achieved in each case with autonomy, according to general parameters. This approach was successful because the conditions, characteristics and needs of each country in terms of governance models and civil society participation are different. A standardized recipe with a top-down approach would not have been participatory or owned by the stakeholders, and the results would have been limited by the conditions of each country, which is why the global programme established general guidelines that were adapted to the specificities of each country.

In some of the focused countries without a Platform HD, the achieved levels of trust between governments and civil society organizations would not have been achieved given the time-frame and available resources. Civil society organizations would have had fewer chances to approach and interact with governments, nor would they have been able to approach the United Nations as they did to learn about the projects, roles and mandates of the different agencies. HD 2010 was instrumental in helping CSOs to build networks and strengthen their position on development issues facing the governments. Without the Platform HD, the various organizations of civil society would not have had the opportunity to get to know each other (not an easy achievement in a country like the Philippines made up of many islands). Also the financial resources allowed CSOs to develop specific outputs that could not have been developed otherwise.

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[9] The survey had 30 respondents in total from

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The overall programme design included guidelines for the incorporation of marginalized groups in the development of various projects at the country level. In this sense, each of the six countries defined target groups to involve in the development of activities; for example, in the case of El Salvador, women, youth, farmers, people with disabilities, members of ethnic communities, and representatives of LGBT groups were involved. Other countries such as the Philippines, included youth groups, women's organizations, ethnic community organizations and other marginalized groups.

Given that the objective of the project was to obtain lessons learned from the various countries in the various regions and based on specific activities, the assessment found that the level of resources provided was sufficient. The assessment also found that the Platform HD is an example of how projects with fewer resources can achieve interesting results due to the need to achieve specific actions. As stated in the results sections, the program achieved remarkable effects with a national budget of USD 140.000.

In this sense, the Platform HD at the national level is a benchmark for the United Nations, civil society and government institutions of the development of specific activities and products that contribute to the achievement of governance objectives. This is because the processes of governance, citizen participation and government openness to dialogue are medium- to long-term processes that require sustained actions over time as well as considerable resources. The amount of resources established for the HD country programs were sufficient for demonstration projects that may be replicated by different interventions in the future.

The programme's theory of change is based on a multi-stakeholder participatory process and an innovative academic exercise, which identifies an overall context of governance with new powers represented by non-traditional actors from civil society that can contribute to the discussion of development issues in their countries. From this perspective, the programme identified the need to support civil society organizations in strengthening capacity development and advocacy with national governments. The process of supporting these initiatives is based on ongoing processes promoted in countries with UNMC and MDGF presence, and where the Resident Coordinator's Office is able to convene various stakeholders from civil society and government, with a multi-sectoral perspective to achieve progress in local and national governance processes. These achievements would serve as best

practices for the thought – reflection - of the United Nations and other countries, with regard to the relevance of including stakeholders in strategic development decision-making.

In other words, by strengthening the voice and participation of citizens/civil society groups - that are usually excluded – in MDG related research, analysis, policies and practice planning and monitoring, the focused countries would be able to better implement MDGs, and these learning could feed into an academic exercise of multilateralism.

The evaluation has found that the theory of change of the overall programme is successful in terms of objectives and bottom-up participatory approach. However, some linkages or links of the value change referring to the recording of progress, achievements and results, as well as the identification and transfer of lessons learned, were not detailed enough in the initial design to ensure the replicability or demonstrative effect of the various experiences.

The initial design of the overall-global programme did not include specific guidelines for monitoring and visualizing the progress or results of the various initiatives. Nor were there specific mechanisms, tools or spaces for recording and transfer of information and knowledge among participating countries, or between countries and headquarters in New York.

The Platform HD has contributed to and had an impact on the reflection and analysis about multilateralism and participation at the country level. Even though here were unclear objectives of the global framework such as new multilateralism, in countries like the Philippines, Nepal or El Salvador the awareness level in civil society was increased regarding the participation on national development matters and MDG progress, CSOs were strengthened and acquired tools and spaces for reflection and participation in development issues.

The concept and meaning of multilateralism was adapted to the conditions of each country according to the existing levels of exclusion and the type of marginalized groups. Based on these particularities, the assessment demonstrated that the Platform HD has successfully provided tools and contributed to the national empowerment of the concept of multilateralism and its attributes, by identifying excluded groups and supporting their access to information, dialogue with key stakeholders and participation.

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Due to national autonomy and the decentralized spirit of the platform, it can be established that the strategy was in line with the needs of the countries and consistently addressed the challenges prioritized in each case. For example, in the Philippines civil society has strong organizations and networks that are aware of national needs, citizen´s rights and government duties. There the Platform HD programme focused on policy advocacy by discussing the national development plan, bills and laws. In Nepal where civil society is weaker, the programme focused on more basic outputs like community and CSOs access to information and strengthening. In countries like El Salvador where the polarization within the community is very high, the main outputs aimed for CSO alignment and consensus achievement. In this regards 93% of respondents to the evaluation survey felt that the Platform HD products were tailored to the needs of each country. In Nepal the Platform HD programme was proposed with a rationale that greater and better participation of non-state actors in general, and civil society in particular, is fundamental in seeking and finding solutions to key development challenges. Civil society has a great role in meeting development goals, given that they have knowledge and capacity.

2.2. PROCESS LEVEL

Countries were satisfied with the regional feedback and guidance regarding the support received by UNMC, flexibility in decision-making and the definition of clear areas of work. This working relationship has proved to be efficient in the regions of Latin America, Africa and Asia. The country offices found the regional teams to be accessible and sympathetic to the specific needs of the countries. Similarly, the regional feedback was also considered appropriate due to the strategic level of talks, the ongoing communication and the usefulness of the spaces of reflection established[10].

On the other hand, communication between countries and headquarters in New York during implementation was perceived by the evaluation sources as limited to administrative and operational matters, without addressing substantive or strategic issues. This was seen by informants as a missed opportunity because the access by the countries to the technical capacity and knowledge in New York would have provided a more qualified feedback to projects and maximize results, as well as contribute to the UNDP's analysis of multilateralism from the various experiences observed. According to the decentralized nature of the programme, which the evaluation found to be a proper approach, UNDP didn´t intend to guide national interventions, but still the programme lacked a central knowledge broker

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[10] Among the various meetings, was the notable process of reflection of Bangkok 2010 which included a regional consultation on democratic spaces, considered to be the first of its kind at the Regional Centre level as it influenced office planning.

promoting best and worst practices transfer. Also the programme needed to bring the overall pieces together to make sense with regional and global interventions.

Several country offices considered one of the programme's successes to be the inclusion of the Resident Coordinator's Office as implementation partner of the platform, when there is a clear political will and leadership from the RC. Regardless of the difficulties that this presented (e.g., in terms of the administrative challenges to the direct execution of resources in the office, the lack of administrative experience and workload and level of responsibility of Resident Coordinators) most Country Offices believe that there was no other way to develop these initiatives with civil society. This was because of the leadership of the Resident Coordinators, their access to various stakeholders, their ability to convene United Nations agencies, and also because a space for interaction between society and the government requires a multidisciplinary approach, which is difficult to achieve in certain United Nations agencies.

Despite of efforts made, the knowledge management and sharing among different countries were insufficient to reduce the learning curve and maximize the lessons learned. The programme designed and developed best practices templates, guidelines and examples to guide COs on producing good practice/experiences. An email group HD2010@undp.org was set up including email addresses of all colleagues to facilitate easy sharing. The Civil Society Division disseminated all relevant information that was available. More importantly the Platform organized a well-attended event at the Civicus assembly in Montreal, and the regional consultation in Bangkok and Johannesburg were also key ways to generate dialogue and exchange among various actors and the UN.

Despite all effort and encouragement, almost no staff shared information/queries regularly (e.g. only one story was produced for the website, on a Philippines experience, which took a lot of effort and active input from CSD). Although there were best practices registries in each country and a global forum in Senegal that gathered together different stakeholders from all of the countries; the COs projects did not incorporate lessons learned or take advantage of the experience and learning of different regions.

The programme design did not include effective tools, spaces or processes of knowledge transfer that would enable the different countries to incorporate the success stories of others in their projects and activities and avoid mistakes. Knowledge management in multi-country programmes require dynamic and permanent processes such as Communities of practice, knowledge fairs, as well as mandatory activities in the workplans. In sum, the level of information and experience sharing among participating

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countries was insufficient to maximize results; the online survey shows that 67% of people felt unsatisfied about the communication with other countries.

The programme exhibited deficiencies in intervention follow-up, as well as monitoring and evaluation of progress, challenges, achievements and results. The Platform HD programme monitoring reviewed the action plans to see if activities were in line with the plans but the M&E was more focused on administrative and financial aspects. A monitoring template was also established which presented best practices, a mid-term report and a final report. Unfortunately, the content of these reports varied from country to country, which complicated the comparison of progress. They mainly reported on activities and not results, did not establish country baselines and did not use progress and outcome indicators.

The lack of monitoring and its frequency affected informed decision-making and did not allow for an ongoing process of learning. The monitoring was assimilated as an administrative requirement and not as a process of accountability, outcome visibility or input to guide actions. Although the monitoring of social and human development processes involves a series of intangible variables that are difficult to measure, the programme should have incorporated quantitative or qualitative indicators to assess progress.

The programme was implemented financially according to the initial budget; however, the initial deadlines were not met by either the global programme or by certain country programmes. The evaluation found the initial two-year deadline to be very ambitious for the geographic coverage and the scope of the governance processes between civil society and governments. Some administrative circumstances led to the extension of deadlines, such as the delay in the recruitment process of the Platform HD Coordinator, the lack of clear management arrangements in some Resident Coordinators' offices and the general lack of administrative arrangements at the outset in some RCOs, which continued throughout the programme. Similarly, some countries took more time to develop the activities for various reasons such as timing of activities with the national context; working with civil society can take longer depending on the level of capacity; and it must also be noted that two countries joined the Platform HD programme late, after Brazil and Bangladesh declined the offer to participate in the programme.[11]

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[11] Project duration, start and end dates are calculated from release of the first tranche and receipt of the final report:
El Salvador: June 2012 – December 2012
Ethiopia: October 2010 – June 2012
Mozambique: April 2011 – April 2012
Philippines: February 2010 – October 2011

The Platform HD is a highly efficient programme in terms of the outputs developed given the resources available. In this sense, the cost-benefit of the programme has proved high because a wide range of activities and outputs in various countries and regions were successfully developed with moderate financial resources. The different consultations led to the conclusion that the quality and impact of these outputs varies from country to country, however it is worth noting that the efficiency of the substantive implementation process has been high, and the financial implementation is one hundred percent.

Operational challenges arose in the governance structure of the programme due to the lack of clarity in the roles, hierarchy and reporting lines. All of the sources consulted expressed that the communication channels were inadequate; the management structure was not clearly defined; and there were no pre-established organizational charts. All of this translated to a series of challenges such as a lack of clarity in the accountability process and the regular channels for decision-making, reporting and consultation. Institutionally, the role of the UNMC, UNDP and the Resident Coordinator's Office were not completely clear. Each country had to make its own institutional arrangements, and some achieved higher levels of agreement than others. At a personal or individual level, in some cases, the national coordinators were unclear about whom to report progress; whether to the Resident Coordinator, the Regional Coordinator or other colleagues in the country office. Some civil society stakeholders were not entirely clear about the leadership of the project or the reporting lines within the United Nations system.

The Platform HD has involved marginalized groups and social actors excluded in the implementation of the projects in various countries. The evaluation has thus been able to engage youth groups, women's organizations, ethnic groups, people with disabilities, peasant groups and representatives of the LGBT community, among others. In some cases, even civil society and CSOs could be classified as marginalized from government discussions and decisions.

At national level, the degree of ownership of the Platform HD varies from country to country. The evaluation was able to note good ownership experiences as in the case of El Salvador where the methodology of consultation with the community about its priorities and necessities was reflected in

Nepal: April 2010 – November 2011
Senegal: September 2010 – October 2011

the "Opening Windows" document. Not only was it appropriated by the different NGOs and CSOs during training and capacity development processes, but several committed to replicate the consultations or dialogues with communities, and some organizations have also incorporated the methodology in their own projects. This is because the "Opening Windows" methodology promoted by the Platform HD is very good for different community groups and civil society to express and organize their ideas.

Another example of ownership in El Salvador is the charter of consumer rights developed by the Platform HD. This charter was applied to the office of consumer advocacy, and since its implementation, office management has developed training courses that incorporate technologies and procedures to comply with consumer rights. It is worth noting that this successful experience in El Salvador will be replicated in 35 additional public entities with public resources and USAID cooperation.

There are also remarkable ownership experiences promoted through the Platform HD in the Philippines. The support to the United Nations Civil Society Advisory Committee (UNCSAC) as a strategy to strengthen civil society for advocacy in government has resulted in a cohesive committee, with a greater ability to convene civil society organizations. Upon completion of the Platform HD project, the committee had increased both the number of member organizations from thirty to seventy and the number of meetings each year from three to twelve.

2.2 RESULTS LEVEL

The Platform HD has had mixed or heterogeneous results in terms of civil society mobilisation in the various countries. In some cases like El Salvador, the community and key stakeholder groups were mobilized for civic education and gathering the community's voice around priority development issues as crucial input to systematically influence political parties, the government and electoral candidates. In El Salvador, this process achieved a common vision in the country as valuable input for the post-2015 agenda and the national objectives and priorities. The Philippines also strong civil society organizations also, and the Platform HD has helped to strengthen UNSAC as the coordinating body of different NGOs and civil society networks. This committee has achieved greater levels of interaction with the United Nations, internal cohesion and advocacy with State agencies. In Nepal, the civil society organizations were strengthened and have now greater access to information about individual and collective rights, an understanding of public investment or even achieving community based monitoring of public budgets. In general, the Platform HD has achieved results in some countries where people are now more aware that governments are accountable to society on development issues.

In Mozambique the UN CSAC composed of 25 umbrella CSOs was the relevant responsible partner whose members played an active role during UNDAF formulation process. In fact CSAC members were able to identify relevant activities for the Platform HD programme such as training in policy dialogue for all members, CSO capacity building on advocacy skills using the Platform HD financial resources, since CSAC members had mixed levels of capacity for advocacy and policy dialogue.

Also in Mozambique, HD2010 supported training of youth groups in employment policies monitoring, as a result, the participating youth groups designed an advocacy plan outlining entry points into policy influence and identifying strategic partnerships in governance, for establishing an innovative government instrument to offer job placements for graduated students. Some participants were subsidised to participate in a panel in Brazil to exchange ideas on participation in national development planning.[12]

In Ethiopia, a wide range of stakeholders, from NGOs, community representatives to Government officials took part in trainings on budget monitoring, the HD2010 supported the CSOs capacities in participatory budget monitoring and analysis, laying foundations for a national accountability system on basic services in the country. A survey on basic services was coordinated and conducted by CSOs in six regions and 24 districts for the information of a wide range of relevant stakeholders, and campaigning training was provided for CSOs, teaching them to demand better quality services.

The Platform HD has grounded civil society discussions, prioritized issues and established specific outputs that have drawn together different views on national needs and development. In all HD project countries, concrete outputs were designed and developed that helped to facilitate traditionally complicated and lengthy dialogue processes within civil society. Although CSOs are dispersed and maintain different points of view about national priorities and development issues, the opportunity to approach the United Nations and the government through the development of specific outputs has been effective in establishing consensus and shared positions on development issues. Examples include the dialogues with grassroots communities in El Salvador ("Opening Windows") and the dialogues underway for the development of the "70 simple things that the country needs to get ahead" output. In the Philippines, there is also a citizen road map document to influence the National Development Plan and an alternative report on the MDGs that the civil society developed and shared with the Parliament.

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[12] Youth unemployment is one of the major development issues in Mozambique, addressed by both the recent UNDAF and the National Plan.

Noteworthy is the fact that 87% of the survey respondents agreed that the outputs produced by the project were of high quality and effective.

A remarkable finding of the Platform HD has been the effective incorporation of different perspectives in the development of the activities and products established. The diversity of organizations, actors and positions (sometimes conflicting) not only allowed for interesting processes of reflection but resulted in greater outcomes and more capable of pressuring governments, due to the quantity and diversity of authors. The Platform HD has generated cohesion in fragmented communities based on specific goals as an important step for participation and governance.

Another notable result of the programme is the cohesion of scattered actors in order to incorporate society into the discussion of national issues. As a post-conflict country, El Salvador exhibits very low levels of consensus due to high social polarization, which has grown from an ideological polarization and is now partisan. In this framework, the Platform HD programme has managed to bring together people with greatly differing positions such as former presidents from the right, former guerrilla commanders, businessmen, union leaders, academics and opinion makers. Not only has the programme has had an impact of cohesion, demonstrating that dialogue is possible in the midst of dispute, but products generated from a wealth of different ideas have benefitted the country.[13]

HD2010 initiative increased mutual cooperation and collaboration between various sections of civil society organisations which often are scattered, small-scale and working in "silos". For example in Senegal, collaboration between CSOs working towards achievement of MDGs was strengthened through an extensive country-wide mapping of CSO initiatives, which were registered in a brochure for the information of civil society groups and for building partnerships for greater synergy. In Ethiopia, national consultations for CSOs were held for sensitization of local level actors on development engagement. The technical capacities and capacity needs of community level civil society groups were assessed, resulting in trainings in M&E, evidence based advocacy and campaigning for MDGs, with a view of scaling up contributions towards MDG achievement by CSOs. The trainings resulted in increased campaigning and advocacy work on the MDGs across the country.

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[13] The sources consulted in El Salvador agreed that this type of achievement can help the country overcome partisan discussion to propose ideas from society without political overtones. El Salvador urgently needs a national project and consensus, where the Platform HD experience can serve as a point of reference.

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In some countries, the Platform HD had important results and impressions within the United Nations system. In El Salvador, the UNDP traditionally did not consult several groups of social actors and focused primarily on project implementation. The Platform HD experience, however, removed the "political fear" of engaging and mixing different social groups as valuable input for the formulation of projects and initiatives. This new perspective has permitted to value inputs of local stakeholders over technical assessments and project design developed in the office.

Even though the funding available for follow-up activities was marginal, the sustainability of the initiatives promoted by the Platform HD has varied depending on the conditions of the country. The governance processes find themselves affected by factors external to the projects and organizations such as the political will of decision makers or the turnover of institutional personnel. In this sense, the formulation of public policy through laws, budgets or commitments constitute effective actions for the sustainability of civil society initiatives with governments. The **Philippines** and **El Salvador** are two examples where the Platform HD programme has been able to develop civil initiatives to influence public policy through simple outputs.[14]

The Platform HD has proved important outcomes at the grassroots level in different ways. In **Nepal**, the context of civil society is very complicated because of the high levels of community exclusion, which prevents civil society from accessing basic information about individual and collective rights. It is commonplace for women to accept violence by men due to ignorance of their rights, and communities are not conscious of social rights such as access to subsidies, child registration or public investment. In targeted regions of the Platform HD, there were greater levels of awareness in the community, knowledge about the existence of public budgets and even ad hoc committees were established for community-based budget monitoring.

Nepal is very diverse in its social construction as well geography, exclusion from access, participation and rights often derive from factors such as social status, ethnicity, sex or physical geographic inaccessibility. Against these conditions, the activities of Platform HD aimed to provide a voice for some of the most marginalized and excluded groups, in this regard awareness was raised on human rights and MDGs, and also adopted treaties and conventions made by the state. As an immediate effect the participants at a women's conference (supported by Platform HD) expressed that the programme made

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[14] El Salvador has developed the "70 simple things to change the country" document as an input of civil society, represented by different groups of stakeholders that may be used to negotiate with electoral candidates and political parties. The Philippines is also developing the "Citizen's roadmap" and the "MDGs report", which have influenced both the Parliament and the Executive.

them understand the linkages between the violence against women (VAW) and the MDGs, encouraging them to pay greater focus on and address VAM issues in their MDG-related work.

In Nepal target civil society groups and actors on the local level were trained in monitoring budget, policy accountability, and public service delivery, which gave them not only in technical skills, but in realizing their rights towards development endeavor. The trainings created platforms for the civil society organizations to assess and adopt effective mechanisms to attain the MDGs.

Also in Nepal an MDG shadow report published the civil society perspective to the status to achieve the MDG targets, as a counter voice to the official MDG report. This document was prepared for the 2010 MDG Summit and was launched with a media campaign to create public awareness of the findings.

At the local level in the **Philippines**, it is worth noting the development and implementation of the Community-Based Monitoring System (CBMS) through which families report MDG data in their communities. Based on this information, which did not exist prior to the Platform HD in the municipalities of Tabaco and Licab, the mayors and local government units agreed to the baseline and made investment decisions to improve some indicators. For example, given the high levels of maternal mortality in Tabaco, the mayor invested in subsidies for mothers and health infrastructure. In Licab, sanitation coverage was very low in 2010, and, since the baseline analysis, the municipality has achieved 100 percent coverage in a short period of time. Both experiences have been successful, and for this reason, the UNMC has decided to fund ongoing projects that are innovative by logging data through SMS messages from the phones of inhabitants. In general, the platform has resulted in community access to data about development and national NGO access to this previously unknown information.

As mentioned before, in **Ethiopia** the Platform HD strengthened CSOs' engagement in policy process formulation and budget tracking in order to analyze factors affecting the allocation and utilization of budgets in MDG matters. With the support of the Platform HD various CSOs compiled and published best practices on the MDG achievement process, in due process the network of CSOs, Poverty Action Network Ethiopia (PANE) actively participated in the preparation, monitoring and advocacy of the MDGs. It coordinated and guided member organizations to enhance as well as register their contributions.

In **Mozambique** the HD2010 developed an innovative system using mobile phone technologies for monitoring public services and goods, called HUDUMA (which means services in the Kiswahili language). Huduma is a collaborative effort of the Millennium Campaign and Kenyan Civil Society partners, with the

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support of the UNCT and the Government of Kenya, that also involved the building of an interactive web-based portal, a communications strategy and a partnership strategy that utilizes the resources provided by the portal for advocacy.This meant that the information produced by the Mozambican HUDUMA platform would also be feeding into national, regional and international monitoring and advocacy work thereby replicating its impact and value for money aspect.

Thanks to the user-friendly system, citizens can engage with authorities on matters related to MDGs and public services with real-time information on service delivery across the country. The system has led to an increased accountability of service providers as well as a better response

At the national level, there have also been notable results. In the case of Nepal a good relationship was established between the National Planning Commission and civil society, succeeding in overcoming old prejudices thanks to the role of the United Nations and the process developed through the Platform HD. In this case, not only was greater trust and communication between both parties achieved, but the rights perspective was included in the three-year plan, which is unprecedented. Also worth noting is the Philippines project through which managed to approach President of the Senate and the Secretary of the Chamber of Congress regarding funding laws and budgets in line with the findings and recommendations of the alternative report on the MDGs developed by civil society.

Furthermore, the "citizen´s roadmap" also influenced the Philippines development plan in very specific elements such as a review and adjustment of mining policy according to document recommendations, incorporating greater profit margins for the government and the nation.

Another success story was the Ethiopian parliamentarian's participation on the MDGs process supported by the Platform HD 2010 project. In May 2012 the Parliament hosted All African Parliamentarians Conference in Addis Ababa where Ethiopian Parliamentarians, along with other African Parliamentarians, expressed their pledge and due collaboration to the MDGs and post-2015 development agenda.

The set of best practices and success stories achieved by the programme have the full potential for replication at the national or local level. The success of individual projects at the operational and strategic levels can become a menu of options for any country that wishes to bring civil society and government together. Noteworthy is the fact that 87% of the survey respondents agreed that the outputs produced by the project were of high quality and effective.

Together with the platform of CSOs GCAP-SENEGAL and the UN Millennium Campaign, several activities were organized with a variety of development actors in advocacy and reflection to accelerate the achievement of the MDGs by 2015. Here are some illustrations:

In Senegal there was successful advocacy with parliamentarians, with the Platform HD programme setting up a network of parliamentarians on MDGs, with guidance from the UN Millennium Campaign, UNDP and the platform of CSOs GCAP-SENEGAL. This laid the groundwork for a partnership between UNMC Senegal, the Platform of Senegalese CSOs and Parliamentarians to define strategies and actions to be undertaken to operationalize measures of intervention planning and monitoring prospect of achieving the MDGs. The process led to the creation of a parliamentary committee on the MDGs to serve as focus of reflection, assessment of trends and the progress toward attainment of each objective in human development. This was as a result of perfect synergy between the efforts of UNMC and the multi-stakeholder effort around the HD project in Senegal.

At the national level, there were different levels of ownership by the UNCT and UN agencies. In some countries, communication challenges and poorly defined roles did not enable clear involvement and decision-making by the UNCT. However, there were interesting experiences such as that of El Salvador where the UNCT and the UNMC will continue consultations with the Platform HD, in the framework of the post-2015 agenda and in partnership with the ART mechanisms of local consultation. This will provide sustainability and will replicate the platform's experiences. In the Philippines, the UNCT has also approved a budget line for the coordination of UNCSAC and made it a member of the Steering Committee to participate in defining the UNDAF (which is, again, unprecedented in the country). In addition, the UN agencies participate in UNCSAC meetings to share initiatives and projects with civil society.

In Mozambique, Platform HD played an important role in the design and approval of the new UNDAF for 2012-2015, where civil society organizations had an opportunity to strengthen their dialogue with the UNCT in several development issues. In this sense the Platform HD fostered permanent Civil Society Advisory Panels, bringing up opportunities for the CSOs to provide strategic advice to the UN programming in the country.

Mozambique team expressed that information sharing between the UN and civil society improved and has resulted in increased information flow on national and regional issues between the UN and the local level, empowering the local level actors in turn to share information from local to national level.

Other examples of United Nations support include various projects developed by the UNMC to ensure the sustainability of different initiatives of the Platform HD. Even during the development of activities, it has contributed to generate synergies between the HD projects and the UNMC projects such as the "Stand Up" initiative.

In Asia the UNMC was able to build on the outputs of HD2010 project to link it with the Post 2015 agenda and Nepal became the first country to facilitate the multi-stakeholder consultation guided by toolkit jointly produced by GCAP, Beyond 2015 (both CS coalitions) and UN Millennium Campaign. Along with the report of the consultation there was another document that was produced called Policy Asks for accelerating MDG achievement, these processes are important to be recognized as part of learning that in spite of limited resources when you build on the strengths of partnerships, the synergies produce results.

It is important to highlight the role of the ROs of UN Millennium Campaign who worked to first select the countries then to build ownership among RCs/UNCTs alongside CSOs and Government partners. This was extremely useful to maintain a quality and standard for both the processes and products generated.

The programme also succeeded in developing national partnerships to maximize results and increase the efficiency of actions. For example, in the Philippines, the local government units (LGU) were the development partners for the establishment of the Community Based Monitoring System. The organization of the "Mi Calle" ("My Street") concert was supported by the private sector, malls, audiovisual companies, music entertainers, celebrities and UN agencies. The development of the civil society alternative report on the MDGs was supported by the Parliament and the President of the Senate, and the CSAC and NEDA supported the advocacy of the development plan on the government side.

CHAPTER 3: CONCLUSIONS AND RECOMMENDATIONS

3.1 CONCLUSIONS

1. The Platform HD outcomes and programme interventions were relevant. Contributions with the proper engagement and ownership of CSOs and governments were more effective; in these cases, the limited resources of the Platform HD were more efficiently implemented. The PHD was able to make the most of the limited resources available, but the effectiveness of the investments owed more to its strategies for ownership and participation.

2. The value added and comparative advantages of the programme are linked to its bottom-up approach and upstream work to facilitate CSO advocacy; enhance multi-sectoral dialogue; facilitate dialogue with CSOs and governments; and engage stakeholders at all levels.

3. The Platform HD is well positioned within the RCO to address sensitive issues and promote civil society engagement with the government. Because the Platform HD is seen as impartial to national governments and CSOs, the programme was able promote important dialogues on key issues as a neutral player.

4. The programme proved effective in investing its limited resources on upstream initiatives such as policy and technical advice, advocacy, dialogue, partnership building, multi-stakeholder coordination, networking, and capacity building, focusing on addressing sensitive and underlying issues particularly related to social inequality and exclusion.

5. Platform HD made significant contributions to CSO engagement in development and public policy discussions. However, the programme lacked the tools to scale up these initial advantages, and the HD portfolio was not sufficiently well known among UNDP or other international development partners to maximize collaboration and follow-up.

6. The evaluation lacked the necessary M&E standards to measure quality indicators for performance and results, identify good and bad practices, disseminate lessons learned and make more informed decisions at the national, regional and HQ level. In a context of diminishing resources and increasing competition for funds, the lack of a tracking system to assess the contributions to outcomes and cost-effectiveness considerations is a major concern.

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7. Knowledge management is still far from optimal where it should be the essence of a multi-country programme and the UNDP corporate business model. The UNDP Strategic Plan is based on strengthening national capacities by means of providing effective knowledge management and advisory support, this, following a results-based management corporate approach, which means linking M&E with impact metrics with capacity development, and using knowledge to prompt actions that generate changes.

8. Gender mainstreaming has not been visible and explicit. The differentiated impact of the platform HD programme on women and men is not systematically considered at every stage of programme cycle - from planning to implementation and evaluation. Steps to mainstream gender have been largely organic, depending on committed individuals rather than emerging from an institutionalized effort.

3.2   RECOMMENDATIONS

OVERALL RECOMMENDATIONS

1. The administrative arrangements should be clear and transparent to all stakeholders from the onset in order to increase programme efficiency and effectiveness. The programme´s hierarchy, division of labour, supervision arrangements and reporting lines need to be established from the start.

2. The MDG Fund, UNDP and UNMC should make better use of evaluations and monitoring tools to turn information into learning for subsequent investments. This type of programmes of global or regional scope should have M&E mechanisms focused on promoting South -South solutions with the Knowledge Management tools and strategies available, including the establishment of a roadmap to guide interventions and respond more effectively to governance matters, valorising existing national outputs in line with the regional nature of the Platform. In this regard, knowledge management should take a step forward and be integrated into programming (design of interventions) from the onset and not left for when knowledge products have been already produced (see annex for specific recommendations on knowledge management).

3. The Results M&E system should incorporate mechanisms for tracking output contributions to development results (outcomes) and, in particular, mechanisms that enable tracking the

effects of knowledge products, advocacy and advisory activities on public policy. Moreover, qualified progress and result indicators should be systematically included along with qualitative indicators and/or project progress milestones.

a. The use of milestones is recommended for intangible processes such as the HD2010. As the processes are not easy to measure, they can be divided by specific milestones with percentages to measure the progress; e.g. a CSO empowerment process could have different milestones like: (i) CSO mapping, (ii) CSO call to participate in the trainings, (iii) training process finished, (iv) establishing a CSO network, (v) CSO network participating in development discussions with the government. This example has 5 milestones that can be registered and each one of them has a deadline or a date, and can be measured in percentage, where each milestone weighs 20% for a total 100% if te progress was complete.

b. The M&E can include qualitative indicators such as perception from stakeholders on different strategic lines from the project, that can be measured periodically starting from the baseline (e.g. CSO perception on the CSO capacity to engage with the government in development matters – before and after HD).

c. Also there can be incorporated quantitative indicators such as number of CSO involved in HD activities, number of CSO participating in discussion meetings with the government, number of CSO network meetings, number of meetings of CSAC, number of public policies including feedback from CSOs, resources allocated for leveraging HD activities (fund raising capacity), etc. All these indicators should be designed based on the HD2010 identified success factors, attributes and common matters for all countries.

4. Gender should be fully mainstreamed into the overall programming approach and project development. This should include formal spaces for understanding gender issues in all areas, and designate responsibilities for gender mainstreaming.

SPECIFIC RECOMMENDATIONS

Given the success stories registered, and the fact that the Platform HD2010 in some of the countries took initial steps on CS participation, the 2013 is the perfect timing to use the established civil society partnerships, the consultations done and move forward. In this regard the evaluation recommends additional support to the Philippines and El Salvador, in order to achieve greater impact in the context of post 2015. This support should also include a systematization document with benchmarks for civil

society cohesion and engagement with governments on development matters. This document should include the best practices already registered in the other countries to provide a valuable knowledge asset stemming from Platform HD.

In 2013, the Government of the Philippines will conduct a mid-term review of its National Development Plan, which is an opportunity to include recommendations from the Platform HD experience. In El Salvador, 2013 is an electoral year and all platform HD products could be more effectively disseminated to public opinion, candidates and political parties.

In the case of the Philippines the proposal is for MDG-F to fund a study that will look into financing requirements for the country to be able to close the MDG gap based upon the CBMS baselines and CSO inputs. It will inform the mid-term review of the Philippines Development Plan (PDP) to be developed before June 2013. This is expected to influence the strategic plan of the government, especially in the run up to 2015 and ensure government commitment to increase public spending for the MDGs. In El Salvador, it is recommended that UNDP with UNCT support outreach events and discussion of programme outputs ("Opening Windows" and "70 simple things for the country to get ahead") with electoral candidates, political parties and institutional actors to achieve political commitments.

Both recommendations aim to implement the results achieved to date and generate advocacy impacts from the participation of civil society. This scenario could become a benchmark for the United Nations, international cooperation and country governments that are looking to effectively engage civil society in national decision making.

CHAPTER 4: LESSONS LEARNED AND BEST PRACTICES IDENTIFIED

- In order to generate greater levels of empowerment in this type of process, it is essential to engage all relevant parties from the outset of the design phase.

- It is also wise for UN projects to support and promote ongoing processes by civil society, governments or cooperation. In the framework of social and human development processes, it is not recommended to start processes "from scratch".

- Citizen participation, governance and advocacy processes are medium- and long-term processes that can be streamlined through projects with few, specific, attractive, realistic and clear outputs supported by the enthusiasm of the actors convened. These outputs must have a practical approach to be able to influence decision makers, political parties, public opinion, the State and electoral candidates.

- The selection of participating stakeholders is crucial for national reflection processes and must include renowned bodies that represent a diversity of sectors in society. The profile of the focus groups must be characterized by recognition, prestige, capacity to influence and diversity of thought. The Platform HD has shown that the convening of stakeholders with diverse and even opposing positions allows higher impact, enriches and validates the discussion processes while avoiding issues of political sensitivity.

- The convening of stakeholders must be done at a personal and not institutional level, avoiding formal spaces and the media to allow for fluid and spontaneous discussion.

- Because of the diversity of discussion topics on development and national priorities, one lesson learned is that leadership schemes must be established around focus areas or axes, where social and/or government actors share their reflections based on their institutional experience.

- Any governance process and civil society rapprochement to government must establish expected outcomes success factors, how outcomes are to be measured and mechanisms for the sustainability of actions at the outset. Success indicators and exit strategies must be defined at the design stage.

- The methodological process for the development of activities and products must be technically qualified, and the facilitation of discussions must be developed by professionals in order to achieve consensus.

- The role of the United Nations is very important in generating trust to ensure the objectivity, neutrality and transparency of the negotiation processes, as well as the ability to convene stakeholders, the technical capacity and access to experiences of other countries and international technical experts.

- The information and data about MDG results, monitoring, evaluation and achievements are an important basis for negotiation to influence public policy and investment projects.

ANNEXES: LIST OF PEOPLE CONSULTED, DOCUMENTS REVIEWED, FIELD VISITS AGENDAS

LIST OF PEOPLE CONSULTED

Name	Position	Organization	Country
Bharati Sadasivam	Policy Advisor (Platform HD Project Manager)	Civil Society - UNDP	USA
Cynthia Hatfield	Programme Specialist (Platform HD Coordinator)	Civil Society Division - UNDP	USA
Lula Tewfik	Communication Specialist (Note: filling in as Platform HD coordinator – Platform HD coordinator Yitagesu Zwedu is no longer with UNDP)	UNDP	Ethiopia
Martin Christensson	Coordination Specialist	UNDP	Mozambique
Sara Cortes	UN Coordination Specialist	UNDP	Senegal
Nelson Muffuh	West Africa Regional Coordinator	UNMC	Senegal
Sini-Tuulia Numminen	Former Platform HD Coordinator		Nepal
Luiza Carvalho	RC/RR	UNDP	Philippines
Dulce Marie Saret	Former Millennium Campaign & Advocacy Specialist	UNDP	Philippines
Kimberly Ko	Programme Specialist, UNMC	UNDP	Philippines
Suzette Imperial	Coordination Assistant	UNDP	Philippines
Rebecca Malay	AVP/Director for Advocacy and Development Cooperation, Philippine Rural Reconstruction Movement, and Co-Convener, Civil Society Advisory Committee (Note: attended Platform HD Global Consultation in Dakar)	Philippine Rural Reconstruction Movement (CSO)	Philippines
Patricia Sarenas		MINCODE/CODE NGO (CSO)	Philippines
Veronica Villavicencio		Pilipina (CSO)	Philippines
Catherine Trongson-Intalan		PRRM (CSO)	Philippines
Pamela Grafilo		UNDP	Philippines
Max de Mesa		PAHRA (CSO)	Philippines
Myrna Asunción		NEDA (Government Planning Agency)	Philippines
Isagani Serrano		PRRM (CSO)	Philippines

Janet Carandang		Social Watch (CSO)	Philippines
Sixto Donato Macasae	former CSAC co-convenor	(CSO)	Philippines
Denise Calvan		NGO for fisheries reform(CSO)	Philippines
Faithful Ramirez		CSC CSD (CSO)	Philippines
Patria Gwen Borcens		Green Research (CSO)	Philippines
Emmanuel Areño		Wevnet (CSO)	Philippines
Roberto Valent	RC/RR	UNDP	El Salvador
Miguel Huezo	Platform HD Coordinator	UNDP	El Salvador
Flor de Maria Rais	Consultant – day-to-day Platform HD contact	Cea/Fundacion techo (NGO)	El Salvador
Sandra de Barraza	Consultant		El Salvador
Roberto Cañas	former guerrilla leader		El Salvador
Mario Ernesto Rivera			El Salvador
Silvia de Contreras			El Salvador
Scarlett cortez			El Salvador
Stephanie Martínez			El Salvador
Luis Lopez		Entrepeneur	El Salvador
Claudia Urena		Fundacion DTJ (NGO)	El Salvador
Pedro Garcia		Defensoria del Consumidor (Government)	El Salvador
Irma Villeda		Defensoria del Consumidor (Government)	El Salvador
Andreu Oliva		UCA (Academia)	El Salvador
Mario Rivera		Private sector	El Salvador
Sebastian Vauzelle		UNDP Art initiative	El Salvador

Philippines Mission

November 27, 2012 – November 29, 2012

MISSION ITINERARY

Time	Activity and Venue	Notes	Contact Person / Remarks
27 November 2012, TUESDAY			
9:00 – 9:30	Briefing with Cynthia and Kim (confirmed)		Katipunan Avenue or Sct Magbanua
9:30 – 10:30	Interview with Kimberly Ko, former HD2010 Coordinator (confirmed)	Implementation and closing of HD2010	Katipunan Avenue or Sct Magbanua
11:00 -12:00	Interview with Beckie Malay, current CSAC co-convenor (confirmed)	Implementation of MDG Monitoring Tool; progress of CSAC since HD2010	PRRM Office, 56 Mother Ignacia Avenue corner Scout Lazcano, Quezon City
1:00 – 2:00 PM	Interview with Dodo Macasaet, former CSAC co-convenor (confirmed)	Planning and implementation of HD2010 activities overall; contribution of HD2010 to CSAC	Code NGO Office, 69 Esteban Abada Street Quezon City 1108
3:00 – 4:00	Interview with Dulce Saret, former National Coordinator (confirmed)	Conceptualization, planning, implementation and closing of HD2010	Ausaid Office, Level 23-Tower 2 RCBC Plaza 6819 Ayala Avenue, Makati City, 1200
28 November 2012, WEDNESDAY			
10:00 – 12:00 NN	Group meeting with civil society organizations engaged in the PDP advocacy (confirmed)	PDP advocacy with the government	*Lunch* Code NGO Office, 69 Esteban Abada Street Quezon City 1108

1:00 - 3PM	Group meeting with CSAC (confirmed)	HD2010 contribution to CSAC and progress of the group since	PRRM Office, 56 Mother Ignacia Avenue corner Scout Lazcano, Quezon City
3:30 – 4:30	Meeting with Young Public Servants (tbc)	MyStreet Concert	Ortigas
29 November 2012, THURSDAY			
10:00 – 12:00 NN	Meeting with Social Watch secretariat and convenors (confirmed)	MDG Shadow Report	Lunch
3:30 – 5:00	Mission debriefing with Luiza Carvalho (confirmed)		Cynthia Arce, Kimberly Ko UN Office 30F Yuchengco Tower, RCBC Plaza 6819 Ayala Avenue 1226 Makati City

El Salvador Mission

October 30, 2012 – November 1, 2012

DRAFT MISSION ITINERARY

Día	*Hora*	*Persona*	*Lugar*
Martes 30 octubre, 2012	1:00 p.m.	Luis Lopez	PNUD
	2:00 p.m.	Miguel Huezo/Flor de Maria Rais	PNUD
	3:00 p.m.	Roberto Valent	PNUD
	9:00 a.m.	Claudia Urena	PNUD
	5.00 p.m.	Miltón Cea	Hotel Beverly Hills
Miércoles 31 octubre, 2012	9:00 a.m.	Andreu Oliva	UCA
	2.00 p.m.	Luis López Portillo	Hotel Beverly Hills
	2.45 p.m.	Claudia Umaña	Hotel Beverly Hills
	4.00 p.m.	Pedro García	Defesoria del Consumidor
		Irma Villeda	Calle Circunvalación
Jueves 1 noviembre, 2012	9:00 a.m.	Roberto Cañas	PNUD
	10:00 a.m.	Mario Ernesto Rivera	PNUD
	11:00 a.m.	Silvia de Contreras	PNUD
	1:00 p.m.	Mario Rivera	PNUD
	2:00 p.m.	Sebastian Vauzelle	PNUD
	3:00 p.m.	Roberto Valent	PNUD

- Platform HD 2010: We the Peoples, Civic Engagement for MDGs and a New Multilateralism - *Draft concept note*

- Platform HD 2010: We the Peoples, Civic Engagement for Human Development and a New Multilateralism

- Project Document "Platform HD 2010: Civic Engagement for MDGs and a New Multilateralism"

- Platform HD2010: Narrative Summary of Activities Conducted In 2009

- Steering Committee Meeting, Minutes, 25 February 2009

- Platform HD 2010: National Project Annual Report

- Platform HD2010: Second update to MDG Achievement Fund (February 2010)

- Platform HD2010: First update to MDG Achievement Fund (September 2009)

- Complex Global Shocks and New Challenges for civil society, paper for FIM – Forum of democratic Global Governance at CIVICUS World Assembly August 2010

- CIVICUS World Assembly 2010 Workshop: "*Effective Solutions to Converging Global Crises: Thinking and Acting Across Civil Society Silos*", Co-convened by UNDP and FIM-Forum for Democratic Global Governance (FIM-Forum), *Montreal, 21 August 2010,* Workshop Report

- *Asia-Pacific Regional UN-Civil Society Consultation, Bangkok, 30-31 August 2010, Discussion Paper*

- Platform HD 2010: Towards a People's Multilateralism, Co-convened by UNDP and PRIA (Participatory Research in Asia), *Bangkok, 30-31 August 2010: Summary Report*

- Update to the Platform HD Steering Committee, 1 September 2011 (Annexes)

- Platform HD Country Status and Next Steps 25 August 2011

- Update to the Platform HD Steering Committee, 30 August 2012 (Annexes)

- HD2010 Senegal Action Plan Guideline

- Ethiopia Mid Term Report, 24 July 2011

- PLATFORM HD: FINAL REPORTING Ethiopia, 26 July 2012

- Senegal Mid Term Report, 10 December 2010
- El Salvador Action Plan Executive Summary
- El Salvador Mid Term report, September 2012
- Philippines Mid Term Report
- Mozambique Mid Term Report
- Nepal Mid Term Report
- PHD 2010: Philippines Report
- PHD 2010: Mozambique Report
- PHD 2010: Nepal Report
- Platform HD Annual Report 2010
- Platform HD Annual Report 2011
- Platform HD Annual Report 2012

- Best Practice Documents
  - Highlights of the UN-CSA General Assembly, Holiday Inn, Clark, Pampanga, May 12-13, 2011
  - MyStreet Concert: Stand Up, Take Action, Make Noise for the MDGs
  - Ethiopian CSO's Contributions to MDGs
  - ***Ethiopian Parliament on the Right Track with MDGs***
  - Platform Human Development 2010: Connecting awareness, voice and skill for MDGs

KNOWLEDGE MANAGEMENT STRATEGY

The importance and necessity of Knowledge Management as a factor of impact and sustainability is vital to explicit UNDP's tacit knowledge, share innovations and learn from the best practices. It is also very important that there is an "institutional memory", avoid duplicities and appreciate the importance of intellectual capital in development processes.

Every project should implement a knowledge management strategy to allow visualizing the lessons learned, sharing the successes, giving sustainability to the process promoted, improving operations and increasing the impacts from a decision-making based on knowledge. Based on the evaluation recommendations here are some guidelines for future interventions:

KM CHALLENGES
- Staff motivation
- Build a culture of knowledge in the poject
- Sustainability Resources
- Involvement of the directives

STEPS TO IMPLEMENT THE KNOWLEDGE STRATEGY:

1. Evaluation and analysis on the operation of the program, its objectives, activities, functions and structure

2. Strategic planning and developing the knowledge management procedures, tools and products

3. Elaborate an array of existing and missing knowledge products (analysis of the knowledge supply and demand) identifying knowledge needs, existing knowledge products, the knowledge "clients" and knowledge gaps.

KM PROCESSES:

- Development of meeting spaces for the knowledge transfer (exchange of experiences among different project units)
- Communities of practice
- Knowledge management institutionalization: (i) inclusion of knowledge management functions within the terms of reference and job functions (ii) induction processes for new members of the project (iii) establish multidisciplinary teams to develop project activities (iv) incorporate junior and senior advisors in the development of project tasks (v) design of indicators and targets for assessing knowledge management (vi) KM training (vii) establish a team or group of "KM champions" responsible for leading the KM in the project (vii) establish and develop exit interviews for the staff

KNOWLEDGE PRODUCTS AND TOOLS:

- ITs (Monitoring and Evaluation System, Databases, virtual platforms, etc.)
- Exchange spaces: Peer assists, Peer reviews, After action reviews (AAR), Knowledge Fairs, knowledge tours
- Systematization of significant experiences and best practices
- Knowledge toolkits, how-to-do guides
- Analysis and research documents at regional or national level
- Develop "Yellow Pages" or "Experts Directories"
- Bank of Good Practices
- Analytical publications, researches
- Analysis and interpretations of monitoring and evaluation systems

KNOWLEDGE MANAGEMENT INDICATORS:

- Staff time invest in knowledge sharing activities
- Frequency of knowledge activity per project team
- Number of participants in knowledge sharing activities per month
- Number of cross workgroup sharing activities
- Number Knowledge products created/shared/used
- Number of staff trained in KM-related skills and knowledge
- Staff Assessment of value of KM strategies for work effectiveness and / or knowledge development
- Managers' assessment of value of KM strategies for work effectiveness and / or knowledge development

KNOWLEDGE PRODUCTS AND TOOLS (SOME EXAMPLES):

COMMUNITIES OF PRACTICE (NETWORKS)[15]

Communities of practice (networks) lie at the heart of successful knowledge management in most organisations. They are the lifeblood of informal exchanges of knowledge. Typically, communities go through a series of stages as they develop.

1. Planning Gather together a list of potential participants. Use referral - ask individuals if they can recommend others in the organisation who should participate. Consider a broader membership to introduce diversity. Would your network benefit from having members NOT closely associated with your domain of interest - to bring in a different perspective?

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[15] The guidelines are drawn from the book "Learning to Fly - Practical knowledge management from leading and learning organisations" by Chris Collison and Geoff Parcell

2. Decide: go/no-go Check for duplication or overlap with other networks/groups, verify the need for the network and make a clear go/no-go decision. Is the scope realistic, or is the subject area too broad for a single network? Take some soundings from potential members and consider splitting to form two or more sub-networks if appropriate.

Getting started

3. Hold a face-to-face start-up workshop Ensure that this includes a social activity to build relationships and trust. If most of the interactions are likely to be via e-mail or telephone, it is important to build relationships face-to-face.

4. Draft a "charter" collectively Develop a simple "charter" which may include:

- the rationale and scope for the network,
- the key roles (facilitator, sponsor etc.),
- the expectations in terms of people's time commitment (do members need help in securing "air cover" from their managers?),
- a "code of conduct" - how members will work together, and key processes/tools,
- a sense of "what success looks like", and any appropriate KPIs. (but avoid over-burdening a network with measures at the early stages of its growth)

5. Consider tools for support Check the available tools and their distribution across the members, particularly for a network which crosses organisational boundaries.

6. Appoint a facilitator The responsibilities of the Network Facilitator, some of which, in practice, may be shared with others in the network, may include:

- organising network meetings/teleconferences;
- maintaining network distribution lists;
- owning and ensuring the maintenance of shared information/knowledge resources;
- monitoring the effectiveness of the network, and stimulating and prodding network members when appropriate;
- acting as a focal point for the network, both internally and for those outside the network

Note - a network facilitator need not be the "subject expert". Far more important is the ability of that person to involve and include others, and to work behind the scenes to keep the network "on the boil".

7. Set up an e-mail distribution list and send a launch e-mail Establish an e-mail distribution list for your network comprising the potential membership names identified. This should facilitate further communication. The Network facilitator should be identified as the owner of this, and can add or delete people from this distribution themselves. Send an initial e-mail to kick off the dialogue.

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Building momentum

8. Seed the discussion with some questions Establish the behaviours by asking a question on behalf of a member with a particular need (have the members do it themselves if possible). In the early stages it is important to demonstrate responsiveness. The facilitator should be prepared to pick up the phone and press for answers behind the scenes.

9. Publicise the network What communications media exist within your organisation? Can you write a short news article in a relevant internal or external magazine which describes the network and its aims?

10. Advertise quick wins When you get answers to questions, or the transfer of ideas between members, celebrate and make sure that everyone knows

11. Monitor activity... Monitor the discussion forum/Q&A effectiveness:

- Frequency of contribution,
- Frequency of response.
- Number of unanswered questions
- For larger networks - number of joiners/leavers

12. Maintain connectivity Schedule regular teleconferences, summarise successes, develop a list of "frequently asked questions" and a shared team space/website.

Renewing commitment

13. Refine the membership For large networks, send an e-mail to existing members reminding them to let you know if they would like to be removed from the list. Better to have a smaller group of committed members, than a larger group with variable commitment.

14. Maintain face-to-face meetings Consider an annual face-to-face meeting to renew relationships and introduce any new members

15. Keep the focus on business problems Continue to solicit questions and answers - publicise more success stories.

16. Review performance How is the network performing in relation to its performance contract, mission, KPIs? Are there still regular examples of success stories?

17. Test commitment Don't be afraid to threaten to "switch off" the network and test the response of members. People will soon object if they strongly believe in it!

Is it time to "sunset" your community? Or to reinvent it? Consider Options Decide for the future:

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- Continue?
- Celebrate & close?
- Redefine the deliverables/scope?
- Divide into sub-networks?

Launching and supporting successful communities of practice is one of the most effective ways to sustain knowledge management. It takes thought and effort to get started, but with the right people, and the steps outlined above, they can bring KM to life in any organisation.

LESSONS LEARNED AND HOW TO IDENTIFY THEM

Many organisations use the term "lessons learned" to describe the way in which they avoid repeating mistakes, or ensure that they build on past successes, yet a lesson can only be applied if it has been successfully identified, and captured first. Even in "learning organisations" who profess to be good at knowledge management and knowledge sharing, the process for identifying lessons learned can lacks rigour or depth. All too often, lessons end up as "motherhood and apple pie" statements, and end up in reports on shelves gathering dust (or its electronic equivalent).

The guidelines below are drawn from the book "Learning to Fly - Practical knowledge management from leading and learning organisations" – Chris Collison and Geoff Parcell), and set out ten key steps to facilitating a "lessons learned" review.

1 Call the meeting. Hold a face-to-face meeting as soon as you can after the project ends, within weeks rather than months.

2 Invite the right people. The project leader needs to attend, as do key members of the project team. If a similar project is already underway, then there is great value in the new project team attending - a "customer" for the knowledge

3 Appoint a facilitator. Identify a facilitator who was not closely involved in the project. The facilitator should be someone who can ask questions from an independent, but non-threatening standpoint. This isn't an audit, it's an investment!

4 Revisit the objectives and deliverables of the project. Ask "what did we set out to do?" and "what did we achieve?"

5 Go through the project step by step. Revisit the project plan and identify any deviation from plan. Where were the delays, and what went ahead of schedule? What changed and why?

6 Ask ?what went well?? Ask "what were the successful steps towards achieving your objective?" and "what went really well in the project?"

Ask a "why?" question several times. This is vital, and will get you to the root of the reason. Don't take the initial response at face value. Often people don't even realise what the underlying reason behind a success or failure is. Your role may involve guiding them on a voyage of discovery (without regressing them to their childhood!).

7 Find out why these aspects went well, and express the learning as advice or guidelines for the future. This is a key point. Try to avoid expressing lessons learned in a passive, past tense, such as: "Project Foxtrot completed ahead of schedule because the project team remained in-tact throughout the design and execution stages".

The lesson will be far more accessible to others if it is expressed as:

"On time-critical projects, ensure that the project team remains consistent throughout the design and execution stages of the project. This will eliminate any learning-curve issues due to the take-on of new staff".

As the facilitator, acknowledge feelings and press for the facts. Ask "what repeatable, successful processes did we use?? and ?how could we ensure future projects go just as well, or even better?"

8 Ask "what could have gone better?" Ask "what were the aspects that stopped you delivering even more?" Identify the stumbling blocks and pitfalls, so they can be avoided in future by asking "what would your advice be to future project teams, based on your experiences here?"

9 Ensure that participants leave with their feelings acknowledged. Ask for "Marks out of ten" and "What would make it a ten for you?" to access residual issues.

10 Record the meeting. Use quotes to express the depth of feeling. Express the recommendations as clearly, measurably and unambiguously as possible, using the guideline format explained in point 7. Take a photograph of the project team, and ensure that you record contact information (e-mail and telephone) to make follow-up conversations easy for anyone reading he lessons learned. Ensure that you circulate the write-up around the participants for comment, and permission to use specific quotes before sharing more widely.

Conclusion

Identifying and recording lessons learned is fairly straightforward process, given the simple set of steps above and a measure of facilitation skills. Of course, identifying the lessons is only part of a knowledge management cycle; lessons learned, and the guidelines that they spawn, have no intrinsic value. The benefits come from ensuring that the lessons are actually applied - which is different.

Introducing a learning culture into organisations can be difficult at times, particularly if the effort required it great and the benefits aren't quickly identifiable.

After Action Reviews (known as AARs) are one of the simplest knowledge management techniques, and have been used to great effect in organisations ranging from the US Army, to BP, and even in the development sector in NGOs like TearFund. Their power comes from the fact that they take little time, generate rapid results, and the approach can be easily learned and repeated. In summary, they have a "low barrier to entry".

So how do you conduct an AAR?

AARs are a simple way for individuals and teams to learn immediately, from both successes and failures, regardless of the length of the task in question. The learning is by the team, for the team. The format is very simple and quick - its a "pencil and paper" or flipchart exercise. In an open and honest meeting, usually no longer than twenty minutes, each participant in the event answers four simple questions:

- **What was supposed to happen?**
- **What actually happened?**
- **Why were there differences?**
- **What can we learn from that?**

The guidelines below are drawn from the book "Learning to Fly - Practical knowledge management from leading and learning organisations – Chris Collison and Geoff Parcell), and sets out the key steps to facilitating an effective After Action Review.

1. Hold the AAR immediately. AARs are carried out immediately whilst all of the participants are still available, and their memories are fresh. Learning can then be applied right away, even on the next day.

2. Create the right climate. The ideal climate for an AAR to be successful is one of openness and commitment to learning. Everyone should participate in an atmosphere free from the concept of seniority or rank. AARs are learning events rather than critiques or audits. They certainly should not be treated as personal performance evaluation. The US Army describe an environment where "you pin your stripes to the wall" before starting an AAR.

3. Appoint a facilitator. The facilitator of an AAR is not there to "give" answers, but to help the team to "learn" answers. Learning must be drawn out, both from the individual and for the group?s learning.

4. Ask "what was supposed to happen?" The facilitator should start by dividing the event into discrete activities, each of which had (or should have had!) an identifiable objective and plan of action. The discussion begins with the first question: "What was supposed to happen?"

5. Ask "what actually happened"? This means the team must understand and agree facts about what happened. Facts - not opinions. Remember, the aim is to identify a problem or learning point - not a culprit!

6. Now compare the plan with reality. The real learning begins as the team of teams compares the plan to what actually happened in reality and determines "Why were there differences?" and "What did we learn?" Identify and discuss successes and shortfalls. Put in place action plans to sustain the successes and to improve upon the shortfalls.

7. Record the key points. Recording the key elements of an AAR (initially on a flipchart) clarifies what happened and compares it to what was supposed to happen. It facilitates sharing of learning experiences within the team and provides the basis for a broader learning programme in the organisation.

That's all there is to it. Why not build an AAR into the agenda of your next major team meeting, training event, negotiation or project review meeting? You'll be surprised at how quickly you learn what you didn't know.

	KM Strategy	Leadership Behaviours	Networking	Learning before, during and after	Capturing knowledge
Level 5	Clearly identified Intellectual assets. KM strategy is embedded in the business strategy. Framework and tools enable learning before, during and after.	Leaders recognise the link between KM and performance. The right attitudes exist to share and use others' know-how. Leaders reinforce the right behaviour and act as role models.	Clearly defined roles and responsibilities. Networks and CoPs have a clear purpose, some have clear deliverables other develop capability in the organisation. Networks meet annually.	Prompts for learning built into business processes. People routinely find out who knows and talk with them. Common language, templates and guidelines lead to effective sharing.	Knowledge is easy to get to, easy to retrieve. Relevant knowledge is pushed to you. It is constantly refreshed and distilled. Networks act as guardians of the knowledge.
Level 4	Discussions ongoing about organisation's Intellectual assets. A KM strategy exists but is not linked to business results. A clear framework and set of tools for learning is widely communicated and understood.	KM is everyone's responsibility; a few jobs are dedicated to managing knowledge. "Knowledge sharing is power." Leaders set expectations by "asking the right questions", and rewarding the right behaviours.	Networks are organised around business needs. Networks have a clear governance document. Supportive technology is in place and is well used.	Learning before, during and after is the way we do things around here. "Customers" and partners participate in review sessions.	Just-in-time-knowledge is current and easily accessible. One individual distils and refreshes it, though many contribute. That individual acts as the owner.
Level 3	There is no framework or articulated KM strategy. Some job descriptions include knowledge capture, sharing and distillation. People are using a number of tools to help with learning and sharing.	KM is viewed as the responsibility of a specialist team. Some leaders talk the talk, but don't always walk the walk!	People are networking to get results. Networks are created	People can easily find out what the company knows. Examples of sharing and using are recognised. Peers are helping peers across organisational boundaries.	Networks take responsibility for the knowledge, collects their subjects knowledge in one place in a common format. Searching before doing is encouraged. Little or no distillation.

Level 2	Most people say sharing know-how is important to the organisations success. People are using some tools to help with learning and sharing	Some managers give people the time to share and learn, but there is little visible support from the top.	Ad hoc networking to help individuals who know each other.	People learn before doing and programme review sessions. They capture what they learn for others to access. In practice few do access it.	Teams capture lessons learned after a project. Teams look for knowledge before starting a project. Access to lots of knowledge, though not summarised.
Level 1	A few people express that know-how is important to the organisation. Isolated people with a passion for KM begin to talk and share how difficult it is.	KM viewed as a management fad. Leaders are sceptical as to the benefits. Leaders think networking leads to lack of accountability. "Knowledge is power"	Knowledge hoarders seem to get rewarded.	People are conscious of the need to learn from what they do but rarely get the time. Sharing is for the benefit of the team.	Some individuals take the time to capture their lessons in any number of cupboards and databases. They are rarely refreshed, few contribute, even fewer search.