UNITED NATIONS SYSTEM CEB

**Chief Executives Board for Coordination**

CEB/2005/HLCM/R.3
24 March 2005

**ICT NETWORK**
**Fourth Session**
**Vienna, 10-11 March 2005**

# Fourth Meeting of the ICT Network

## Summary Conclusions

### Agenda Item 1: Adoption of the Agenda and Address by Secretary General OSCE

1. Ambassador Jan Kubis, Secretary General OSCE, welcomed the meeting of the Network and in his introductory remarks shared some of the lessons OSCE learned during their recent management reform process, including the implementation of an integrated management information system. By understanding that successful organizational change cannot come entirely from within, the OSCE leveraged their governing body to achieve momentum and overcome internal resistance to change. Without such political support, moving from antiquated process to adopt industry best practices would not have been possible. This approach also allowed the OSCE to fully implement their ICT system quickly, and avoid lengthy requirements studies and instead focus on a simple, streamlined ICT vision. In addition, by fully implementing the new system and processes quickly, the organization averted risks inherent with large scale reforms and system implementations. The achievement of their reform process came from having one team with one leader with complete political oversight.

### Agenda Item 2: Results of the ICT F&B Survey

2. Mr. David Benfield (FAO) presented the results and conclusions of the UN System ICT Finance and Budget survey to the meeting. This survey sought to establish (a) metrics to help estimate ICT spending in key areas and (b) establish how ICT Directors would rank the initiatives in terms of savings potential, risk, effectiveness and organizational interest. On the basis of the results presented, seven initiatives were proposed to the meeting. These included: ICT Services Sourcing Strategy, ICT Development network, Common Application Solutions, Knowledge Management, ERP Systems, ICT Governance and Best Practice, Business Case Preparation and Costing and UN ICT Training. Given the importance of Knowledge Management to the UN system as a whole, the ICT Network agreed to also include this initiative as a priority.

**Decision 1**
It was agreed that for the work of the System, it would be more appropriate to refer to the Strategy as the UN System ICT Strategy Framework.

**Agenda Item 3: Leveraging IT Synergies in the UN System**

3. Mr. Michael Bloch and Mr. Laurent Gaillard (McKinsey and Company) presented the results of their UN System ICT analysis and recommendations for development of a Strategy. Focus was placed on the long-term nature of the Strategy and differentiating initiatives according to their perceived value to the UN System and estimated business impact. It was noted that discussions on savings are best viewed in the context of improved productivity within business processes as opposed to reduced ICT spending. The report presented a five step approach for capturing ICT synergies within the UN System:

a) Focus on high-value initiatives;
b) Gain commitment from agencies;
c) Identify an implementer of the selected initiatives;
d) Obtain sponsorship and establish governance;
e) Plan the implementation in detail.

The Network noted with appreciation that McKinsey was originally engaged by ICC to perform a five-year strategic plan and that its Management Committee requested the Director of ICC to extend the scope of the planned ICC study, given the timing and importance of the UN System ICT Strategy.

**Agenda Item 4: Knowledge Management/Sharing.**

4. Mr. Mohamed Muhsin (World Bank) presented a paradigm for the development of Knowledge Management as a Business Case within the UN System ICT Strategy Framework portfolio. **The discussion shifted emphasis from knowledge "management" to "sharing**". The former implies the creation of a bureaucratic entity to "manage" data, while the latter more fully describes the goals of the endeavour. It was also noted that an inclusive process is required, ensuring the ability of everyone to participate, both as contributors and consumers. As an initial step it was noted that creating a knowledge sharing capability was the creation of the global network. On this basis, standardization of the tools used to share data would provide a common platform within which effective sharing of information may flourish. In the discussions that followed, the Committee agreed that Knowledge Sharing provided a more result-oriented concept (than Knowledge Management) and will lead towards the definition of a more powerful business case. Mr. Muhsin noted the extraordinary expense required by the World Bank to implement their knowledge sharing capability, and while the results were considered a success, costs were considerable. The Committee welcomed the offer of cooperation given by the Vice President and CIO of the World Bank.

**Decision 2**

The expertise and extensive experience of the World Bank in this area is considered critical to the realization of the MDGs by UN System organizations. The development of a business case for Knowledge Sharing will, therefore, invite the involvement of the World Bank.

**Agenda Item 5: IT/MIS Recommendations of the Geneva Group General.**

**5.** Mr. Kolakovic (Switzerland) and Mr. Kranen (Germany), representatives of the Geneva Group General[1] briefed the network on the outcome of a seminar on information technology in the UN System convened on February 28, 2005. Their report summarized "an IT/MIS checklist of 7 recommendations: leadership and change management; planning and vision; savings; the standardization of shared services; best business practices; management reform and quality assurance". The network members agreed with the presenters that their recommendations covered all the critical areas of ICT system development and the discussion centred on the role that donor representatives could play to foster an environment where savings can be achieved. Many network members indicated that organizations frequently develop ICT systems to satisfy the information requirements of the donors, and therefore streamlining information requirements from the Member States could lead to system savings.

**The committee expressed its appreciation for the presentation and agreed to remain in contact.**

**Agenda Item 6: Strategy Implementation & Change Management.**

6. Dr. Joe McDonagh (Trinity College Dublin) presented the network with a change management framework for implementing the UN System ICT Strategy. Recognizing the need to involve stakeholders, gain executive management commitment and adequate resources, a strategic framework was presented for the definition and achievement of ICT strategic initiatives. Ensuing discussions recognized the need for greater commitment from senior management in the pursuit of change. It was also recognised that current focus on ICT Business Cases may be too low level to raise executive management's awareness of perceived benefits. In order to bring relevance and recognition to the work of the Network it was noted that a collective ICT diagnosis and vision be reached in close coordination with HLCM. In its discussions, the meeting placed emphasis on finding a balance between the needs of individual organizations and adding value to the System as a whole.

**The committee expressed its appreciation for Dr. Mcdonagh's presentation, which contained a series of important messages regarding the ICT Strategy development process.**

**Agenda Item 7: UN System ICT Strategy Framework Business Cases.**

7. The meeting considered the selection of business cases to be adopted within the initial phase of the UN System ICT Strategy Framework. It noted that consensus on their selection would provide the Network with a clear starting point from which to proceed pragmatically, while also providing a basis on which support from HLCM may be sought. All recommendations of McKinsey and Company were considered, which included Payroll BPO and Procurement among others. Several agencies voiced their interest in pursuing Payroll as an initial component of the Strategy's Framework.

[1] From their presentation, the Geneva Group General was "established in 1964 of those like-minded countries contributing more than 1% to the UN system. Membership includes Australia, Belgium, Canada, France, Germany, Italy, Japan, Netherlands, Spain, Sweden, Russia, Switzerland, UK and USA"

**The Network members agreed that ICT savings should not be considered solely as cost reductions, but also in the context of potential gains in efficiency. Although inherently more difficult to quantify, improved business effectiveness is considered to be a more appropriate selection criterion than cost savings.**

**Decision 3**

The meeting recommended that the following Business Cases be priorities of the UN System ICT Strategy Framework:

a) ICT Services Sourcing Strategy
b) ICT Development Network
c) Common Application Solutions
d) Knowledge Sharing
e) ERP Systems
f) ICT Governance and Best Practices
g) Business Case Development and Costing
h) UN ICT Training

These business cases provide the greatest potential in terms of organizational interest, cost savings and overall feasibility.

**Decision 4**

Noting that delivering the strategy framework is essentially a "change management" issue, the network recommended the creation of a governance body that would bring a broader business perspective to the strategy, drive its planning and implementation process as well as identify and resolve major issues. The membership of this small but balanced body would draw upon the two high-level committees and the network itself. Subject to the approval of the two high-level committees, the CEB Secretariat, in consultation with the chairs of the HLCM, HLCP and the ICT Network, will elaborate the terms of reference for this group as well as proposals for its membership.

**Decision 5**

The Network agreed that working groups should coalesce around each priority business case to develop timeframes, deliverables and any investment required to achieve its goals. These working groups would form from among the agencies interested in a particular business case, and, once formed, each working group would establish its own working modalities, with the support of the CEB Secretariat.

**Decision 6**

The Network agreed that initial financial resources would be required to elaborate and implement the above mentioned priority areas within the UN System ICT Strategy Framework. The Network further agreed that through progress in these areas, productivity and efficiencies in both management and programme deliveries could be significantly enhanced, thereby resulting in long-term savings.

**Agenda Item 8: ITAG Updates**

**8.** Mr. Andre Spatz (UNICEF) updated the meeting on the outcomes of the recent ITAG meeting in Bangkok. The ITAG organizations agreed on a set of priority actions ranging from leveraging agency purchasing power to the creation of a UN System Development Network. With a mandate to architect a common communications system, the initial priority of the working group is to draft an operational agreement. The Network agreed that further work in this area may serve the development of the ICT Services Sourcing Strategy and ICT Governance and Best Practices business cases. Creating the ICT Development Network business case is estimated to cost USD 200,000.

**Decision 7**
The Network agreed that the issue of a UN System ICT Development Network business case should be pursued as a top priority with the allocation of adequate resources, estimated to be USD 200,000. A separate paper is being prepared by an ITAG Working Group to provide a detailed breakdown of these resource requirements.

**Agenda Item 9: ICT Project Updates.**

9. Mr. Ed Blinder (UN) informed the meeting that all CEB organizations are now connected to the Extranet and urged all network members to leverage this platform for additional value adding services. It was suggested that the needs of the Network may present an opportunity for introducing collaborative portals, focused on the needs of Working Groups during the development of Business Cases.

10. Mr. Blinder reminded the meeting that in 2002 the UN Secretariat signed a contract with Google for an appliance to crawl UN System web sites. Several problems that since developed were highlighted, including the technical limitations of the application, the support received from the vendor and the recent increase in costs. However, Google recently indicated that in the second quarter of 2005 a new product would be released to address some of these problems. The Network will be updated on progress made in this area.

**Agenda Item 10: Other Matters.**

11. Mr. Andre Spatz (UNICEF) announced recent progress made following a recent high level meeting with IBM. Reduced maintenance costs were agreed upon and opportunities to share savings with an estimated 75,000 user licenses across the system are now being investigated with the company.

**12.** Norman Sanders (UNDP) informed the meeting on the recent collaborations made between UN System agencies using PeopleSoft. The acquisition of PeopleSoft by Oracle presents other agencies (running Oracle implementations) with the opportunity to collaborate and bolster their influence on the vendor as they pursue new Oracle implementations, upgrades and releases. The meeting welcomed this initiative and recommended that further collaborations of this nature be encouraged.

**Decision 8**
It was agreed to hold the next meeting in New York prior to the HLCP meeting, which takes place in Rome in September. CEB Secretariat will consult the Network on the exact date and venue.

# Annex 1

## List of Participants

**Chairman: Roger Jones (IMO)**

| *Org.* | *Name and title* |
|---|---|
| UN | **Eduardo Blinder,** Director, Information Technology Services Division |
| | **Louis McCaul**, Chief, ICTS, UNOG (by videoconference) |
| FAO | **David Benfield**, Director, Information Systems & Technology Division |
| UNESCO | **Paulo Martins Serra**, Director, Information Systems & Telecommunications |
| ICAO | **Patrick O'Hare**, Chief, Information and Communication Technology |
| WHO | **Martin Peter Catterall**, Director, Information Technology & Telecom. Dep't |
| World Bank | **Mohamed Muhsin**, Vice President, Chief Information Officer |
| IMF | **Soon Choi**, Head of Information Technology Services |
| WMO | **Jairo Granados-Fernandez**, Chief, Information Systems Division |
| IMO | **Roger Jones**, Director, Administrative Division |
| | **Vincent Job**, Deputy Director/Head IT and Information System |
| WIPO | **Neil Wilson**, Director and Chief Information Officer |
| IFAD | **Jose Stigliano**, IT Coordinator |
| IAEA | **Wei Lei**, Director, Information Technology Division |
| WTO (Trade) | **Karam Ghassan**, Director, Informatics Division |
| UNCTAD | **Marc Weidmann**, Chief, IT Support, Admin. Services (by videoconference) |
| UNDP | **Norman Sanders**, Chief Information Officer, Bureau of Management |
| UNHCR | **John Serrato**, Director and Chief Information Officer |
| UNICEF | **André Spatz**, Chief Information Officer and Director |
| UNFPA | **Rafiodin Malikzay**, Chief, Management Information Systems Branch |
| UNRWA | **Suhail Katkhuda**, Chief, Information Systems Division |
| WFP | **Finbarr Gerard Curran**, Chief Information Officer and Director, ICT |
| UNAIDS | **Sima Newell**, Manager, Information Technology & Systems |

| *Org.* | *Name and title* |
|---|---|
| UNU | **Ng Chong**, Chief of Information Technology |
| OSCE | **Anders Ole Norsker**, Head, Information Technology & Communication Services |
| CTBTO | **Joep Winkels**, Chief, Computer Infrastructure, IDC |
| ICC<br>OPCW | **Andreas Christoforides**, Director<br>**Gregory Linden**, Chief Information Officer/Head, ISB |
| UNFCCC | **Ibrahim Al-Haifi**, Head of Information and Communication Technology |
| IOM | **Bernardo Mariano Joaquim Juniour**, Chief, ITC |

| *Speakers* |
|---|
| **Ambassador Ján Kubiš**, Secretary-General of OSCE |
| **Mohamed Muhsin**, Vice President, Chief Information Officer |
| **Michael Bloch**, Principal, McKinsey & Company |
| **Laurent Gaillard**, Engagement Manager, McKinsey & Company |
| **Joe McDonagh,** Trinity College, Dublin |
| **Mr. Roman Kolakovic**, Second Secretary, Federal Dep't of Foreign Affairs, Permanent Mission of Switzerland to UNOG & the International Organizations in Geneva |
| **Mr. Dirk Kranen**, Permanent Mission of Germany |

| *CEB Secretariat* |
|---|
| **Qazi Shaukat Fareed,** Director, CEB Secretariat |
| **Ken Herman,** Senior Advisor on Information Management Policy Coordination |
| **Richard Maciver**, ICT Specialist and Webmaster |

# Annex 2

Presentation Slides of

UN ICT Strategy Progress Report

Including ICT Survey Results

By David Benfield (FAO)

# UN ICT Strategy

Progress report



1. Activities since last ICT Network meeting
2. Strategy questionnaire feedback – metrics
3. Strategy questionnaire feedback – Strategy Initiatives
4. Possible approach to Initiative prioritization



Activities since the last ICT Network meeting

## Approvals

ICT Network met 3 September 2004 and approved UN ICT Strategy document

HLCP met 15 - 17 September 2004 and conveyed its support for the Strategy

HLCM met 5 – 6 October 2004 and endorsed the ICT Charter and Strategy

CEB met 29 – 30 October 2004

*agreed that the UN ICT Strategy should be pursued as an essential component of the overall effort to enhance cost effectiveness, strengthen system wide knowledge management and enhance the capacity to support countries in using ICT for achieving MDGs*

*requested HLCM and ICT Network to work closely with HLCP to continue to develop the business cases for the strategy, its resource implications and measures to address constraints in its implementation for consideration and decision by CEB.*



Activities since the last ICT Network meeting

## Tasks

Build the overall Business Case for the ICT Strategy

Prioritize the 15 Strategy Initiatives – for first wave implementation

Consider the Governance and Funding arrangements

Produce a report to CEB, through HLCM



Activities since the last ICT Network meeting

## Actions undertaken

1. Devised and circulated an ICT Strategy questionnaire:
   - metrics to help define size of UN IT spend and potential financial impacts
   - ICT Directors' rankings on Strategy Initiatives
2. Engage external support to help to build Business Case
   - McKinsey & Company, engaged on business planning work for ICC, agreed to extend scope to consider UN ICT Strategy (pro-bono)



1. Activities since last ICT Network meeting
2. Strategy questionnaire feedback – metrics
3. Strategy questionnaire feedback – Strategy Initiatives
4. Possible approach to Initiative prioritization

Strategy questionnaire

Thank you to 50% of recipients who responded

The responses covered Organizations:

• employing more than 100,000 people

• with annual budgets in excess of $USD 16,800 million

• with annual IT spend in excess of $USD 850 million

• with central IT budgets in excess of $USD 650 million



Strategy questionnaire

Most Directors requested confidentiality - aggregated results

Percentage IT spend - 5.04% (3.86% central IT budget)

Spend on outsourced services – 13.6%

Staff and consultants - 51%

Non-people costs – 49%

ICT spend per person - $8,497 p.a.



Strategy questionnaire

Breakdown of Central IT budget

| | | | |
|---|---|---|---|
| **Hardware & Software** | **17.56%** | **$115** | **Millions** |
| **Application development/support** | **19.39%** | **$126** | **millions** |
| **Operations** | **24.54%** | **$160** | **millions** |
| **Helpdesk** | **7.34%** | **$48** | **millions** |
| **Telecommunications** | **13.88%** | **$91** | **millions** |
| **Administration & Training** | **3.70%** | **$24** | **millions** |
| **Others** | **2.21%** | **$14** | **millions** |
| **Breakdown not provided** | **11.35%** | **$74** | **millions** |



1. Activities since last ICT Network meeting

2. Strategy questionnaire feedback – metrics

3. Strategy questionnaire feedback – Strategy Initiatives

4. Possible approach to Initiative prioritization



Strategy questionnaire

Strategy Initiatives – assessed by ICT Directors against 4 criteria:

**Savings** – this initiative is capable of delivering significant cost savings

**Risk** – this initiative is low risk

**Effective** – this initiative is capable of delivering a more effective IS/ICT service

**My Org.** – my Organization would be interested in participating in this initiative



Strategy questionnaire – overall rankings

| | Rankings | | | |
|---|---|---|---|---|
| | Savings | Risk | Effective | My Org. |
| 1. ICT in Development Programmes | 12 | 11 | 7 | 10 |
| 2. ICT Services Sourcing Strategy | 1 | 9 | 12 | 3 |
| 3. ICT Development Network | 2 | 8 | 4 | 5 |
| 4. ICT Governance & Best Practice | 6 | 1 | 1 | 1 |
| 5. Business Case preparation & Costing | 7 | 3 | 2 | 4 |
| 6. Inf. security & disaster recovery | 4 | 6 | 5 | 7 |
| 7. Public Key Infrastructure | 15 | 15 | 15 | 15 |
| 8. ERP Systems | 9 | 12 | 6 | 2 |
| 9. Common application solutions | 3 | 13 | 3 | 8 |
| 10. Open source software | 11 | 14 | 13 | 14 |
| 11. Knowledge sharing | 10 | 5 | 8 | 6 |
| 12. Web management & content | 14 | 10 | 14 | 9 |
| 13. UN System Directory | 13 | 7 | 11 | 11 |
| 14. ICT asset management and disposal | 5 | 4 | 10 | 13 |
| 15. UN ICT Training | 8 | 2 | 9 | 12 |

Strategy questionnaire

**Savings** – top five ranking initiatives

1. ICT Services Sourcing Strategy
2. ICT Development Network
3. Common application solutions
4. Information security & disaster recovery
5. ICT asset management and disposal



Strategy questionnaire

**Low risk** – top five ranking initiatives

1. ICT Governance & Best Practice
2. UN ICT Training
3. Business Case preparation & Costing
4. ICT asset management and disposal
5. Knowledge sharing



Strategy questionnaire

**Improved effectiveness** – top five ranking initiatives

1. ICT Governance & Best Practice
2. Business Case preparation & Costing
3. Common application solutions
4. ICT Development Network
5. Inf. security & disaster recovery



Strategy questionnaire

**My Organization interest** – top five ranking initiatives

1. ICT Governance & Best Practice
2. ERP Systems
3. ICT Services Sourcing Strategy
4. Business Case preparation & Costing
5. ICT Development Network



1. Activities since last ICT Network meeting
2. Strategy questionnaire feedback – metrics
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Strategy questionnaire

Possible approach to Initiative prioritization for first wave

1. Consider CEB direction

   *enhance cost effectiveness, strengthen system wide knowledge management and enhance the capacity to support countries in using ICT for achieving MDGs.*

   Suggest: Include top 3 for "Savings potential" + Knowledge Management

2. First wave – where there is interest from Organizations

   Suggest: Include top 3 for "My Organization interest"

3. "Effectiveness" (may underpin others)

   Suggest: Include top 3 from "Effectiveness"

4. Quick Wins

   Suggest: Include top 3 from "Low Risk" initiatives

1. Consider CEB direction
(Suggest: Top 3 for "Savings potential" + Knowledge Management)

| First Wave Initiatives | Savings Potential |
|---|---|
| | 1. ICT Services Sourcing Strategy |
| | 2. ICT Development Network |
| | 3. Common application solutions |
| | + Knowledge Management |



2. Where there is interest from Organizations
(Suggest: Top 3 for "My Organization interest")

| First Wave Initiatives | My Organization |
|---|---|
| 1. ICT Services Sourcing Strategy | 1. ICT Governance & Best Practice |
| 2. ICT Development Network | 2. ERP Systems |
| 3. Common application solutions | 3. ICT Services Sourcing Strategy |
| 4. Knowledge Management | |



3. Select top 3 from "Effectiveness" (may underpin others)

| First Wave Initiatives | Improved effectiveness |
|---|---|
| 1. ICT Services Sourcing Strategy | 1. ICT Governance & Best Practice |
| 2. ICT Development Network | 2. Business Case preparation & Costing |
| 3. Common application solutions | 3. Common application solutions |
| 4. Knowledge Management | |
| 5. ICT Governance & Best Practice | |
| 6. ERP Systems | |



4. Select top 3 from "Low Risk" initiatives (quick wins)

| First Wave Initiatives | Low Risk |
|---|---|
| 1. ICT Services Sourcing Strategy | 1. ICT Governance & Best Practice |
| 2. ICT Development Network | 2. UN ICT Training |
| 3. Common application solutions | 3. Business Case preparation & Costing |
| 4. Knowledge Management | |
| 5. ICT Governance & Best Practice | |
| 6. ERP Systems | |
| 7. Business Case preparation & Costing | |
| 8. UN ICT Training | |



Strategy questionnaire

**OUTCOME**

Organizational interest
CEB directive
Savings potential

ICT Services Sourcing Strategy
ICT Development Network
Common application solutions
Knowledge Management
ERP Systems

Low risk effectiveness initiatives
- bedrock for other initiatives

ICT Governance & Best Practice
Business Case preparation & Costing
UN ICT Training



Strategy questionnaire

**HOWEVER……**

This is CEB direction plus UN ICT Directors' views

We have industry experts…..may have a different view

Pass over to McKinsey & Company for their analysis

# Annex 3

Presentation Slides of

World Bank's Knowledge Journey and Lessons Learned

Mohamed Muhsin
Vice President & Chief Information Officer
The World Bank Group

# World Bank's Knowledge Journey and Lessons Learned

**Mohamed Muhsin**

**Vice President & Chief Information Officer**

**The World Bank Group**

**Vienna** **ICT Network Meeting** **March 10, 2005**

"My goal is to make the World Bank the first port of call when people need knowledge about development. By the year 2000, we will have in place a global communications system with computer links, videoconferencing, and interactive classrooms, affording our clients all around the world full access to our information bases – the end of geography as we at the Bank have known it."

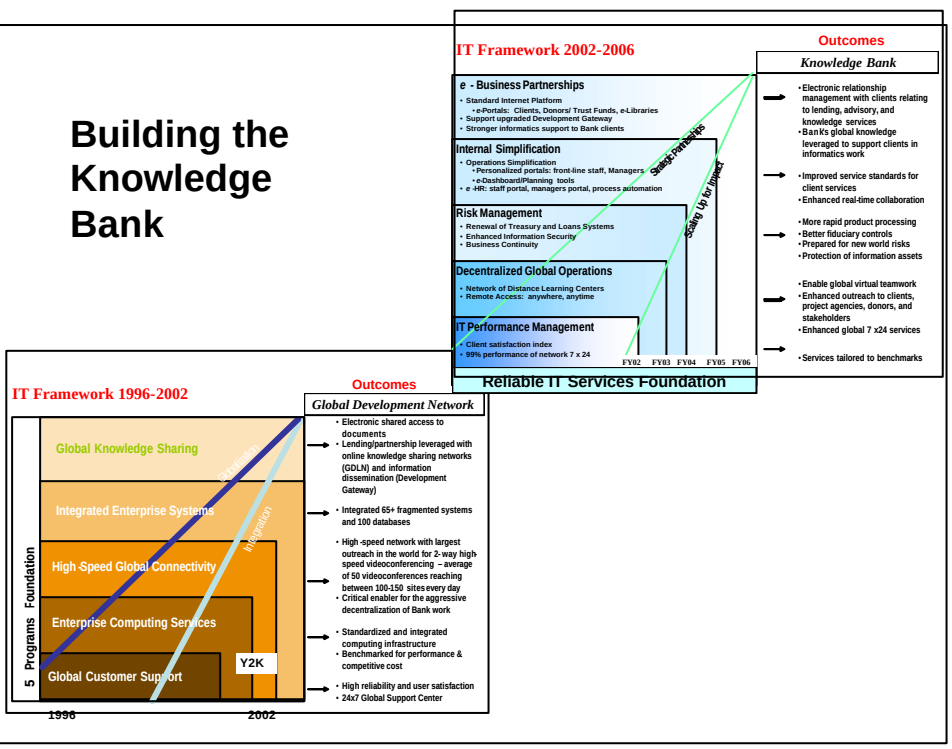
***– Jim Wolfensohn, 1997 Annual Meetings address***

**Knowledge Sharing Goals:**

- Improve the Bank's **operational quality and effectiveness** through knowledge sharing and learning
- Enhance the **sharing of knowledge** with our clients and partners
- Enhance **client capacity** to access and make effective use of knowledge, whatever the source

# Knowledge Sharing Process

# Building the Knowledge Bank



## Global Development and Knowledge Sharing Network

### *Closing Distance and Time*

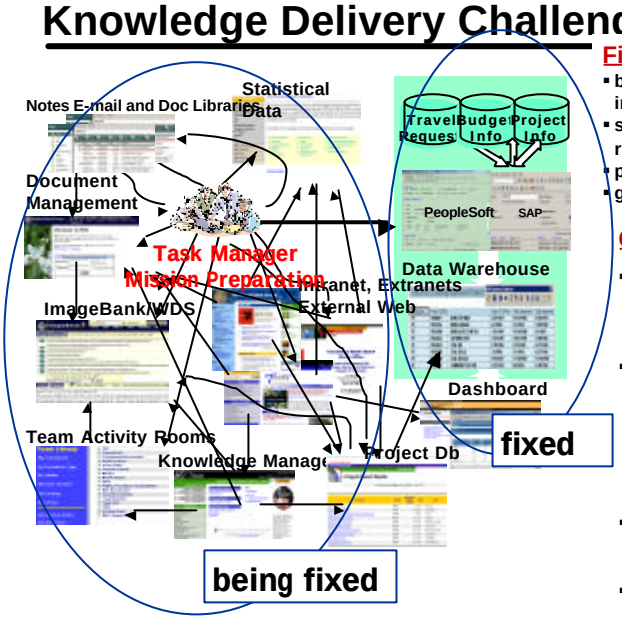
- Conducting business via videoconferencing
- Connecting real time with the client
- Speeding up interactions and decision making
- Sharing Information and Knowledge

## Snapshot: a typical video conferencing day @ the World Bank

| *Tuesday, Oct. 12, 2004* | |
|---|---|
| No. of conferences | No. of sites connected |
| 63 | 170 |

*Portfolio Review - Bangladesh*
*Poverty Reduction -Ethiopia*
*Water Program -Saudi Arabia, Yemen, Egypt*
*Poverty Reduction - Cape Verde, Senegal*
*Monthly Country Team Meeting - Malawi*
*Country Team Meeting -Somalia*
*Community Linked Development - Tajikistan*
*Integrated Transport Project - Lesotho*
*DM Business Plan Competition - Rwanda, Kenya*
*Global Innovation Policy Dialogue - Uganda, Geneva (United Nations), Addis Ababa, Paris*
*Regional Energy Studies - Ukraine, Serbia-Montenegro, Price Waterhouse Coopers*
*Education Development - Uzbekistan, Kyrgyz Republic*
*Education - Croatia*
*Regional Groundwater Project - Mozambique, Zimbabwe, South Africa*
*Country Team Meeting -Senegal*
*Country Assistance Strategy - Nigeria*
*Transport -Senegal, Mali*
*Media Meetings - Paris, London, Brussels*
*Economic Assessment of Policy - Mexico*
*Judicial Reform Project - Guatemala*
*Energy Strategy - Djibouti*
*Ministry of Health - Bolivia*
*Social Spending Incidence -Peru*
*Financial Management - Timor Leste, Jakarta*
*Poor Rural Communities Development - China*
*Environment Management - Beijing China, Guizhou University*

# Knowledge Delivery Challenges




## Fixed

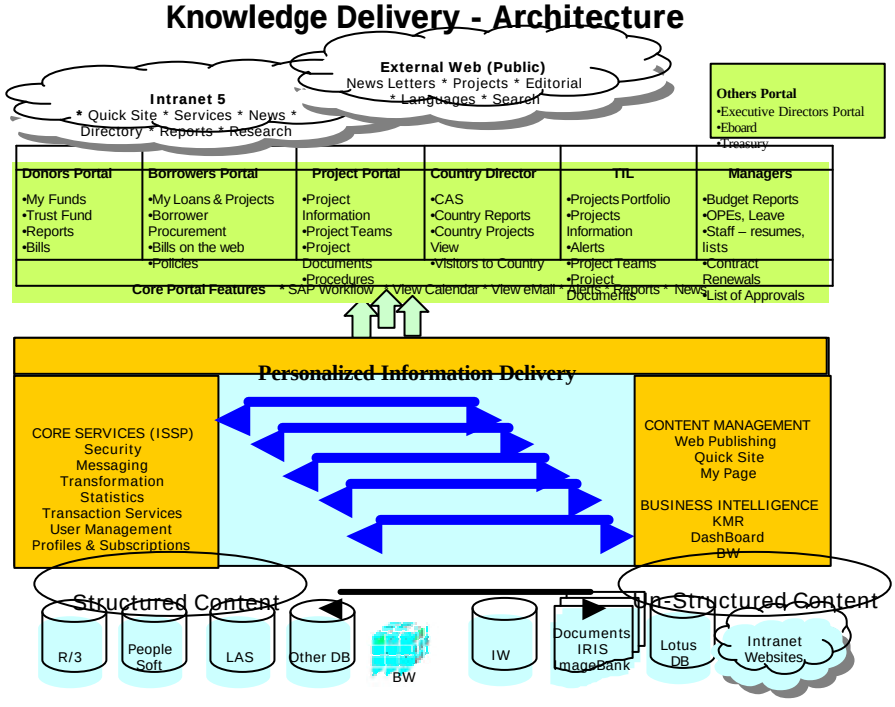
- business systems integration
- structured data and reports
- process streamlined
- global deployment

## Current Challenges

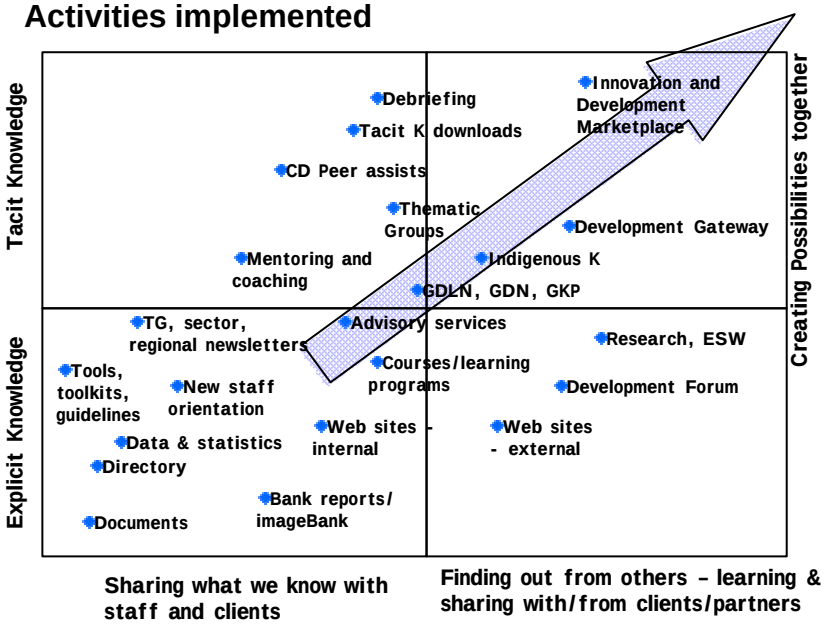
- Usability
  - — multiple passwords, inconsistent results
  - — inconsistent interface designs
- Integration
  - — multiple publishing processes (Intranet, Extranet, External Web)
  - — inability to search across different repositories
  - — standalone databases
- Security
  - — inconsistent security model
- Resistance to Change
  - — complexity and speed of change
  - — paper files, black books



# Knowledge Delivery - Architecture



## Range of Knowledge Sharing and Learning Activities implemented




# Challenges Ahead

- Personalized Information Delivery
  - myPortal – a personalized start page for Bank staff to review their upcoming work and take action on key items
- Collaborative Projects
  - Operations Portal – a collaborative workpace for teams to work on their projects fully integrated with Operations business processes and knowledge capture and delivery
- Secure Client Services
  - Client Connection – an extranet for clients to access key information and conduct “on-line banking”
- Archives for Development

# myPortal

- Personalized portal for a Country Director
- Shows the manager's day at a glance
- Integrated with e-mail, workflow, unit calendars, portfolio management tools, and breaking information and news

# Operations Portal

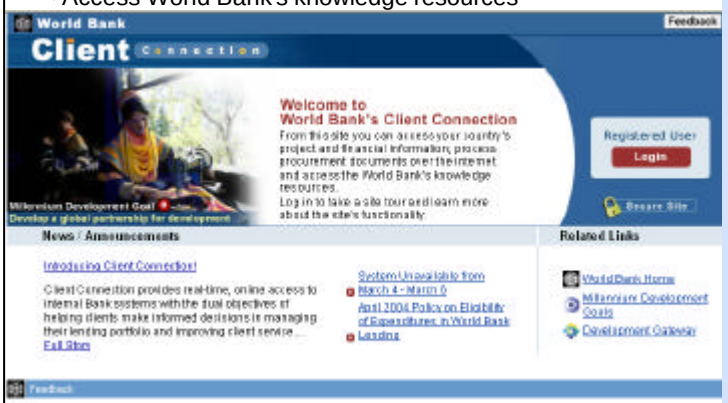
- Collaborative project workspace for every World Bank Operation
- Shows key project information on the Dashboard
- Fully integrated with business processes including procurement, disbursements, preparation, implementation and results monitoring, etc

  Contextual knowledge capture and delivery

# Client Connection

**Lets Government Ministries and Client Implementing Agencies:**

- Access their country's project and financial information
- Submit procurement documents for review
- Access World Bank's knowledge resources




**Confidential information about their country's projects and loan portfolio, including:**

- The status of individual loans, credits, grants and trust funds
- Disbursements, loan charges, debt service and bills
- Related legal agreements and project documents
- Model forms for financial transactions
- Details of procurement transactions

**Knowledge Center including:**

- Country-specific research, statistical data, economic and sector studies
- World Bank lending instruments and financial products
- World Bank news, reports, publications, policies and procedures, forms and templates
- World Bank-supported projects and programs

# Lessons Learned – Technology Enablers

- **Better information and content management** is a must including documents, records, web content, rich media, and learning
  - Content Lifecycle and Reuse
  - Quality and Governance
- **Value-added content transformation**
  - Concept Extraction; Taxonomy; Thesaurus
  - Business Intelligence and Data Mining
- More **relevant and targeted information delivery**
  - Portal Strategy
  - Contextualization and Personalization
  - Enterprise Search Framework
- **Better support for K&L processes**
  - Learning Management
  - Advisory Services and Unified Case Management
  - Thematic Groups and Community Workspaces
- **Optimizing Operational business processes**
  - Process Management tools
  - Transaction Systems

## Lessons Learned

1. **"Knowledge Sharing"** concept more acceptable than "knowledge management"
2. **Be prepared for a long journey**, with a series of steps, not one "thing" or "fad"
3. **Champion from top**, involve all managers and staff
4. **80% is about people and processes, 20% is technology**

   But the 20% is key for enabling the 80%

   Need to embed knowledge sharing behaviors into core business processes – or it will stay a "fad"
5. **Information Technology** is essential enabler and partner

   **Get the IT foundation right - Need for standards and integrating technology architecture**

   Focus on data and unstructured information; Document management and filing; Publishing tools; Metadata and search; Customized information



## Lessons Learned

6. **Have techniques to rally interest and get people involved**

   Communities of practice, thematic groups, knowledge fairs

   Communication is essential – all the time, not just in the beginning

   Knowledge and learning activities are complementary
7. **KM incentives for budget and resource allocation are important**
8. **Need to focus on all 3 "pillars"**

   internal knowledge sharing,

   external sharing with partners and the development community, and

   enhancing client capacity and access to global knowledge

   World Links, Development Gateway, www.worldbank.org

   Use IT to provide customized solutions
9. **Our clients want us to help them adapt global know-how** to their local situations
10. **We need to learn from our clients** as well as help them learn and share development know-how with one another – foster 2-way sharing

# Lessons Learned

***Last but not least …***

**11. Monitor and Evaluate**

**Measurable results - 2003**

- Quality improvement – 12% projects classified "at risk" in FY01 compared to 30% five years ago
- Efficiency - reduced time to produce reports from 5 to 2 staff weeks
- Staff views on access to the knowledge and information they need to do their jobs increased from 72% in 1999 to 84% in 2003

**External recognition validates internal activities**

- Benchmarked by American Productivity and Quality Center 7 times as "best practice partner" for implementing KM, using IT to support KM, communities of practice/TGs, etc.
- Most Admired Knowledge Enterprise 5 years
- Computerworld medal for WB global enterprise system
- Nielson Normal Group Intranet Design Award

**Current challenge – from operations evaluation 2003**

- Knowledge initiative enabled staff, clients, and partners faster and easier access to Bank knowledge, but the new knowledge sharing activities are not tightly linked to the Bank's core lending/non-lending processes …
- Bank needs to move deliberately to embed knowledge sharing processes in its core business processes and manage knowledge services for results

***http://www.worldbank.org/oed/knowledge_evaluation/***

# Annex 4

## List of Documents

1. *Opening Address, Ambassador Jan Kubis* (Secretary General OSCE)
2. *UN ICT Strategy Progress Report*, Mr. David Benfield
3. *Leveraging IT Synergies in the UN System*, Mr. Michael Bloch & Mr. Laurent Gaillard (McKinsey and Company)
4. *World Bank's Knowledge Journey and Lessons Learned,* Mr. Mohamed Muhsin (VP & CIO World Bank)
5. *The 7 recommendations of the Geneva Group General,* Representatives Mr. Roman Kolakovic & Mr. Dirk Kranen
6. *Shaping Systemic Change in Complex Organisations,* Dr. Joe McDonagh (Trinity College Dublin)