



Communities of Practice (CoPs) A New Development Actor Model

a results-based CoP approach to knowledge sharing, learning and capacity building that are the key ingredients for self sufficiency and resilience

UNDP Knowledge Portfolio Services All UN Agencies

Activity Specific

- Primary vs. Secondary
- Product vs. Service
- Linkages (Relationship)
- Adoption vs. Conversion

Audience Specific

- Primary vs. Secondary
- Reach (Broad vs. Narrowcasting)
- Influence Sphere
- Influence Decision Making

After Action Review		T			R
Balanced Scorecard		O		A	
Brainstorming		T		P A R	
Briefing and Debriefing		I		P A R	
Collegial Coaching		I I		P	
Community of Practice (CoP)		T O		A	
Exit Interviews		I T O			R
Experience Capitalization			O		R
Facilitation		T		A	
Good Practice		T O		A R	
Knowledge Fair			O P A		
Knowledge Map		I T O		P A	
Knowledge Network		I T O		P A	
Lesson Learnt		I T O			R
Mentoring		I O		P A	
Open Space		T O		P A	
Peer Assist / Peer Review		T O		P A R	
Storytelling		T O		A R	
SWOT		T		P A R	
Visualisation		T		P A	
World Cafe			O P A		
Yellow Page		I T O		P A R	

I = Individual	T = Team	O = Organisation
P = Preparation	A = Action	R = Reflection

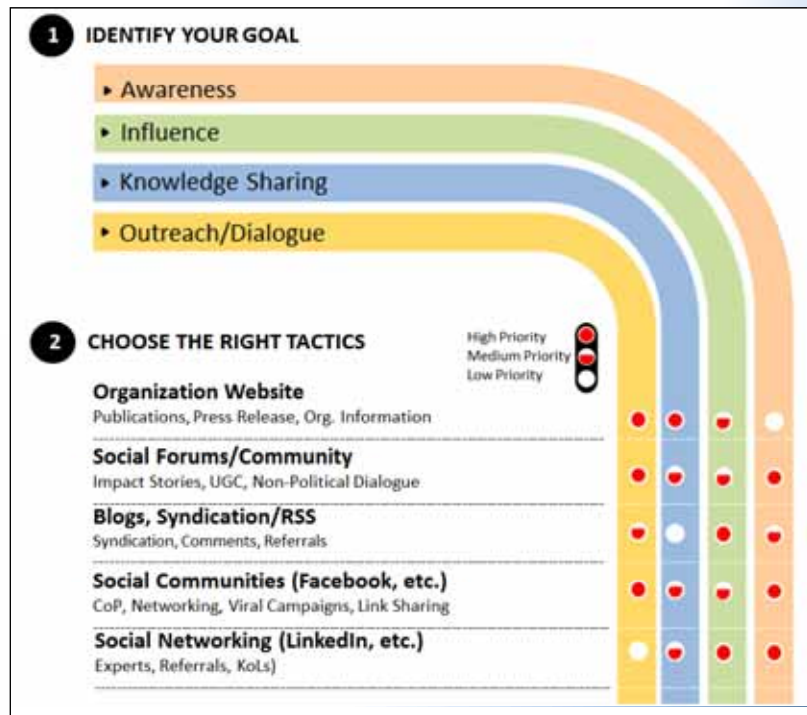
UNDP Knowledge Portfolio Services All UN Agencies

Goal Specific

- Awareness - Mainstreaming
- Influence – Decision making
- Knowledge Sharing - Capacity
- Outreach/Dialogue - Inclusion

Channel Specific

- Organization generated
- User generated
- Practitioner generated
- Decision-maker generated



ISAP 2012 - David Galipeau, UNDP, Asia-Pacific Knowledge and Innovation Management Practice Leader

New Basics: Where is Knowledge Positioned?

Traditionally, KM activities take place at the end of intervention

Ensure KM sustainability in project/programme by:

- Defining knowledge roles, responsibilities, capacity and costs requirements
- Distributing workload and supports feedback loops
- 'On-demand' knowledge increases opportunities to react and innovate
- Knowledge becomes a natural component of the day-to-day work

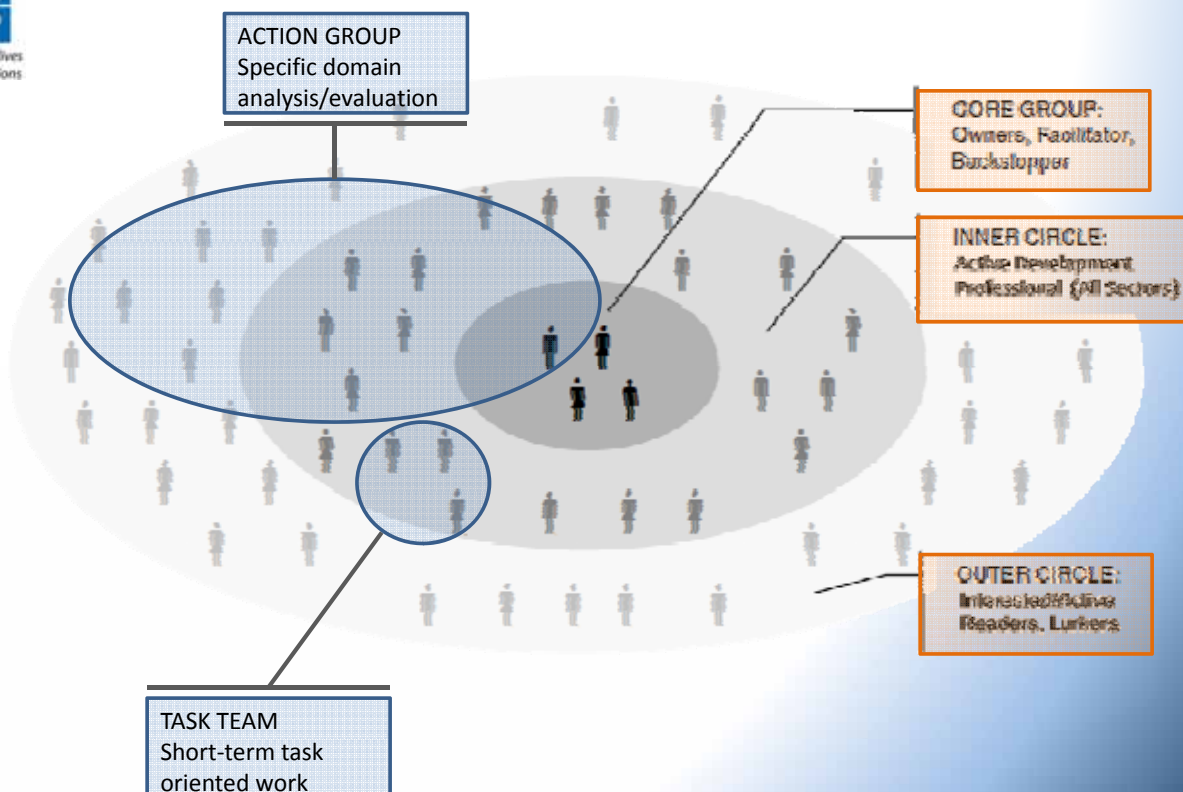


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Communities of Practice - A pretty simple idea

1. Identify an issue that hinders development
2. Find people with experience solving similar issues
3. Organize and put them to work

New Basics: More than a Community of Practice?



New Basics: Properties of a Sustainable CoP

What it includes:

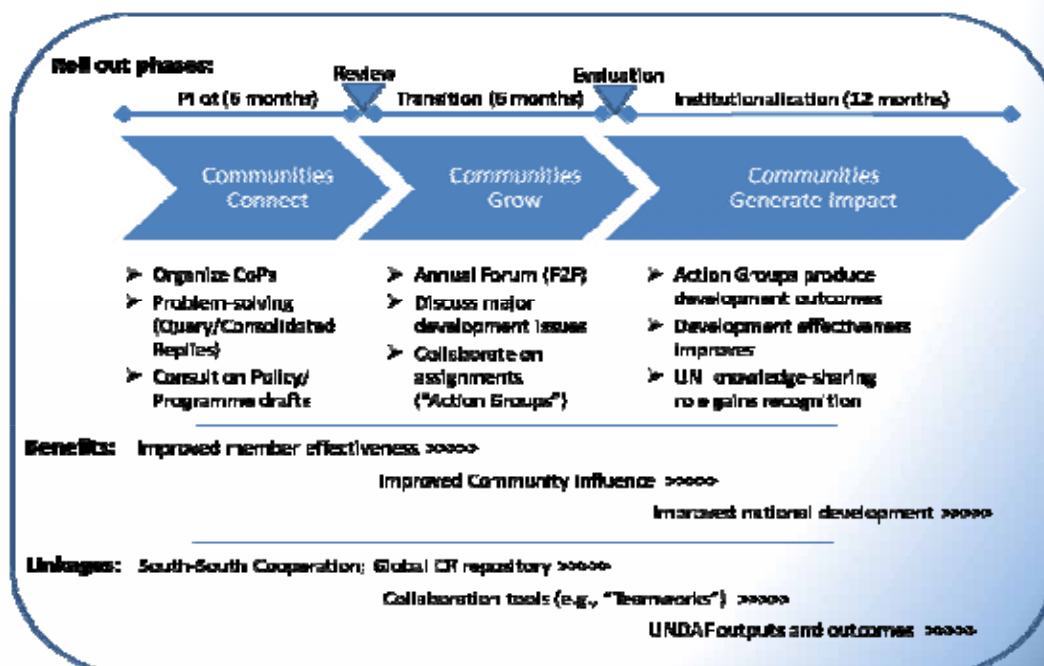
- **CoP Framework:** Only four CoP modalities – Query, Discussion, Consultation and Collaboration
- **CoP Process:** Agile Engagement = right query @ people @ time
Focus on KM for coordination, learning, prevention, reversals
- **CoP Management:** Positioned as UN Service with strong facilitation that establishes trust and builds relationships – ensures the discussion is positive and constructive

What it's not:

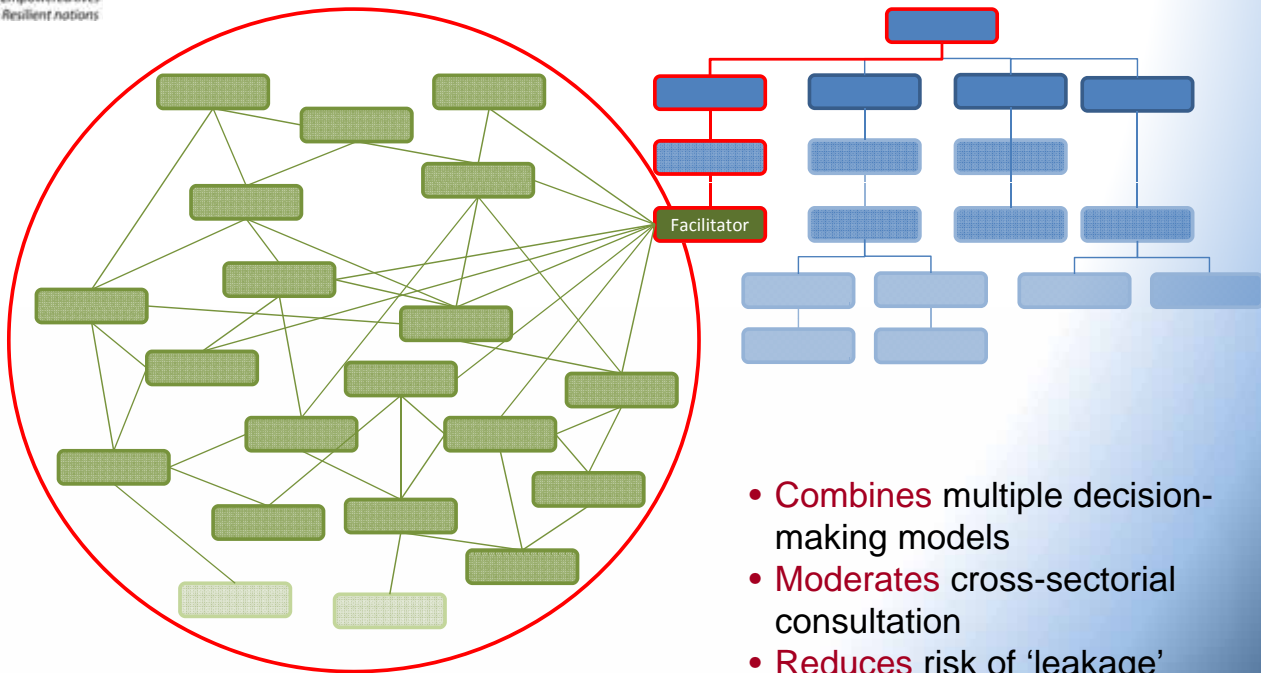
- **Not** a technology platform, email list, website, database
- **Not** a social media campaign using Facebook or Twitter
- **Not** a one-size-fits-all or 'cut&paste' solution
- **Not** only about successes – must capture all experiences

New Basics: Solutions Exchange CoP Model

Solution Exchange – the Basic Model



New Basics: Creating structural Hybrids



New Basics: National and Trans-border Issues

Global Solution Exchange Architecture:

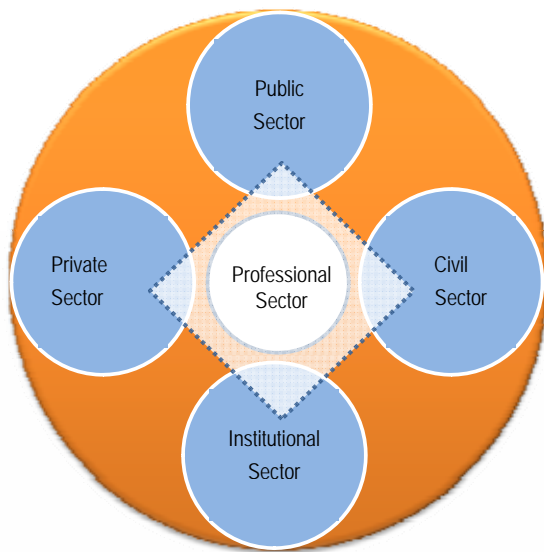
Created strategically positioned sub-regional CoPs to resolve:

- **Trans-border issues** (i.e. Extraction Industries)
- **Politically sensitive** issues (i.e. Women's Political Participation)
- **Coordination issues** for sub/regional institutions (i.e. Human Rights)
- **Co-operate service** (i.e. South-South Collaboration, Knowledge Fairs)



New Basics: CoP 'Development Actor Model'

By focusing on solutions, **Professional Sector CoPs** promote the principles of sustainable development, such as:



- Inclusive – development professionals are from all sectors
- Country specificity, focusing on tailored and contextual solutions
- Legality and legitimacy, consistent with the national legal frameworks and role division between different actors
- Flexibility and pragmatism, adapting and responding to new challenges and priorities
- Results-based sustainability, where capacity building and knowledge transfer are the key to self-sufficiency and resilience

New Basics: Establishing a New Development Actor

Professional Sector CoPs act as new **Development Actors** if they can encourage and facilitate:

- **Inclusive Participation:** All sectors are encouraged to engage in consultations
- **Indigenous Solutions:** Understand that decentralization demands a contextual analysis of the issues and solutions (indigenous in nature)
- **Stakeholder Coordination:** Understand the different roles of participating actors, donors, stakeholders
- **Positive Empowerment:** Use open and impartial channels to develop sustainable engagement, consensus, capacity building and implementation



New Basics: Metrics

Success:

1. Build local practitioners capacity – **learning environment**
2. Expand **partnership/funding** opportunities
3. Captures and transfers **experiential** (practical) knowledge
4. Decision-makers get **multi-dimensional** feedback/consensus

Results:

1. Informed decision making (**knowledge at your fingertips**)
2. Faster plan-to-action (**respond to issues quicker**)
3. Better valuation of resources (**coordination, reduce costs**)
4. Identify emerging challenges (**through scenarios, modelling**)
5. Mitigate/Reverse development slide (**increase resilience**)



Thank you

Any questions?

CoP Basics: Benefits and Limits of CoPs

A way for workforce and practitioners to share insight and best practices, ask questions of their colleagues and provide support for each other to identify issues and solve problems.

The potential **benefits** are well-documented:

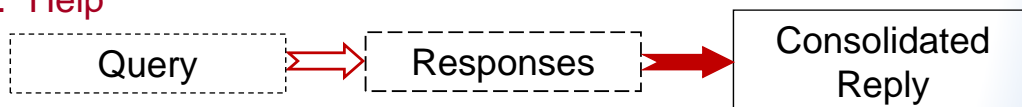
- Improved communication
- Reduction of meetings - continuation to virtual 'meetings'
- Improved workforce capacity and knowledge
- Standardization of data and information

The **barriers** to successful are equally well-known:

- Budget constraints
- Understanding of technology models
- Culture and resistance to change
- Inefficient internal policies
- Obsolete project or programme design

CoP Basics: Four Roles of CoPs

1. "Help"



Requests for information

"Where can I find a national grant programme for flood assistance?"

Seeking experience

"How have you dealt with a similar problem in your province?"

Coordination and synergy

"Can we combine our purchases of solvent to achieve bulk discounts?"

Discussing developments

"What is the best model to encourage private sector investment?"

Visits

"Can we come and see your youth after-school program? We need to establish one in our village."

Mapping knowledge and identifying gaps

"Who has experience with UXO? What knowledge are we missing? What other groups should we connect with?"

CoP Basics: Four Roles of CoPs

2. "Consult"



Requests for information

"We are finalizing our grant application for climate financing assistance and would like your comments."

Seeking experience

"We are tying our energy policy to local manufacturing policies and would like experts to evaluate the approach."

Discussing developments

"What do you think of the new energy solution? Does it really help?"

Visits

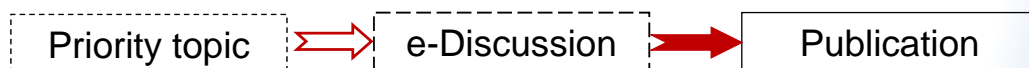
"Can we come and see examples of your National Youth After-School program? We need to establish one."

Mapping knowledge and identifying gaps

"We are developing new education curriculum to develop research capacity. Please comment on the implementation timeline proposal?"

CoP Basics: Four Roles of CoPs

3. "Discuss"



Problem solving

"What is the basic format of crisis planning planning?"

Seeking experience

"How have you dealt with a similar flood-related sanitation problem in your province?"

Coordination and synergy

How can we support the agriculture sector to reduce land degradation?

Discussing developments

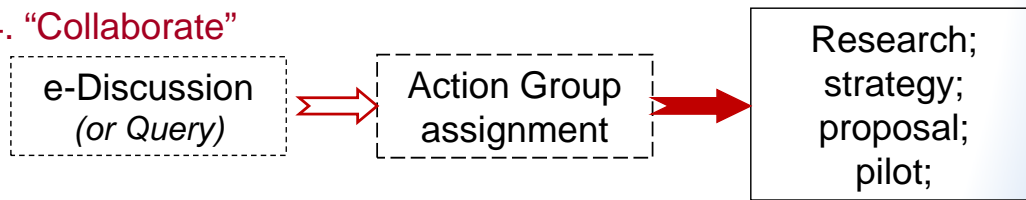
"What do you think of the new energy solution? Does it really help?"

Mapping knowledge and identifying gaps

"What is the most important research areas that we should invest in? How do we develop the academic professionals?"

CoP Basics: Four Roles of CoPs

4. "Collaborate"



Problem solving

"This is a critical problem and we would like to do an evaluation current practices?"

Seeking experience

"We would like to create a capacity development programme for new staff."

Coordination and synergy

"Can we combine our purchases of solvent to achieve bulk discounts? What are the procurement processes that we have to integrate"

Discussing developments

"What do you think of the new energy solution? Can we co-develop an policy for the energy sector introduction?"

Documentation projects

"We have faced this problem five times now. Let us write it down once and for all."

Mapping knowledge and identifying gaps

"There is a new funding mechanism – can we work together on a proposal?"