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Elements to consider in the elaboration of a Knowledge Management strategy for ITU Projects

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Bachelor of Science HES in International Business Management**

by

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Disclaimer

This report is submitted as part of the final examination requirements of the Haute école de Gestion de Genève for the Bachelor of Science HES-SO in International Business Management. The use of any conclusions or recommendations made in or based upon this report, with no prejudice to their value, engages the responsibility neither of the author, nor the author's mentor, nor the jury members nor the HEG or any of its employees.

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Executive Summary

Part of the mandate of the International Telecommunication Union, the United Nations specialized agency for information and communication technologies, is implementing development projects around the globe. The Project Support Division, the service responsible for supporting these projects, started introducing knowledge management initiatives in project activities. These first measures are aimed at avoiding the repetition of mistakes and learn from past projects.

The next step for developing knowledge management in ITU projects is to design a knowledge management strategy. Drafting such a strategy is a decisive step in developing knowledge management in an organization or department and requires the careful identification of current practices, current needs, and consultations with the concerned staff.

This research aimed to identify the key elements that the Project Support Division should consider when drafting a knowledge management strategy for projects. By observing the strategies in other organizations, conducting an internal survey, interviews, and a focus group session, the research highlighted key elements and issued recommendations for ITU.

The recommendations to the International Telecommunication Union and the Project Support Division include preferred sources of knowledge by different staff members, the most effective ways to transfer and retain organizational knowledge, the most valuable types of knowledge in the organization, the phase of the project cycle in which knowledge from past projects is the most useful and the importance of live information on projects.

The research also identified the knowledge products that may be less useful to retain for the organization, the obstacles to the implementation of knowledge management initiatives in ITU projects, the needs in terms of communication around projects, incentives to foster knowledge management behaviors, and proposed to map the current knowledge of the organization.

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List of Abbreviations

ADS - Administrative Support Service

AIEA - International Atomic Energy Agency

CHF – Swiss Francs

CoP – Community of Practice

ECA - The United Nations Economic Commission for Africa

FAO - Food and Agriculture Organization of the United Nations

FinSit – Financial Situation

ICTs - Information and Communication Technologies

ICT-DF - ICT Development Fund

IFAD - International Fund for Agricultural Development

ILO - International Labour Organization

ITU – International Telecommunication Union (also referred to as *The Union*)

ITU-D – ITU Telecommunication Development Sector

ITU-R – ITU Radiocommunication Sector

ITU-T - ITU Telecommunications Standardization Sector

JIU – Joint Inspection Unit of the United Nations

KPI – Key Performance Indicator

LAU - Legal Affairs Unit

LDCs - Least Developed Countries

LogFrame – Logical Framework

MPS - Membership and Private Sector Service

PDD - Partnerships for Digital Development Department

PM – Project Manager

PMM – ITU Project Management Manual 2020

PRJ - Project Support Division

ProDoc – Project Document

PRM - Partnership and Resource Mobilization Service

SIDS - Small Island Developing States

UN – United Nations

UNCCD – United Nations Convention to Combat Desertification

UNDP - United Nations Development Program

UN-Women - United Nations Entity for Gender Equality and the Empowerment of Women

WBG - World Bank Group

WFP - World Food Program

1. Introduction

1.1 What is ITU?

The International Telecommunication Union (ITU) is the United Nations (UN) specialized agency for Information and Communication Technologies (ICTs). The agency is responsible for allocating the global radio spectrum, develop technical standards, and improve access to ICTs to communities worldwide (ITU, 2021a).

ITU is subdivided into three “Sectors”, each with a different mission. The Radiocommunication Sector (ITU-R) focuses on radiocommunication services and international management of the radio frequency spectrum and satellite orbits. The Telecommunications Standardization Sector (ITU-T) is in charge of setting standards and guarantee international interoperability. (ITU, 2021b) Finally, the Telecommunication Development Sector (ITU-D) supports the development of national and regional equipment and networks in developing countries. (ITU, 2021c)

1.1.1 ITU-D and BDT

ITU-D is supported by its Secretariat, the Telecommunication Development Bureau (BDT). (ITU, 2021b) ITU-D has offices in the six regions of the world: Africa, the Americas, Arab States, Asia and the Pacific, Commonwealth of the Independent States, and Europe. The regional offices are located in Addis Ababa, Bangkok, Brasilia, Cairo, and Moscow. (ITU, 2020a) As of June 2020, the department employs 150 staff members in Geneva and the regional offices (ITU, 2020b).

One of the mandates of BDT is to design and implement development projects. These projects aim at fostering social and economic development around the world through ICTs. (ITU, 2021d) Since 2007, ITU has implemented 289 projects in 150 different countries, of which 77 are currently ongoing. The total budget for the ongoing projects is 88 Mio. CHF in 2021. (ITU, 2021e)

1.1.2 PDD and PRJ

The Partnerships for Digital Development Department (PDD) is one of the departments of BDT. The department is further divided into four services. The Partnership and Resource Mobilization Service (PRM) is responsible for raising funds for ITU projects. The Membership and Private Sector Service (MPS), promotes the ITU membership for states, companies, and organizations. The Project Support Division (PRJ) has a support role for all ITU development projects.

The Administrative Support Service (ADS) supports the department's other services and PDD chief by performing administrative tasks. (ITU, 2020b)

The Project Support Division supports all the development projects of ITU-D. The service is involved throughout the project phases excepted in the implementation phase. (ITU, 2020c) PRJ assists project managers (PMs) in designing, planning, implementing, and closing projects but bears no supervisory or decision-making power over the PMs. (ITU, 2020a)

1.1.3 Projects

ITU development projects follow the ITU Project Management Manual 2020 (PMM). The manual is a detailed guideline for project management in the organization. The PMM is to be applied by ITU staff to all projects, regardless of the project size and source of financing. (ITU, 2020c) The following section will present the main elements of the manual and project management modalities in ITU.

1.1.3.1 Funding

ITU-D development projects have four different sources of funding. The ICT Development Fund (ICT-DF) focuses on least developed countries (LDCs), small island developing states (SIDS), landlocked developing countries, and other countries with special needs. (ITU, 2021f) Trust Funds that are allocated by ITU to projects “with specific and restrictive utilization”. (ITU, 2021g) External in-cash or in-kind contributions are contributions from partnering organizations, governments, or companies. Finally, voluntary contributions from donors are a complement to ITU-D projects budget. (ITU, 2021g)

Historically, external contributions are the primary source of funding for projects (90%). Internal funding (ICT-DF and Trusts Funds) follows with 5% of the funding for each. (ITU, 2021e)

1.1.3.2 Project Phase Model

Projects are divided into three phases, with different activities and objectives. In phase 1, Identification, Design, and Set-Up, the project manager explores, elaborates a project idea, secures funding from a partner, and spells out the main project characteristics. The most crucial step in that phase is drafting the Project Document (ProDoc). The ProDoc is a binding agreement between ITU and its partner which states the project details.

The ProDoc details the project scope, budget, activities, key performance indicators (KPIs), and includes a logical framework (LogFrame). The logical framework is a matrix that states the goals, outcomes, outputs, and activities of the project. The LogFrame states the objectives, indicators, means of verification, and assumptions for each element. (ITU, 2020c)

Once ITU and its partner sign the Project Document, the PM can move to phase 2, Planning, Implementation and Monitoring, Evaluation and Control. The PM details the plan for the project implementation, reports about the project advancement about every quarter, and keeps an issue log updated. (ITU, 2020c)

At the end of the activities, the project manager moves to phase 3, the Project Closure, in which an End of Project Report (casually referred to as Closure Report) is established, the project is evaluated, and lessons learned are collected. (ITU, 2020c)

1.1.3.3 Project Governance

The project manager has the most intense role in project governance. As stated in the manual, “the project manager is fully responsible for managing and delivering the project on time, under budget, within the scope and at the quality agreed upon”. (ITU, 2020c) The PM is reporting to its line manager on its activities and PRJ on the project advancement. The project manager elaborates the project, plans and implements the activities, performs monitoring, evaluation, and drafts the project report. (ITU, 2020c)

PM aside, a Project Governance person or body is designated at the beginning of the project. For small projects (up to 1Mio CHF), a Project Sponsor can take responsibility for the project manager’s success and supports the projects. For larger or special projects (from 150k CHF), a Steering Committee composed of ITU staff and external stakeholders is established. (ITU, 2020c)

PRJ is responsible for the administrative and strategic support of the projects. The service provides help in drafting the different documents and acts as a link with the finance department and the Legal Affairs Unit (LAU). PRJ also follows the quarterly advancement of the projects and keeps information on the projects up to date in the ITU-D projects database. (ITU, 2020c)

1.1.3.4 Other Important documents and procedures

- **Concept Paper:** At the beginning of phase 1 (Identification, Design, and Set-Up), the PM drafts a concept paper that summarises the primary elements of projects. The document can then be the basis for future discussions. (ITU, 2020c) The Concept Paper captures the problem statement, suggested solution, goals, outcomes, cost, and duration, among other elements.
- **Issue log:** During phase 2 (Planning, Implementation, and Monitoring, Evaluation, and Control), the project manager records issues and challenges in a dedicated issue log as they arise. This document helps to recall the lessons learned and challenges when drafting the closure report at the end of the project.
- **ITU-D Projects database:** A database with all the projects implemented by ITU is available to ITU staff. The platform contains all project details, documents, and progress reports. PMs use this platform to monitor ongoing projects as well as submitting quarterly progress reports. PRJ and ADS are the only services that modify the database.
- **ITU-D Partnership database:** A database handled by PRM, similar to the Projects database, with all the information on the organizations and companies that partnered with ITU for development projects in the past.
- **Quarterly assessment:** Following the submission of quarterly reports, PRJ issues a quarterly assessment report that consolidates the progress of all projects. The document's format was reviewed in 2020 to streamline some details on projects and introduce analysis elements. (ITU, 2020d)
- **Exit interviews:** Recent initiative of PRJ to enhance the collection of lessons learned and information on the projects. PRJ conducts short interviews with project managers at the end of the project cycle.
- **Post-implementation reviews, case studies, and videos:** Public documents and videos published on ITU-D projects webpage to showcase projects implemented by ITU. Post-implementation reviews are published in a report format (ITU, 2021h), case studies in a slide presentation format (ITU, 2021i), and videos uploaded on YouTube. (ITU, 2021j)

1.2 Knowledge management

Knowledge management (KM) can be defined in many ways. In order to have a common understating, the Joint Inspection Unit of the United Nations (JIU) proposed in 2007 a definition for the whole UN system (JIU, 2016). The report proposes to define knowledge management as “the systematic processes, or range of practices, used by organizations to identify, capture, store, create, update, represent and distribute knowledge for use, awareness and learning across the organization” (JIU, 2007) As ITU is part of the UN system, this paper will refer to JIU’s definition of knowledge management.

The Joint Inspection Unit of the United Nations issued in 2016 a comprehensive report on knowledge management in the UN agencies. In this report, JIU states that having “a framework or strategy is essential to structuring and guiding the manner in which an organization channels its efforts to manage knowledge in order to achieve its goals”. (JIU, 2016) JIU mentions building a strategy or a framework for knowledge management as a necessary step to implement KM in organizations.

In recent times, the need for knowledge management in ITU projects has been raised internally. (ITU, 2020a ; ITU, 2020e) The Union has since started addressing these issues. The new Project Management Manual, issued in 2020, mentions the collection of risks, challenges, and lessons learned as part of the project cycle. (ITU, 2020c) The new ITU-D Projects Strategy also mentions past shortcomings in KM and sets the improvement of KM practices as an objective for PDD. (ITU, 2020e) As the researcher could witness while working at ITU, PRJ also started introducing measures to improve knowledge transmission, such as improving the way projects are displayed in the ITU-D database and creating a community of practice for Project Managers. PRJ also introduced exit interviews with PMs at the end of the project cycle to enhance the collection of knowledge and regularly introduces new initiatives to enhance KM in projects.

However, ITU-D projects are not following a strategy or implementation plan for knowledge management. Initiatives arise from the different teams and are sometimes introduced informally. ITU-projects have not yet reached the prerequisite for KM according to JIU’s standards, formulating KM objectives and initiatives under a formal KM strategy.

This paper aims at identifying key elements to be taken into account by PDD, especially PRJ, in the process of building an actionable strategy for KM in ITU projects.

The research looks at current practices in other UN agencies, identify current practices and needs of internal project stakeholders. After confronting a sample of ITU staff to preliminary findings, the researcher will make recommendations to ITU.

1.3 Scope of the research

This research is focused on ITU-D projects and will not consider the ITU BDT at large. A project is currently being implemented at the BDT level to “develop a detailed roadmap for the establishment of a digital knowledge platform for all BDT knowledge products”. (ITU, 2020f) This present research will only consider BDT and the Roadmap for Digital Knowledge Platform as recipients for the KM products generated, stored, and shared by PDD.

The research will also mainly focus on the UN system. The Joint Inspection Unit of the UN issued recommendations for the implementation of KM and since JIU’s first report in 2007, many UN agencies have implemented and drafted KM strategies (JIU, 2016). Some even already published lessons learned from their first experience with KM. (UNDP, 2014) This study will focus on measures and initiatives that were taken in other UN agencies and from the lessons learned in the UN system, thereby adopting the same posture as JIU, “mainly by identifying solutions in the existing practices of some organizations that are more advanced than others”. (JIU, 2016)

This research will focus on the management aspects of KM rather than the IT dimension of knowledge management. IT tools are an essential part of the KM effort but are considered a powerful enabler that should follow the strategic decisions. (JIU, 2016)

1.4 Definitions

Some theoretical elements of knowledge management need to be defined for the appropriate comprehension of this research.

- **Explicit knowledge:** Knowledge recorded in a written, video, or image format, that can be shared and is explicitly identified as knowledge.
- **Implicit or tacit knowledge:** Knowledge that is not recorded and most often resides in individuals' heads. Implicit knowledge is difficult to record and share and is most of the time not explicitly identified as knowledge, even by the individuals holding the knowledge.

- Knowledge products: Any type of knowledge that has been recorded and can be accessed, used, and shared internally and externally by an organization.
- ITU Project Stakeholders: In this paper, ITU project stakeholders refer to all ITU staff involved with projects, including PRJ, PMs, PDD services, and the legal, finance, and communication departments.
- Financial situation: A summary of the current state of the budget for an ITU project. The finance department traditionally shares the financial situations on request by PRJ.
- Community of practice: An organized group of professionals reassembled by a common interest or field of expertise. Communities of practice (CoP) are a standard measure taken by organizations that want to boost the transmission of knowledge in an organization. CoPs are known to allow informal exchange between members and foster discussion on lessons learned and best practices.
- Institutional or organizational knowledge: Knowledge acquired over time by an organization through the experiences of individuals or teams that can be used for present and future work and decisions of the organization.

2. State of the art

2.1 History of KM in the UN system

The Joint Inspection Unit of the United Nations issued a first report on KM in the UN system in 2007. At the time, the Inspector noted that “KM on the United Nations [was] in its initial stages” with “unconnected KM projects” in the UN system. At the time of the review, only four organizations “claimed to have a KM strategy”. (JIU, 2007)

According to JIU’s report, building a strategy for KM is a necessary step towards the progression of KM in organizations. Referring to state of the art in 2007, the inspector stated that “this piecemeal approach is just a reflection of the early stages of the implementation of KM within any organization”. (JIU, 2007) The World Bank Group (WBG) mentions strategy as one of the “key elements of any program to transform the workplace into a knowledge-sharing organization”. (WBG, 2016)

The report also details a set of four questions that should be answered in the process of building a KM strategy (JIU, 2007): “

- a) What is the knowledge required by the organization and its clients?
- b) What is the knowledge available within the organization?
- c) What knowledge, therefore, needs to be gathered?
- d) With whom is it to be shared, how and when?”

The Inspector noted that if these questions are answered, “substantial savings could be achieved by eliminating the gathering, processing and dissemination of information for which there is currently little [...] demand” and relocate attention and efforts to “knowledge gaps” and “areas of knowledge that will be required by a given organization”. (JIU, 2007) Identifying relevant knowledge and saving time and resources by focusing on essential knowledge is critical in building a KM strategy.

In the same report, the Inspector also mentions the role of technology in knowledge management. In the inspector’s opinion, “the management component of KM is of greater importance than technology in the sound implementation of KM initiatives”. (JIU, 2007)

The report notes that a major part of KM literature is “about computer systems and applications” and that “the majority of the organizations surveyed had placed the responsibility to develop KM initiatives under the umbrella of ICT units”.

For the Inspector, this is the consequence of a “confusion between what is shared (knowledge) with the means used to share it (ICT)”. The report states that “technology is just a tool to facilitate KM”. The role of technology in KM is, however, not to be underestimated, as the report later mentions, “the KM strategy [...] should be closely linked to its ICT strategy”. (JIU, 2007) WBG mention that seeing knowledge management as a technology issue is “a common issue” and that “technology alone is insufficient to make knowledge sharing happen” as “systems and platforms can facilitate knowledge sharing but are not likely to drive it”. (WBG, 2016)

A related point raised in the reports is the need for KM units in the organizations. The Inspector recommends establishing knowledge management units and provide these units with “the necessary financial and human resources, according to the dimension and specific needs of each organization”. (JIU, 2007)

Steps to KM identified in JIU’s report, 2007
Identification and analysis of knowledge clients
Analysis of the needs of internal and external clients
Establishment of a knowledge inventory
Development of a KM strategy for the organization

The report mentions that the main obstacles to implementing knowledge management are the absence of sharing culture in organizations and the difficulty of changing people’s behavior. To overcome these obstacles, the Inspector suggests establishing “knowledge management sharing competencies as one of the criteria to be assessed in the staff performance system”. (JIU, 2007)

Obstacles to KM is a crucial aspect to consider for the establishment of a KM strategy. Ben Moussa (2009) states that “84% of KM projects fail”. Among the main reasons, the author mentions “poorly defined KM initiatives’ goals”, not understanding KM initiatives, and not understanding what knowledge should be kept or discarded. (BenMoussa, 2009) The complete list of obstacles is displayed in the table below.

Obstacles to successful KM identified in BenMoussa, 2009

- | | |
|---|---|
| <ul style="list-style-type: none"> • Lack of managerial leadership and leading by example • Change management • Lack of well-defined KM goals • Lack of understanding what information to keep or discard • Focusing on the current situation rather than on future needs • Confusion between information and knowledge • Too much information available • Knowledge is power culture | <ul style="list-style-type: none"> • Unrealistic expectations about IT tools • Lack of motivation • Lack of sharing culture in the organization • Lack of communication and understanding about the tools • Employees do not value time spent in KM and do not understand the benefits • Employees do not have enough time • Focusing on explicit knowledge rather than tacit knowledge • Lack of incentives to participate in KM |
|---|---|

ITU is one of the surveyed organizations in JIU's analysis. According to the report, ITU only has an "ITU library & Access service" listed as a knowledge initiative in 2007. The inspector recommends ITU to "survey the knowledge needs of the clients (internal and external) of [its] organization", "undertake an in-house knowledge inventory", "identify and address the potential knowledge gaps" and "develop [...] a knowledge management strategy". The report also recommends that each surveyed organization sets up a dedicated "knowledge management unit" with "the necessary financial and human resources". The last recommendation of this report for ITU is to "establish knowledge-sharing competencies as one of the criteria to be assessed in the staff performance appraisal system". (JIU, 2007)

Another essential element of JIU's report is clarifying the concepts of knowledge, information, and data. For JIU, "data are discrete, objective facts about events", "information is data with some level of meaning" and "knowledge is built on data, information and created within the individual". (JIU, 2007) The confusion between these terms and information management led many organizations to fail the implementation of KM practices. This issue persisted after the report, as shown in JIU's analysis of 2016.

2.2 The current situation in the UN system

In 2016, JIU published another report that follows up on the 2007 report and proposes to look at the measures taken since the release of the first set of recommendations. Upon reiterating the same definition for KM, the report shows a different definition that projects-centered organizations may use. In this instance, KM is defined as “the process of applying a systematic approach to capture, structuring, management and dissemination of knowledge throughout the organization to work faster, reuse best practices and reduce costly rework from project to project”. (JIU, 2016) This definition does not override the previous one, it can however provide insights on the priorities of a project-based approach of knowledge management. This input is valuable as it states some of the objectives of KM for projects which are saving time (“work faster”), use institutional knowledge (“reuse best practices”) and save resources (“reduce costly rework from project to project”). (JIU, 2016)

For the inspector, the issue of this definition is that it does not “emphasize the need to capture better the knowledge embodied in the minds of individuals”. The critical element for JIU is that “knowledge management shifts the emphasis from the creation of vast repositories to the valorization of tacit knowledge that may be lost when staff members leave an organization”. (JIU, 2016) The focus on tacit knowledge is a primary element for many researchers. BenMoussa (2007) refers to many authors that stress the importance of tacit knowledge, stating that this type of knowledge may be more valuable and more difficult to disseminate than explicit knowledge. In their view, intranets and repositories may fail to capture the most significant part of the implicit knowledge.

The 2016 report also includes challenges to the implementation of KM initiatives in UN organizations. From those, several are relevant for ITU.

Challenges identified in JIU’s report, 2016	
<ul style="list-style-type: none">• Lack of strategic guidance in the UN system• Insufficient staff awareness and organizational culture• Lack of incentives and sanctions to knowledge sharing attitudes	<ul style="list-style-type: none">• Incompatibilities in the technological infrastructure• Difficulties in measuring KM impact• Loss of tacit knowledge• Work in silos• Lack of financial resources

An important input from JIU's report to this research is the knowledge management preparedness framework. This framework aims at "assessing the current state of play in knowledge management and making recommendations" (JIU, 2016) based on five criteria.

The first criteria are (a) "the existence of a strategy, [...] policy documents and/or guidelines aimed at defining [...] knowledge management tools", (b) "the integration [...] of such documents with other strategies and plans of action of the organization", (c) "the explicit attribution of specific knowledge management-related responsibilities and competencies to various units, managers and staff members", (d) "the existence of policies and training programs aimed at enhancing the capability, readiness and proactive engagement in knowledge management activities", and (e) "the existence of direct or indirect impact on the savings and efficiency of the organization's operations". (JIU, 2016)

The report states the importance of having a KM strategy in the organization. The inspector event states that "a framework or strategy is essential to structuring and guiding the manner in which an organization channels its efforts to manage knowledge in order to achieve its goals". (JIU, 2016) For JIU, establishing a strategy is a crucial step on the road to knowledge management and should follow "an evaluation of the needs of the organization". (JIU, 2016) The report also mentions that 71% of UN employees "believed in the necessity of knowledge management strategies". (JIU, 2016)

The other important step mentioned in the report is the attribution of the KM responsibility to individuals or teams. The inspector states that "specific roles and responsibilities must be attributed to staff to translate the knowledge management strategies into initiatives and activities". (JIU, 2016) According to what is relevant to the organization's structure, these roles can be attributed to any member of staff. Some organizations such as UNDP even created dedicated teams "whose members "sleep and eat" knowledge management". (JIU, 2016) The report recommends that the responsibility for KM is explicitly attributed to staff members or teams.

Following JIU's 2007 report, some UN organizations added knowledge management to their staff appraisal procedures. This measure promotes knowledge-sharing behavior at the individual level and affirms the importance of KM in the daily activities of all the staff.

The inspector recommends “embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal system [...] and organizational core competencies”. (JIU, 2016)

JIU’s 2016 report also highlights “knowledge management practices [...] that might serve to enhance organizational preparedness from a human resource perspective”. (JIU, 2016) The inspector mentions induction procedures for new staff, exit interviews, and handover procedures for exiting staff. Handling the staff that leaves their position to retire, leave or change position in the organization is particularly crucial. Exit interviews and knowledge transfer notes are powerful tools to record tacit knowledge, particularly at risk when staff members leave their position.

Another effective measure to share knowledge in organizations is the setup of Communities of Practice (CoP). A CoP regroups “a group of people with a defined area of professional interest working on a common body of knowledge”. (JIU, 2016) These platforms allow for the informal exchange of tacit knowledge between professionals, and allow to “bring together people who share common interests for collective learning, mutual support and global access to local knowledge”. (UNCCD, 2011) They however require “an advanced level of organizational maturity and strong incentives for staff to actively participate”. (WBG, 2016) The International Fund for Agricultural Development (IFAD) chose to set up CoPs “to harness tacit knowledge in IFAD business processes”. (IFAD, 2019) In the United Nations Development Program (UNDP), “CoPs have become a cornerstone of UNDP’s global policy and program functions” and “the primary pillar of its KM work”. (UNDP, 2014) The main point of attention for CoP is the rate of participation from the members. According to the World Food Program (WFP) Knowledge Management Strategy, one shall “expect [that] 10% of users will occasionally contribute, with only 1% active contributors”. (WFP, 2012)

The motivation was highlighted by BenMoussa, 2009 as being “the biggest hurdle to knowledge management”. In JIU’s report, the inspector recommends that organizations “recognize, acknowledge and stimulate knowledge sharing by developing viable moral incentives or symbolic rewards”. (JIU, 2016) In the UN system, this aspect seems to be the least developed of the critical points aborded so far in this research. JIU already issued a recommendation to provide “adequate incentives” in 2004 to the International Labour Organization (ILO). (JIU, 2004) The International Atomic Energy Agency (AIEA) identified in an internal survey that “recognition and providing more challenges were seen as important ways to stimulate these employees”. (AIEA, 2006) IFAD also identified incentivizing KM behaviors as an obstacle to overcome.

IFAD chose to develop an incentive framework that includes “annual awards to recognize outstanding collaboration and knowledge-sharing/exchange efforts”, “enforce KM requirements in core business processes”, “acknowledge failure as a learning opportunity” and “provide formal time to unstructured learning and sharing activities”. (IFAD, 2019) UNDP admitted “lacking reward for the sharing of knowledge” and aims to “boost incentives for business units as well as individuals” by giving “staff a clear understanding of “what’s in for them” when doing KM”. (UNDP, 2014) The Food and Agriculture Organization of the United Nations (FAO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) also identified the need for incentives to KM. They, however did not define clear propositions in their strategies. (FAO, 2011; UN-Women, 2018) For World Bank Group (WBG), “material incentives”, such as monetary compensations, are not very robust as they may fail to change behaviors in the longer term. WBG suggests “special learning opportunities” and “recognition and visibility” as more substantial incentives to motivate staff to engage in KM activities. (WBG, 2016)

JIU’s report states that the impact of knowledge management is difficult to measure, mainly as “knowledge management prevents waste of money, time and human resources and one cannot measure what is prevented”. (JIU, 2016) The United Nations Economic Commission for Africa (ECA) proposed in its KM strategy to “post the number of contributions made by members, to generate a “competition”” and allow members of the community of practice to “rate the quality of a contribution [...] which would be included in the scorecard along with the “sharing” counter”. (ECA, 2014) WBG proposes a set of indicators that shall be set as targets and “benchmarks to be attained in a given period of time”. (WBG, 2016) The indicators include “improved collaboration among staff or between department” or “improved capabilities to conduct result-oriented and relevant knowledge sharing”. (WBG, 2016) However, WBG does not mention precise ways to measure these indicators. The AIEA has a different approach and warns about “trying to prove that KM as a significant impact on business performance” and states that “it might bring more costs in terms of measurements than it will bring in benefits”. (AIEA, 2006)

A review of the current state of knowledge management would not be complete without touching on the benefits of KM for organizations.

In JIU's report, the inspector mentions "improved organizational effectiveness", "improved organizational efficiency and reduced costs" and the "facilitation of the adoption of an integrated approach to programming by establishing and empowering communities of practice and networks that cut across sectors and geographic locations". (JIU, 2016) WBG adds to this list the ability to "maintain a high level of institutional knowledge even when key staff members depart" and "solve operational problems by [...] taking to scale what worked [...] and avoiding what didn't". (WBG, 2016)

2.3 The current situation in ITU – A case for change

An internal audit report on projects and regional initiatives was issued in 2020 in ITU. This report highlights shortfalls and points to be improved. Among them, BDT "information and communication tools were found to be ineffective" and need to be reviewed to "in particular enhancing capturing, monitoring and reporting on projects". The audit recommends BDT "systems and controls related to project monitoring [to] be assessed with a view of identifying enhancements at the level of information sharing". (ITU, 2020a)

The report highlights a barrier to knowledge flow between project managers and project coordinators (PRJ). For the auditor, the reason is that "the project development coordinator's ability to assess the project execution could be limited as [he] does not receive systematically the needed updates and information to fully understand the project challenges". The ability for PRJ and the project coordinator to know in real-time the state of a project can be an issue, amplified by the fact that "the project development coordinator has no direct hierarchical relationship with the project manager" and that "current tools limit aggregation of data around project implementation in real-time". (ITU, 2020e)

The audit also emphasizes the storage of certain types of information. In the case of risk assessment produced for ITU-D projects, the storage happening in three different locations (ProDoc, Projects Database and Assessments reports) "affected negatively the risk assessment exercise". The "absence of documentation from previous projects to identify sources of risk (lessons learned)" was also identified as an issue during the review of the risk assessment projects. (ITU, 2020a) The audit does not detail whether this practice is similar to other stages of project management at ITU. It is, however, possible that the underuse of lessons learned affects other elements of projects at ITU, as hinted in the ITU projects strategy, where PRJ notes a "limited documentation of lesson learned" in projects. (ITU, 2020e)

The auditor also noted issues in reporting on projects. The audit highlights the “absence of progress reporting by project managers as a recurrent issue” and that “for various instances, progress reports remain general and did not include important aspects or issues related to the project execution / issues”. (ITU, 2020a) This situation may prevent the organization from generating valuable and meaningful knowledge products on projects. The ITU projects strategy has a similar observation and judges “information provided by quarterly reports not actionable” and information on project implementation “uneven”. (ITU, 2020e)

The ITU Project Strategy issued in 2020 also displays some of the current shortcomings in knowledge management around projects in ITU. Some issues identified in the identification phase of projects, such as the “projects not treated as a portfolio”, “projects identification focused on small scale projects” and “partnership engagement done on a project-by-project basis” (ITU, 2020e) may be signs of limited knowledge and information exchange between project managers, even if a clear link cannot be established.

Project managers sometimes fail to follow project management guidelines carefully. The internal audit stated that “the Project Management Guidelines are not consistently followed and/or implemented in its entirety”. By having “only [...] the status of guidelines”, these procedures are not formally compulsory. (ITU, 2020a) The project strategy also mentions shortcomings in compliance with the guidelines and reports a “lack of planning” and “long delay in project closure” from project managers. (ITU, 2020e)

The strategy also notices a “limited communication around impact of projects” (ITU, 2020e) as an issue in disseminating knowledge from projects. Only a small selection of projects produces post implementations and case studies, most reporting staying in ITU.

2.4 The current situation in ITU – KM initiatives

ITU is aware of the need for knowledge management in its organization. A project was launched in December 2020 in ITU to “develop a detailed roadmap for the establishment of a digital knowledge platform for all BDT knowledge products”. (ITU, 2020f) The project is estimated to end in March 2022 and aims at mapping the knowledge products and practices in BDT and issue recommendations for the conception of “a “one-stop-shop” for knowledge created and housed by ITU”. (ITU, 2020f)

The Project Management Manual 2020, which ITU released in 2020 also incorporates KM practices and follows the previously mentioned internal audit recommendations. The Manual insists on using lessons learned in the early phases of projects and recommends that the PM evolves in “a culture of learning” to “increase the likelihood of effective learning throughout the project”. (ITU, 2020c) The PMM 2020 proposes to use an issue log to record issues encountered during the project cycle. This document should be available in ITU systems after the project ends. A particular emphasis is put on learning at the closure phase of projects. The Manual states that “a comprehensive lessons-learned exercise should be done, involving as many stakeholders as possible [...] so that they can be used for future projects”. (ITU, 2020c) The Manual also suggests adopting a lesson learned log, which will be filled with lessons learned along the way from the beginning of the project.

In the Project Management Manual, PRJ is explicitly given an essential role regarding knowledge management. PRJ is tasked to “develop, manage and implement effective tools and electronic platforms to strengthen the project execution function, such as databases, websites, reporting tools, dashboards, templates, agreements, guidelines and tools for the post-implementation phase”. (ITU, 2020c) This first set of tasks aims at enabling the collection of information and knowledge by the organization. In that instance, PRJ is an enabler that creates an environment for knowledge management.

PRJ is also responsible for “maintain[ing] up-to-date information in the electronic platforms for all projects”. (ITU, 2020c) In that instance, PRJ curates the information and knowledge on projects for future use.

The last role of PRJ is more strategic, as the service is tasked with the transformation of information into knowledge and its dissemination. The Manual states that PRJ must “review and analyze progress reports and prepare assessment reports for ongoing projects”, “submit assessment reports with specific recommendations related to each project and the overall project portfolio to BDT management”, “prepare reports highlighting findings and outcomes of the post-implementation reviews so as to document results achieved and lessons learned” and “carry out impact assessments [...] and prepare lessons learned”. (ITU, 2020c) This aspect of PRJ’s mandate is oriented toward knowledge dissemination and valorization.

The ITU projects strategy sets the goals of the Project Support Division extends its scope to the whole project cycle. “Boost knowledge management and communications” is listed among the main priorities of the projects strategy. (ITU, 2020e)

The vision for KM in PRJ is to have a “careful documentation of lessons learned”, “improved communication around impact or projects” and “new tools [that] favorize aggregation of data around project implementation in real-time”. The strategy includes the “setup of a community of practice of ITU project managers”, “periodic consultations with project managers to review status of project implementation” and “mid-term review for all projects”. (ITU, 2020e) The regular consultations “with other support functions linked to project management” (ITU, 2020e) mentioned in the strategy would make PRJ the cornerstone of knowledge related to projects in the organization.

The strategy also emphasizes the availability of information and knowledge. PRJ wants to “expand post-implementation reviews to more projects”, make risk registers, lessons learned, and issue logs available, “contribute to the project portal” and “support the organization of information-sharing sessions on success stories from projects”. (ITU, 2020e) The service would also “contribute to BDT communication strategy through data, information and lessons learned from ITU projects” and “produce stories regularly on ITU projects”. (ITU, 2020e) All the knowledge products created will then be at the disposal of the other PDD services and contribute to the BDT KM system.

As part of its mandate, PRJ recently incorporated the following new KM initiatives:

- Creation of a community of practice: Creation of a community of practice for project managers in MS Teams. The CoP was launched with a “project clinic” as the main feature. The project clinic allows PMs and PRJ to work jointly on shared documents and visualize real-time progress.
- PowerBI dashboards: PRJ started creating live dashboards with PowerBI that display live information on projects, consolidating data from the ITU-D Project database and the finance department. All the colleagues of the service were informally trained to use PowerBI dashboards.
- Exit interviews: PRJ started conducting exit interviews with project managers at the end of the project cycle to collect lessons learned and more informal information on the project.
- Modification of the project dashboard: PRJ worked with the database administrator to improve the visualization of the project in the database. The landing page for each project now features key information of the project on a single page. The display of the project portfolio was also simplified to allow more straightforward navigation.

PRJ is moving towards the improvement of knowledge management in ITU projects. However, the KM efforts and initiatives are not yet articulated in a strategy. Creating a strategy would allow to organize the introduction of new practices and allow for PRJ to plan for resources and define priorities. The present research aims to highlight the key elements that should be taken into account by ITU teams in the process of elaborating a knowledge management strategy for ITU projects.

3. Methods

The research is structured in three phases. The first phase of the research will aim at identifying the current behaviors towards knowledge sources in ITU. The second phase will aim at identifying the needs of different ITU project stakeholders. The final phase aims at collecting the opinion of ITU project stakeholders regarding a sample of KM measures.

3.1 Survey

This survey aims to collect information on the current practices around knowledge management and lessons learned. The survey's primary focus is on the different “channels” through which PMs and PRJ can access and share information and knowledge. In addition, the survey will be disseminated to PRJ and PMs, which will allow for a comparison between the habits of project managers and PRJ. The surveyed population comprises 45 individuals. Therefore, reaching a representative sample is likely to be an issue.

3.1.1 Channels

The different sources of information and knowledge products were grouped by type under four channels that are the following:

- Internal documents: all the official internal documents that are filled during the project cycle such as Concept Paper, Project Note, Project Document, Cooperation Agreements, Quarterly reports, Issues and Lessons learned logs, and Closure Reports.
- Official databases and resources: refer to the different databases and resources from PDD and the finance department that are the ITU-D Projects database, the Partnership database, and the Financial Situations.
- Official public communications: all the publicly available content issued by ITU such as ITU publications, ITU social media, stories in ITU News, post-implementation reviews, case studies, and videos from projects.
- Informal transmission: regroups all the informal exchanges of information between members of staff or teams within ITU such as direct discussion, notes or remarks on projects, emails and exchanges on MS Teams.

3.1.2 Measured elements

The survey will measure the following elements for each channel:

- Timing: Measuring when knowledge from past projects is helpful for the surveyed, in which phase of the project cycle knowledge resources from each channel are the most relevant.
- Practical aspects: Measuring how easy it is to access and use is each channel.
- Qualitative aspects: Measuring how much each channel provides insightful, relevant, and precise knowledge about past projects.
- Organizational culture: Measuring how much the organizational culture and structure encourage the surveyed to use each channel.

Additionally, the survey will measure:

- The use of each channel: Measuring in which percentage the surveyed uses each channel.
- KM profile: Measuring in which percentage the surveyed uses the channels to record, share or access knowledge.

3.2 Interviews

The objective of the interviews is to unveil the needs of ITU project stakeholders. Identifying the needs of each stakeholder may help in the discrimination of helpful knowledge that should be curated and circulated and the knowledge that should be archived. Therefore, selecting interviewees from each ITU project stakeholder type is critical to capture a holistic view of the current knowledge needs in ITU projects. The interview questions aimed at measuring the following elements:

- Type of knowledge: Measuring what type of information and knowledge are helpful to the interviewee and its tasks.
- Benefits of knowledge: Measuring the current or potential benefits of using knowledge from past projects on the interviewee's present work.
- Formats and source of knowledge: Measuring which formats or sources of knowledge are the most insightful and effective at capturing knowledge from past projects.
- Tacit knowledge: Measuring what tacit knowledge each interviewee holds and that may be lost when leaving the position or the organization.
- Obstacles to KM: Measuring what obstacles to KM each interviewee identifies.

3.3 Focus group

The objective of the focus group is to confront ITU project stakeholders to KM propositions to measure their reaction and collect their opinion. The group will be composed of 5 to 8 ITU project stakeholders to foster the discussion about the propositions. Special attention was drawn to select ITU project stakeholders that do not have a hierarchical relationship. Each group member will attribute a grade (red for low, yellow for medium, and green for high) to the following criteria:

- Useful: The proposition is valuable and useful for the person.
- Realistic: The proposition could be implemented in ITU. The proposition seems achievable.
- Impactful: The proposition could have an impact on the person's work and for the organization.

The focus group will be held online on MS Teams, supported by a Miro platform for the attribution of grades. Answers are anonymized at the beginning of the session by having each member selecting an avatar. The focus group session aims at measuring two main themes:

- Proactive vs. reactive role of PRJ: Should PRJ only collect and curate knowledge and deliver when asked to, or should the service have a proactive role in sharing knowledge and articulating knowledge products in strategic reports?
- KM initiatives: Introduction of a knowledge map, creation of a repository of discarded project ideas, the introduction of a KM incentive in the form of an award.

4. Results

4.1 Survey - Current use of knowledge in ITU

The survey was sent to 45 PMs and members of PRJ and collected 14 answers. The rate of participation is 27% for PMs and 75% for PRJ. These participation rates are relatively high but do not allow to have a representative sample for both populations. However, the results delivered insightful metrics on the ease of use, insightfulness, and organizational culture that surround each of the four channels: internal documents, ITU databases, ITU publications, and informal transmission. The results also show when knowledge is most often used and in what objective. 79% of the respondents indicated that they at least “often” use knowledge from past projects in their work. Only one project manager indicated to “rarely” use the knowledge from a past project.

4.1.1 Internal documents

Internal documents represent 27% of the respondents’ usage of knowledge. On a scale from 1 to 5, the internal documents were given a grade of 4.0 for ease of access and use, 4.23 for precision and insightfulness, and 3.38 for the encouragement of the organizational structure to use this channel. Internal documents rank higher for PRJ (4.33) than PMs (3.73). The difference is significant for ease of use and access (0.87). Overall, internal documents get an average grade of 3.87.

Internal Documents				
	Project Managers	Project Support Division	Difference	Average
Easy	3.80	4.67	0.87	4.00
Insightful	4.10	4.67	0.57	4.23
Encouraged	3.30	3.67	0.37	3.38
Average	3.73	4.33	0.60	3.87

Table 1: Survey results for Internal Documents

4.1.2 ITU Databases

ITU databases are the most important channel in terms of share of usage (30%). On a scale from 1 to 5, databases got 3.79 for ease of use and access, 4.14 for precision and insightfulness, and 3.43 for the encouragement of the organizational structure to use this channel. As for internal documents, ITU databases were given higher scores by PRJ than by PMs. The difference is significant, as the three dimensions have over 1 point of difference between the two populations. The overall average grade for databases (3.79) is slightly lower than the grade for internal documents, even if ITU databases were given a higher grade by PRJ (4.67).

Databases				
	Project Managers	Project Support Division	Difference	Average
Easy	3.55	4.67	1.12	3.79
Insightful	3.91	5.00	1.09	4.14
Encouraged	3.18	4.33	1.15	3.43
Average	3.55	4.67	1.12	3.79

Table 2: Survey results for Databases

4.1.3 ITU Publications

ITU publications is the least used channel (15%), as it accounts for 19% of use for PMs and 0% for PRJ. The ITU publications was given an average grade for ease of use (4.0) and precision and insightfulness (3.57). For the encouragement of the organizational structure to use this channel, ITU publications got a low grade (2.86), especially from PRJ (1.67). The difference between PM and PRJ is significant, as the average grade of PMs is 3.67 and PRJ only 2.78. The difference is particularly high for the insightfulness and organizational structure. The average score is the lowest of the four channels (3.48).

ITU Public Publications				
	Project Managers	Project Support Division	Difference	Average
Easy	3.91	4.33	0.42	4.00
Insightful	3.91	2.33	1.58	3.57
Encouraged	3.18	1.67	1.52	2.86
Average	3.67	2.78	1.17	3.48

Table 3: Survey results for ITU Public Publications

4.1.4 Informal transmission

The informal transmission comes second in terms of usage rate (28%). The overall average for this channel is 3.76. Interestingly, as for ITU publications, the informal transmission got a higher average grade from PMs (3.82) than PRJ (3.56). Informal exchange of knowledge got a 4.14 grade for ease of access and use but is not perceived as encouraged by the organizational structure (3.0).

Informal transmission				
	Project Managers	Project Support Division	Difference	Average
Easy	4.18	4.00	0.18	4.14
Insightful	4.27	3.67	0.61	4.14
Encouraged	3.00	3.00	0.00	3.00
Average	3.82	3.56	0.26	3.76

Table 4: Survey results for Informal transmission

4.1.5 The best channel for each dimension

Informal transmission got the best grade for ease of access and use (4.14), internal documents rank first (4.23) in terms of precision and insightfulness. In terms of encouragement to use by the organizational structure, ITU databases come first with a grade of 3.43. Interestingly, this order changes if PRJ and PMs answers are considered separately. For PRJ, internal documents and the database got the best grade for ease of access and use (4.67). For PMs, the informal transmission got the best grade for insightfulness (4.27) and ease to use and access (4.18), and internal documents rank first (3.30) in terms of encouragement to use by the organizational structure.

Ease of use				
	Project Managers	Project Support Division	Difference	Average
Internal Documents	3.80	4.67	0.87	4.00
Databases	3.55	4.67	1.12	3.79
Public Publications	3.91	4.33	0.42	4.00
Informal transmission	4.18	4.00	0.18	4.14
Average	3.86	4.42	0.65	3.98

Table 5: Survey results for Ease of Use

Insightfulness				
	Project Managers	Project Support Division	Difference	Average
Internal Documents	4.10	4.67	0.57	4.23
Databases	3.55	4.67	1.12	3.79
Public Publications	3.91	2.33	1.58	3.57
Informal transmission	4.27	3.67	0.61	4.14
Average	3.96	3.83	0.97	3.93

Table 6: Survey results for Insightfulness

Encouragement from organizational structure				
	Project Managers	Project Support Division	Difference	Average
Internal Documents	3.30	3.67	0.37	3.38
Databases	3.18	4.33	1.15	3.43
Public Publications	3.18	1.67	1.52	2.86
Informal transmission	3.00	3.00	0.00	3.00
Average	3.17	3.17	0.76	3.17

Table 7: Survey results for Encouragement from organizational structure

4.1.6 KM Profile

Regarding the distribution of share of knowledge management activities between recording, sharing, or accessing knowledge, the profiles of PMs and PRJ are slightly different.

Project managers reported using the channels mainly to access (43%) knowledge. For PMs, recording (30%) and sharing (27%) knowledge are lower. For PRJ, however, recording (38%) and accessing (38%) knowledge got the same points, and only sharing of information got less with 24% of the knowledge use. PRJ spends more time recording knowledge in the channels, and PMs use them more often to get knowledge.

Usage				
	Project Managers	Project Support Division	Difference	Average
Record	30%	38%	0.77	32%
Share	27%	24%	0.29	26%
Access	44%	38%	0.60	42%
Sum	101%	100%	0.55	100%

Table 8: Survey results for Usage

4.1.7 Timing of use of knowledge from past projects

Regarding the timing of use of KM, PMs and PRJ have very different answers. For project managers, the distribution is relatively even. Finding solutions to a problem (30%) and the exploration phase (29%) are the instances in which PMs use the most knowledge from past projects. Implementation comes in third place (26%) and the closure phase fourth (20%).

For PRJ, the distribution is very different. The implementation phase got the majority of the points (53%), followed by finding solutions to problems (30%) and the exploration phase (27%). PRJ respondents did not award the closure phase any points.

Timing				
	Project Managers	Project Support Division	Difference	Average
Exploration	29%	27%	0.02	28%
Implementation	26%	53%	0.27	32%
Closure	20%	0%	0.20	17%
Solution	30%	30%	0.00	30%
Sum	1.044	1.100		1.066

Table 9: Survey results for Timing

4.2 Interviews – KM needs from ITU project stakeholders

A series of interviews were conducted with ITU project stakeholders. In total, 12 staff members were interviewed. Respondents A, B, C, and D are project managers who were interviewed individually. Respondents E, F, G are members of PRJ who were interviewed together.

From PDD, respondent H is an administrative assistant, J is part of PRM, and K of MPS. Finally, respondent L is part of the communications department, and M from the legal department. Interviews with members of the finance and procurement departments could not be organized. The respondents are all involved in ITU projects to a certain degree. Interviews generally lasted between 15 and 30 minutes and were conducted on a video call via Zoom.

4.2.1 Valuable knowledge

The primary type of valuable knowledge appears to be the reports, outputs, and lessons learned from past projects. Respondent H mentioned “any website, portfolio, visuals, list of experts, videos, interviews” as well as “any event or link on the internet and on the partner’s website” as valuable sources of information to know about past projects. J added the “clear outcome of projects” and “history of performance” to that list, and G mentioned “the delivery of outputs and impacts and results”. Respondents D, A, and G mentioned lessons learned as useful, A also mentioned bottlenecks and mistakes, G pointed out issues encountered in past projects.

Project documents were identified as a valuable source of knowledge by respondents L, and M. Respondent E specified that the project management and project sustainability sections of the project documents could easily be reused in new projects. Other sections of the project cycle have been highlighted as useful to draft new projects. Respondent D mentioned the planning, risks, and budget controllers, G mentioned objectives and results, C adds legal statements, scope, amounts, and deliverables.

Many respondents also indicated information on donors as being helpful. A mentioned information on past projects with the same donor, K the “name of entities collaborating in the project” and M extended the donor preoccupation to “donor wishes”.

Direct discussion with the project manager and the correspondence between ITU and the donor were flagged as useful by respondent M. C mentioned the projects database as a valuable source of information.

4.2.2 Missing elements

In terms of missing elements, the interviewees came with many different yet interconnected elements. These elements of answer can be grouped into six categories. The respondents think that ITU projects are missing a higher centralization of information, access to lessons learned, information on ongoing projects, condensed information, and robust IT tools.

4.2.2.1 Centralized information

Respondent A mentioned missing “a central platform with all the monitoring and evaluation reports” and B “a shared space in which all the document from previous projects, stories, donors and all activities that happened”. H would need more information from projects to be uploaded on the project database, especially events, activities, challenges met, and visual information. J noted having “different information in different places”, “behind many passwords and on many sites” as an issue and would need the consolidation of the information in a single place, paired with the use of scorecards and business intelligence. Respondent J added that a more substantial link “across projects, members, partners, and proposals” is needed. A would need “a set of universal indicators for each type of ITU project” and G a “single deposit of information for lessons learned”.

4.2.2.2 Lessons learned

Respondent G also stated that ITU projects lack a “systematic approach to lessons learned” and admitted that projects are “still lacking behind in terms of progress reports, issues and lessons learned”. Respondent E identified “insights from past projects” as missing. D mentions “missing lessons learned” and notes the “habit of looking to lessons learned” as a point to be improved by project managers.

4.2.2.3 IT tools

Respondent E highlighted the “accessibility of information” as a missing element. D misses the “automation of reports” and mentioned that the current IT system “is not user friendly”. Respondent J noted that documents and information were stored on local computers in many instances and did not have a backup. J also called the current IT system “old school” and misses a “mobile-friendly” interface.

4.2.2.4 Training

On the capacity-building side, respondent A is missing “refresher courses on how to build smart indicators”. J would need a fast-onboarding system and noted that “there is not a really good induction system” in ITU. Finally, D noted that “training on project formulation” would be needed.

4.2.2.5 Information on ongoing projects

A critical need highlighted during the interviews was the need to have live information on ongoing projects. Respondent H mentioned the need for a way for PRJ to “directly see what the stage of the project is” and “directly work with PMs on live documents” as well as a direct link between the finance department and project managers. J would need a more explicit “classification of the stages of the project design” when it comes to funding, “a written document with the state of the projects under design” and “clarification on multi-annual funding”. Respondent J emphasis having “a common language” to have a clear view of the current situation of a project. L mentioned a lack of awareness and “missing opportunities to communicate” on ongoing projects and would need “information on the implementation and on project ideas”.

4.2.2.6 Summarized information

The need for short and summarized information was also pointed out by some of the respondents. L expressed the need to have “short and precise information” and “key elements of a project” for its work. Respondent L also would need communication plans from projects. Respondent H would appreciate having “more information in a visual format”.

4.2.3 Less useful information

Respondents were also asked about the information that was less useful for their work. Respondents J and L share a similar opinion on the information that is less useful for their tasks. For J having “5000 pages of non-consolidated information” is not useful. For L, “letters of intent, project documents, MOUs and the project database” are not useful as they fail to provide quickly with relevant information, are too technical and raise “even more questions”. Respondent B mentioned the ITU experts roster as not useful.

4.2.4 Benefits from lessons learned

The majority of the respondents indicated that the initial phases of the project cycle could benefit the most from lessons learned. Respondent A benefits from lessons learned “when drafting the project proposal”, “when looking for funding” and “when drafting the project document to identify relevant KPIs [...] and make sure that there is a systemic change. Respondent B also indicated the lessons learned could help “when drafting KPIs”. Respondent J noted that lessons learned could benefit its work by knowing “the past of the donor” when raising funds. Respondent F stated that lessons learned could allow to “move quicker through the design phase”.

Respondents C, D, E, and M also mentioned that the design phase can benefit from lessons learned. D specified that it may be of particular use when drafting the project document and M when negotiating legal terms for a new project.

The respondents also mentioned the benefits of KM for the implementation and closure phases. Respondent D mentioned the project planning and G the implementation phase. Respondent H emphasized on getting information and lessons learned in the closure phase of the project cycle. Other elements in cross-cutting activities of the project cycle were mentioned, such as stakeholder engagement for respondents B and F and communications for L.

4.2.5 Formats and source of knowledge

Four types of formats or sources of knowledge were mentioned as insightful and efficient at capturing knowledge from past projects. The project database was mentioned the most by respondents. Respondent A underlined the improvement for progress reports which “shifted from template documents to an online form linked to the database” making the reports “easier to fill in and retrieve as they are all in the same place”. Respondent H also indicated to always use the database “as it reflects the last information” on projects. H, however, nuanced and noted that the database “reflects the current state of information of PRJ” and may reflect slightly outdated information if PRJ was not informed of new elements. Respondent C also mentioned the database in its answer, and G added that the database is easy to access.

The second most mentioned source of knowledge was the templates and documents from projects. For respondent G, the templates, forms, and the database are complementary. Other documents were mentioned, such as agreements with partners by respondent F and toolkits and legal agreements by respondent C.

“Emails provide a lot of information to know more about the current state of projects” according to respondent H. Respondent L mentioned the “weekly highlights”, an internal email newsletter from BDT, as a valuable source of information. In addition, recently introduced PowerBI dashboards were mentioned by H and J as they allow to have “more up-to-date and visual information” and successfully link “finance with projects”.

4.2.6 Accountability of reporting

Some respondents were asked if knowing that their work would be accessed and used in the future impacted their deliverables. For respondent A, it should ideally not be the case, but admitted that “it may have an influence on the length of what is written”. For A, “everybody should write keeping in mind that it will be useful for someone else in the future”. For respondent C, deliverables must be accurate and complete as “we have to be able to trust the database” for future uses.

4.2.7 Difficulties in knowledge transmission

Respondents identified two main barriers preventing knowledge transmission. On one side, the difficulty of codifying some types of knowledge into the current tools. Respondent J mentioned the “non-numeric information” and “qualitative knowledge” as hard to transfer. J also mentioned that “informal relationships with stakeholders” such as government members or private sector members close to ITU are also difficult to codify. Respondent C noted that a large part of knowledge is transmitted informally.

On the other side, technical elements specific to ITU projects may be challenging to capture. Respondent D pointed out that some outputs such as large files and applications cannot be stored in the system and make the reporting on IT deliverables a challenge. Respondent M also mentioned technical information as difficult to share and understand for colleagues that were not part of the project.

4.2.8 Obstacles to KM in ITU projects

The obstacles to implementing KM practices in ITU mentioned by the respondents can be grouped into five categories: how the project cycle is handled in ITU, the organizational culture, the resources, change management, and culture.

4.2.8.1 Project Cycle

Two respondents mentioned key performance indicators as potential obstacles to knowledge management. For respondent A, “difficulties may arise if KPIs are not smart or relevant”. Respondent H indicated that sometimes KPIs in the closure report do not match the KPIs indicated at the beginning of the project in the project documents. Respondent F highlighted “making the issue log and lessons learned retrievable and relevant to PMs” as a challenge. Finally, respondent H mentioned a “lack of a reporting procedure to report on project details, stakeholders, general situation in the country and challenges” and A that “not enough is recorded at the end of projects”.

4.2.8.2 Organizational structure

A challenge identified by respondent H is the “lack of proper tracking of the project” which is a problem if the PM changes during the project. H reported a “lack of accountability” in the event of a PM change, which may lead to a loss of knowledge during the project cycle. For respondent J, the structure and roles are not evident in ITU. Respondent M mentioned that the distance from projects due to its position creates a barrier to the access to documents and lacks assisting to meetings and talking with PRJ, which would allow to better anticipate project-related tasks and issues. Respondent L mentioned that the project stakeholders were “working in silos”.

4.2.8.3 Culture

Respondent L mentioned culture as an obstacle to KM in ITU projects. Respondent J stated that ITU lacks a “culture of sharing” and is more in a “knowledge is power culture”. J also noted that ITU also has an “everybody knows culture” and that staff tend to indicate the location of information rather than delivering the information. Respondent H further developed the cultural aspect to the use of past projects, stating that “when we close a project, we forget”.

4.2.8.4 Change management and behavior

Respondent E mentioned that PMs need to “get used to using previous projects” and added that some PMs do not refer to their own past projects. Respondent D also mentioned change management as an obstacle, and respondents F and J both mentioned “get[ting] people to share information” as a challenge.

4.2.8.5 Resources

Respondent E mentioned that there is “not enough time to dedicate” to KM activities. Respondent D also thinks that there are “not enough resources to build a KM system”. Respondent J pointed out that the technology was too old and could be an obstacle to KM.

4.3 Focus group

The focus group session was held on MS Teams with ITU project stakeholders. Six staff members took part in the session that lasted an hour and a half. Respondents N, O, and P are project managers. Respondent Q is a member of PRJ, R a member of the communication department, and S an administrative assistant. Respondents Q and R had taken part in the interviews beforehand. A Miro platform was set up to allow respondents to vote in a semi-anonymized way and served as a basis for the discussion.

4.3.1 PRJ Newsletter

The idea of PRJ regularly sending an internal newsletter was given an average grade of 2.4 on a scale of 1 to 3. The newsletter was judged to be useful (83% high) and somewhat realistic (67% high) but gets a “medium” grade for impact (67% medium). For respondent S, “the information can be useful and can give knowledge about projects” but S is not sure “it will have a real impact”. Respondent Q shares this opinion. Respondent P gave a red grade for impact, as it may be difficult to communicate on the impact of projects every week.

4.3.2 PRJ reports

PRJ regular reports on opportunities for new projects and funding, challenges, and lessons learned in projects were awarded a grade of 2.2 on a scale from 1 to 3. The proposition was judged useful (83% high) and impactful (67% high) but less realistic (67% medium). Respondent N stated that “the more information we have, the better” and judged that “really synthesized information about what has worked, what has not” is “really very severely missing internally”. N expressed that the proposition of regular reports would be “extremely helpful” and would prevent that “we miss opportunities just because we don’t have the information, or we don’t have it when it’s the time to do certain things”. Respondent S agreed with N and added that the reports “would be very useful” for PRM and MPS. Respondent P agreed on the usefulness but remarked that the word “regularly” should be explicated. For P, a “quarterly report would be enough”, “not weekly or monthly reports”.

The realism of the proposition was awarded red marks by respondents S and Q. For S, the information is too spread out in BDT and would make such reports very hard to put in place. For Q, PRJ cannot identify opportunities for identifying new projects and funding opportunities and would argue that PDD as a whole would be better positioned in this regard.

Respondent N clarified that “within the existing resources”, PRJ does “probably [not] have that much of a latitude to do things like that” as it would require “a lot of energy to produce something useful”. N agrees that doing the exercise at the PDD level “makes a lot of sense” and that this task should not be “just put on top of someone’s already very long to-do list”.

Respondent R was the less favorable respondent to the proposition. R argued that “no one has time to write [...] and read the reports” and is concerned that taking time to write reports may lead ITU to miss such opportunities. R proposed short “email[s] with a clear subject line” to move faster and avoiding “losing time on the drafting and reading”. R also stated that the audience of the reports should be clarified to know “what of these is actually for external consumption”. Respondents N and R discussed and agreed that the reports must be adapted to potential readers' needs and have “an engaging factor”. Respondent Q added that “we need to find a balance” and “be conscious of our time”.

Q also proposed to have these pieces of information in a repository where “people can go and read if there is a need for them to” and stated that “making it a periodic reporting [is] also stressful”. Respondent O also proposed to have a platform instead of reports so that colleagues could share project ideas and look at ways “to create synergies between us” as some people may not have the time to read those reports. Respondent P nuanced that “it is good to have a repository database” but that “a key element [...] is to have a human discussion among a project manager and the team is always the best way you can learn and do your research by exchanging ideas”.

4.3.3 Sharing on projects

The idea of PRJ sharing success stories, stories of impact, and infographics within ITU and externally was awarded a 2.7 grade. The proposition got high marks for the three indicators and was rated to be useful (83%), impactful (83%), and realistic (67%). Respondent S gave medium marks because S does not “know if it is PRJ that should be doing that or PRM” and highlighted that PRM “started to showcase the work [they] are doing with partners”, that the service is “trained to find success stories”. If the role of sharing such stories was clarified, S would award a high mark for the proposition. Respondent P noted that “PRJ alone [...] cannot do much” and thinks that the project team as a whole (PRJ and PMs) should be involved, “not only one division”.

4.3.4 Knowledge map

The idea of mapping knowledge to indicate repositories of information and to whom to address demands was awarded a grade of 2.9 on a scale of 1 to 3. The only medium mark was given to impact by respondent Q. No comments were exchanged on the question.

4.3.5 PRJ as a research department

The proposition of PRJ acting as a research department to which colleagues can ask questions to and get a short answer with relevant information was awarded a relatively low grade of 1.9. Use and impact both got a medium grade (67% each), and realism was given a low mark (50%). Respondent N mentioned that for “project management, the PRJ team could be a reference point, but in terms of research about projects in general, [...] I don’t see the project offices well-positioned to be doing that kind of research”. Respondent O also does not think that “PRJ is in a position to deliver the technical research” but “for strategic guidance and research on project management” the service would be relevant. Respondent R was more enthusiastic as it would allow having “answers right away” to answer journalists and have quick answers. For respondents P and Q, this is already done to a certain degree at ITU by PRJ and Project managers. Respondent Q stated that it was not realistic to extend the scope of the actual research done by PRJ.

4.3.6 Repository of lessons learned and information on projects

In contrast, the idea that PRJ curates a repository of lessons learned, information on projects, and the current state of projects that can be accessed without the help of PRJ was awarded a high grade of 2.88. All the three elements were given a high mark, use (100%), impact (67%), and realism (100%). Respondent Q stated that “this is something useful” and that “the formulation of [this] question is far better” than the previous one. Q adds that today the only element missing is the lessons learned part, that PRJ “on the other fields [is] taking action” as the service already displays information on ongoing projects. Q added that it will take time to reach a sufficient number of lessons learned to “populate into one place and [...] make them meaningfully” come to a conclusion. Respondent R agreed with Q and stated that it is something that communications “would absolutely support”.

4.3.7 Repository of discarded project ideas

The proposition for PRJ to hold a repository of discarded project ideas that were not funded or signed at ITU received an average grade of 2.1. Usefulness got a medium grade (67% medium), realism a high grade (67% high), and impactfulness was given a medium-low grade (50% medium, 50% low). Respondent Q stated that the proposition is realistic but asked the question “is it useful?”. Q stated that PRJ only gets the ideas when the project is already developed and has only a few discarded projects. Respondent N said that it would be interesting to have the information on discarded projects as it could give an idea on “the interest of funders” but admits that “it is probably not truly useful”.

4.3.8 Tailored reports

The proposition of PRJ producing a tailored report for project design, including similar past projects, relevant lessons learned, past exit interviews, and other relevant information, got an average grade of 1.9 on a scale of 1 to 3. The idea was awarded a medium grade for use (60%), impact (100%), and realism (60%). Respondent Q stated that “it is worthwhile having a discussion rather than trying to put things in a report”. For Q, discussing a project idea would be enough to exchange lessons learned and get information from past projects. Respondent N agreed and stated that “it is probably too much effort invested in something that might have limited interest for a limited number of people”. N however, pointed out that a repository with a powerful search function would be able to produce this kind of report in “a couple of clicks”. Respondent P reminded that similar reports were drafted in the past and were not used; “too much work for nothing”. Respondent S pointed out that elements from past projects may not be relevant for today’s work “because time change and needs change”.

4.3.9 KM Champion Award

The proposition of PRJ awarding a “knowledge management champion” title and certificate every quarter to a colleague that did a good performance regarding knowledge management was given a grade of 1.8. The proposition was given a high grade for realism (75% high) and a low grade for usefulness (75% low) and impact (50% low). It is important to note that only 5 of the 6 respondents participated in this question. Respondent Q noted that “this is very easy to do [...], but I am not sure if colleagues would be motivated to get this award”.

Respondent O would “not necessarily” be encouraged by such an award. Respondent P stated that awards were delivered in the past and that “the people who got the awards were not the ones producing more or working better”. P also states that work is done as a team and that having individual awards would be unfair. S does not fully share this opinion and said that such awards “can bring something stronger” but that in order to have impact, it would “really be dependent on how you will present that”. S proposed having a team award instead, and respondent O proposed to award projects rather than people.

4.3.10 New role for PRJ

The proposition of PRJ taking the role of a knowledge broker and dedicating a lot of time to collect, organize and disseminate products, produce strategic reports, and analysis was awarded a grade of 1.8. Only three respondents answered this question and judged this proposition to have a medium use (100% medium) and impact (100% medium) and a low grade for realism (67% low). Respondent S chose not to answer as the question was “hard to reply”. Q stated that this would be “totally different from the current mandate” and that PRJ should stay focused on the project. Q noted that reporting should stay a side activity. S agreed that “sometimes we take more time on reporting than doing the business itself”.

5. Discussion

5.1 Main observations and recommendations

5.1.1 PMs and PRJ have different knowledge channel preferences

The research showed that project managers and the Project Support Division have different preferences regarding channels to interact with organizational knowledge. PMs rated informal transmission the easiest to use and access and the most insightful channel to get information on past projects. PMs indicated that they felt encouraged by the organizational setting to use internal documents such as the ProDoc or closure reports. For PRJ, the database is the first choice for ease of use and access, insightfulness, and the most encouraged channel by the institutional structure. Internal documents also come ex-aequo with the database in terms of easiness and insightfulness in PRJ's opinion. The survey, interviews, and focus group all converge to this observation.

In terms of use, PRJ mainly uses the database, whereas PMs reported using almost equally informal transmission, internal documents and the database. Both groups also have different use of the channels, as PMs mainly use them to access information, and PRJ uses them to both access and record information.

5.1.1.1 Recommendations

The researcher recommends further investigation to understand the reasons why the preferences differ. A potential issue could be that the database is not easy to use and access for project managers. Another reason could be that the database is a source of information rather than a source of knowledge. The information found in the database could be limited to numerical information and technical characteristics of projects that are difficult to articulate and with limited relevance for future projects.

The researcher also recommends that after the investigation, efforts should be made to align the internal channels better to match the needs of both populations and concentrate the KM efforts on the most valuable channels.

5.1.2 Direct conversation is preferred to reports and databases

During the research, respondents mentioned that direct conversation between the PM and PRJ or other support functions were more effective at getting knowledge.

When asked about the proposition to have tailored reports, project managers stated that they would prefer to have a short discussion with PRJ. This observation also matches the elements highlighted in the literature presented in this research.

5.1.2.1 Recommendations

The researcher recommends that PRJ explores the idea of holding short meetings at the beginning of projects to share knowledge. An example could be incorporating in the project cycle a short meeting with PRJ and other relevant stakeholders such as PMs from similar past projects to share experiences and knowledge that may not be recorded or too hard to find.

The researcher recommends that PRJ uses its current information and knowledge sources, such as the project database, internal documents, or other relevant elements to support those meetings. The main information would be exchanged orally and PRJ would indicate what other sources may be helpful for reference and how to access the resource.

5.1.3 PRJ role is project management and support

During the research, respondents expressed a preference for PRJ to stay in the limits of project management. For research, respondents estimated that PRJ's role should be limited to research on project management and support and not be extended to other fields such as research on projects and funding opportunities. PRJ was judged to be too distant from operational activities in the regions to have an impact in reporting and that PMs would be better positioned to follow needs and trends. The respondents also stated that reporting should remain a side activity for every project stakeholder, including PRJ.

5.1.3.1 Recommendations

The researcher recommends that PRJ stays within the boundaries of project supervision and support. PRJ could, however, be in an appropriate position to emit recommendations on the overall project portfolio.

5.1.4 Valuable knowledge products are processed

The most valuable knowledge products to know about past projects that PMs mentioned are processed and consolidated information. The elements highlighted, such as lessons learned, the outcome of projects, bottlenecks, and mistakes, PowerBI live dashboards have all in common the fact that they are processed and organized information built into a knowledge product.

The same observation holds true when it comes to missing elements, as respondents identified lessons learned, actionable and consolidated information, and live information, which all require the information to be processed and organized. PowerBI dashboards that consolidate the projects database and financial elements were mentioned several times as a valuable source of knowledge.

5.1.4.1 Recommendations

The researcher recommends that PRJ focuses on the creation and dissemination of processed knowledge products. The aggregation of information present in the closure reports, project documents, lessons learned, and best practices could, for instance, be consolidated in thematic or regional reports.

The researcher recommends that PRJ continues valorizing the current information by consolidating and offering visual representations of the knowledge. In addition, PowerBI dashboards should be further implemented to support the aggregation and visualization of data.

5.1.5 Less valuable elements were identified

Some elements were identified as less useful in the organization. Information on discarded project ideas were not rated as helpful. Long and frequent reports also were identified as less relevant for the work of the respondents. The proposition to establish tailored reports for project design and reports on project opportunities were not rated helpful by the participants to the research. The project database was also mentioned to lack real-time information and may not reflect the current state of a project.

5.1.5.1 Recommendations

The researcher recommends that PRJ carefully investigates the impact and use of new KM initiatives before launching them or incorporating them in a KM strategy to concentrate the efforts on the most valuable initiatives.

The researcher recommends that PRJ identifies each knowledge product's time relevance and deliver the elements in a time-relevant manner.

5.1.6 Knowledge products are essential for the design phase

Respondents identified the identification and design phase as the phase of the project cycle that can benefit the most from knowledge from past projects. The researcher observed that knowledge from past projects could be helpful to draft documents, establish legal elements, design the projects and move faster through the design phase.

5.1.6.1 Recommendations

The researcher recommends organizing KM efforts to match the needs of the design phase. Setting up meetings at the beginning of the project cycle during which PRJ indicates to PMs the potential valuable sources of information could, for instance, be a possibility.

5.1.7 Obstacles to KM in projects were identified

Obstacles to knowledge management could both be observed in the type of knowledge that needs to be transmitted and in the transmission itself. The researcher observed that non-numeric and qualitative information such as relationships with stakeholders might be more difficult to transmit in the organization. Complex ICT-related projects or heavy deliverables such as software developed can also be challenging to record in the current ITU system.

Obstacles to the transmission were identified to be the organization of the project cycle, the organizational structure, the lack of accountability for knowledge management and reporting activities, the organizational culture, change management, and the resources available for KM activities.

5.1.7.1 Recommendations

The researcher recommends that PRJ evaluates if specific tools or practices should be put in place to record ICT-specific information such as developed software, long videos, or complex activities.

The researcher recommends that PRJ organizes KM discussions between the PMs, PRJ, and relevant project stakeholders to transfer knowledge that is not codifiable and learn from speaking with one another

The researcher recommends that PRJ explores measures to increase the accountability of KM tasks and reporting in general, especially in case of a change of PM during a project.

Knowledge management activities may, for instance, be formally included in the project cycle by being mentioned in the ProDoc, included in the project planning, or set as a KPI of the project.

The researcher recommends incorporating KM as a formal metric to measure PM and project performance.

The researcher recommends that PRJ leads by example to foster cultural change among the project stakeholders. The service could take the role of a KM leader that fosters the transmission of knowledge. The project managers community of practice could also be a powerful tool to increase the awareness around knowledge sharing and create positive experiences with KM.

The researcher recommends that PRJ works on potential incentives for KM for the project stakeholders.

The researcher recommends that PRJ creates a strategy or plan that includes the resources needed to meet its objectives. The plan could then serve as a basis to request potential needed resources.

5.1.8 Communication of KM products can be strengthened

Respondents expressed the need and interest to share more knowledge around projects both internally and externally. Respondents were favorable to the increase of publicly available reports and infographics. The proposition of issuing a newsletter around projects was rated to be moderately impactful. The researcher observed a need to coordinate communication efforts inside PDD to clarify which services are communicating on which subjects. The communication may be enhanced at the department (PDD) level rather than by one service only.

5.1.8.1 Recommendations

The researcher recommends that PDD services clarify the role of the different services (especially PRM and PRJ) regarding communication on the impact of projects, success stories, and other elements related to projects.

The researcher recommends that PDD services clarify if the communication of such elements should be done at the service or the department level.

The researcher recommends that PDD services enhance the internal and external communication of knowledge products around projects.

5.1.9 KM incentives

The research highlighted KM incentives as a current weak point in KM in the UN. The respondents to the present research highlighted the importance of the careful elaboration and formulation of incentives. In the case of a KM award, respondents emitted the wish to attribute awards to teams or projects rather than to individuals.

5.1.9.1 Recommendations

The researcher recommends that PRJ explores the options for KM incentives and carefully elaborates the selected options.

5.1.10 KM mapping

KM mapping was identified as a useful, impactful, and realistic KM initiative by the respondents of the study.

5.1.10.1 Recommendations

The researcher recommends that PRJ establishes a map of the available knowledge sources and indicates what team or individual may have relevant knowledge in a given field.

6. Conclusion

Through this research, key elements to take into account in the process of building an actionable strategy for KM projects were identified. The researcher observed that PMs and PRJ have different preferences habits for KM channels. The researcher recommended PRJ to investigate these differences further and align internal channels to match project stakeholders' needs.

The research highlighted that direct conversation was preferable to reports, especially for the transmission of qualitative elements. The researcher recommended PRJ to set up short meetings with relevant stakeholders to share knowledge and use the current information sources to support those meetings. Respondents expressed the preference for PRJ to limit the scope of its actions to project management and support. The researcher recommended that PRJ focuses on project management and support. The most valuable knowledge products that were identified by the research are processed or consolidated information. The researcher recommended PRJ to focus on creating and disseminating processed knowledge products and valorizing the current information via their consolidation and visualization.

Less valuable KM elements were identified to be information on discarded projects, long reports, and tailored reports for project design. The researcher recommended PRJ to investigate the impact of any KM measure before incorporating it to the KM strategy and identify the time-relevance of every KM product. The design phase was identified as the section of the project cycle that could benefit the most from knowledge from past projects. Therefore, the researcher recommended focusing KM efforts to serve the design phase.

The research also identified the obstacles to KM as being complex ICT-related knowledge that would be hard to record, the project cycle, ITU organizational structure, the lack of accountability for KM and reporting, the organizational culture, change management, and limited resources. As a result, the researcher recommended PRJ to evaluate the need for specific tools for ICT-specific information, organize KM discussions, increase the accountability mechanisms, work on incentives to KM, and include the KM strategy the resources needed to meet the strategy's objectives.

The research also highlighted that the communication around projects could be improved, and the researcher recommended clarifying what team should be responsible for communicating and enhancing internal and external communication of knowledge products around projects. KM incentives were identified as a weak point in many KM strategies, and KM mapping was a useful, impactful, and realistic initiative for ITU projects. The researcher recommended PRJ to identify potential incentives for KM in the KM strategy and establish a map of available knowledge and knowledgeable people.

The next step for ITU is to create a knowledge management strategy for projects, taking into account the present recommendations, needs of the project stakeholders and resources at disposal.

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Appendix 1: Survey questions

ITU Projects Survey - Knowledge Management

Estimated time to answer: 4 minutes.

The objective of this research is to identify the current state of knowledge management practices in ITU development projects and propose relevant mechanisms for the organization. The results of this research will be presented to ITU staff in June.

This survey aims at mapping the current practices related to the use of lessons learned and best practices in project management. This survey is addressed only to project managers at ITU. Please note that the answers to this survey will be consolidated and stay anonymous.

Thank you a lot for your answers.

1. How often do you use knowledge from past projects while working in your work related to projects?

	Never	Rarely	Neutral	Often	Always
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Are you currently a project manager?

- Yes
- No

3. How easy are different channels to use and access for you?

	1. Very difficult	2	3	4	5. Very easy	6. I do not have access
Internal Documents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Databases and Internal Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Official ITU public Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal transmission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. How relevant, precise and insightful do you think each channel is to learn about past projects?

	1. Not at all	2	3	4	5. A lot	6. I do not have access
Internal Documents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Databases and Internal Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Official ITU public Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal transmission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. How much do you think the organizational structure (management, directives and collaboration with colleagues) encourages you to use knowledge from past projects through each channel?

	1. Not at all	2	3	4	5. A lot	6. I do not have access
Internal Documents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Databases and Internal Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Official ITU public Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal transmission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How much do you use the most knowledge from past projects in each phase?

	1. Not at all	2	3	4	5. A lot
Exploration (before Project Document)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Closure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solution (to find a solution to a problem)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How much do you use these channels to... (please allocate no more than 100% in total)

	0%	20%	40%	60%	80%	100%
... record information and knowledge?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... share information and knowledge?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... access information and knowledge?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. In which proportion do you use the channels? (please allocate no more than 100% in total)

	0%	20%	40%	60%	80%	100%
Internal Documents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Databases and resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal transmission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Would you like to participate to an interview or a focus group related to this study?

- Yes
- No

Appendix 2: Survey results

Internal Documents				
	Project Managers	Project Support Division	Difference	Average
Easy	3.80	4.67	0.87	4.00
Insightful	4.10	4.67	0.57	4.23
Encouraged	3.30	3.67	0.37	3.38
Average	3.73	4.33	0.60	3.87

Databases				
	Project Managers	Project Support Division	Difference	Average
Easy	3.55	4.67	1.12	3.79
Insightful	3.91	5.00	1.09	4.14
Encouraged	3.18	4.33	1.15	3.43
Average	3.55	4.67	1.12	3.79

ITU Public Publications				
	Project Managers	Project Support Division	Difference	Average
Easy	3.91	4.33	0.42	4.00
Insightful	3.91	2.33	1.58	3.57
Encouraged	3.18	1.67	1.52	2.86
Average	3.67	2.78	1.17	3.48

Informal Transmission				
	Project Managers	Project Support Division	Difference	Average
Easy	4.18	4.00	0.18	4.14
Insightful	4.27	3.67	0.61	4.14
Encouraged	3.00	3.00	0.00	3.00
Average	3.82	3.56	0.26	3.76

Ease of Use				
	Project Managers	Project Support Division	Difference	Average
Internal Documents	3.80	4.67	0.87	4.00
Databases	3.55	4.67	1.12	3.79
Public Publications	3.91	4.33	0.42	4.00
Informal transmission	4.18	4.00	0.18	4.14
Average	3.86	4.42	0.65	3.98

Insightfulness				
	Project Managers	Project Support Division	Difference	Average
Internal Documents	4.10	4.67	0.57	4.23
Databases	3.55	4.67	1.12	3.79
Public Publications	3.91	2.33	1.58	3.57
Informal transmission	4.27	3.67	0.61	4.14
Average	3.96	3.83	0.97	3.93

Encouragement from organizational structure				
	Project Managers	Project Support Division	Difference	Average
Internal Documents	3.30	3.67	0.37	3.38
Databases	3.18	4.33	1.15	3.43
Public Publications	3.18	1.67	1.52	2.86
Informal transmission	3.00	3.00	0.00	3.00
Average	3.17	3.17	0.76	3.17

Timing				
	Project Managers	Project Support Division	Difference	Average
Exploration	29%	27%	0.02	28%
Implementation	26%	53%	0.27	32%
Closure	20%	0%	0.20	17%
Solution	30%	30%	0.00	30%
Sum	1.044	1.100		1.066

Share of use				
	Project Managers	Project Support Division	Difference	Average
Internal Documents	27%	24%	0.03	26%
Databases	25%	48%	0.24	30%
Public Publications	19%	0%	0.19	15%
Informal transmission	29%	27%	0.01	28%
Sum	1	1		1

Usage				
	Project Managers	Project Support Division	Difference	Average
Record	30%	38%	0.77	32%
Share	27%	24%	0.29	26%
Access	44%	38%	0.60	42%
Sum	101%	100%	0.55	100%

Appendix 3: Interview questions

<i>0. Question</i>	<i>Measured element</i>
<i>Answer</i>	
1. How long have you been in your current position? How many projects have you participated in?	Experience
<i>Answer</i>	
2. Have you previously held different positions related to project management or project support?	Experience
<i>Answer</i>	
3. What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<i>Answer</i>	
4. What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?	Benefits
<i>Answer</i>	
5. Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?	Format of the tools
<i>Answer</i>	
6. What type of knowledge that you have today could be hard to record and transfer?	Tacit Knowledge
<i>Answer</i>	
7. What is for you the biggest obstacle to the implementation of knowledge management tools in ITU?	Obstacles
<i>Answer</i>	
8. Do you know about the practices in other agencies regarding knowledge management?	Extra

Appendix 4: Interview answers – Respondent A

How long have you been in your current position? How many projects have you participated in?	Experience
<p><i>Nd: I saw that you took part in 3 projects so far, how long have you been in ITU?</i></p> <p>I have been since 2015 in my current position, but with ITU since 2012.</p>	

Have you previously held different positions related to project management or project support?	Experience
<p>Yes, before ITU I was working in Sierra Leone, I worked for a mobile operator, I was the regulator specialist. It was my job to ensure that the company was complying with all government regulations and regulations from the telecommunications regulator in Sierra Leone.</p>	

What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p>When I came in 2012 at ITU, I was the senior project coordinator for the HIPSSA project which was an ITU and European Union founded project. For me it is always good to have records of how the project was implemented, from the project document to the midterm reviews, to all aspects of monitoring and evaluation. What I have seen is that there has been recurrent funding from the EU to ITU so when the HIPSSA project ended in 2013, it was followed by a new project, which is now called Prida, which is being implemented by ITU from the EU. Even in the drafting of the Prida project document, reference had to be made to the documents of HIPSSA, which was harmonization of policies and legal frameworks in Sub-Saharan Africa. For me knowledge management is very key in terms of being able to learn from the lessons of the past projects, what were the bottlenecks, how do you navigate those in a new project, and how do you avoid repeating mistakes that you made in earlier projects.</p>	

What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?	Benefits
<p>For me, it is relevant in all stages, but I think it is particularly key when drafting the proposal of the project to look for funding, because if you look at what you have done before, it gives very detailed information on the landscape, what has been in place in some of the countries, some of the regions, in which you have implemented and what</p>	

are the necessary next steps, so that even for the drafting of the proposal you are not repeating, not just going over all areas but actually showing a systemic shift in the way you strategically approach some of these issues. I would say it is relevant in all stages but particularly in the beginning when you are just writing a new proposal.

Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?

Format of the tools

I think that ITU did a pretty good job on progress reports. Before there were templates that were shared and templates needed to be filled and circulated but since I have been with the ITU, I have seen an improvement in that. Now, you can even do the progress reports online by going to the database of projects and actually filling in the periods. I do think that that makes it a lot easier, I also feel that it makes it a lot easier in terms of retrieval because all the relevant information about one project is in one place so you can be able to retrieve the information for a certain period. When it comes to progress reporting, it is easily accessible and easily retrievable, but I do not think it is the same for proposal writing. There is a current resource mobilization training that has been going on that is making a lot of sense in terms of just the full process of resource mobilization: writing a proposal, there is a big chapter in there on proposal writing, and I think that has been key. Training not just the management of the knowledge but also training of staff on some of the processes that are involved in proposal writing has been key within the ITU because when I went through the training it made a lot of issues quite easier and clearer. For me, I think we could do more work on the proposal writing aspect.

Nd: Do you think that knowing that your work can be accessed and read by other people has an influence on how much time you spend writing or how much details you put in?

I do not think it should, but it may have an impact on your decision as to what you are going to write and how long or short it is going to be. If you know that other people are reading it. But I think all project managers just should work from the premise that whatever they are doing is there for future reference. That people coming after them will need to have reference to those documents at some point in time either because they are working on something similar and they want to avoid pitfalls and mistakes that were already made in the past or because they just want to inform themselves as to what they should expect in the current project they are implementing so I think everybody should write with the expectation that this is going to be of use to somebody else in the future or somebody else doing a similar project.

<p>Some knowledge is today well recorded in ITU, in the <i>Project Document</i> for instance. Like in every organization, certain knowledge is less easily recorded. What type of knowledge that you have today could be hard to record and transfer?</p>	<p>Tacit knowledge</p>
<p>I am not sure what is in existence now, because I know a lot of work is being done, and to be honest the experience that we have websites in Africa is not exactly the same experience that my colleagues in Geneva would have. I do not want to ask for something that already exists simply because I do not know if these resources are existing. To have, even when we look at resource mobilization, just a database of all the donors to ITU, everybody who has given money to fund some kind of project to ITU that would be helpful to have an inventory of donors because I know from the training that once you have actually implemented a project from a donor and you have done it well, and it's within an area in which the donor is working it is very easy to get repeated funding from the same donor. I think it would be helpful to have a very exhaustive list of all the donors that have made money available to fund ITU projects in the past so that you could just go there to look at who is there and who you could address a repeated proposal for funding to, depending on the areas in which they work and the reason why I am saying, I am not sure whether we already have this in a website and I am not aware, but I think that is something nice to have.</p> <p>In terms of monitoring and evaluation, I think that to have a collection of all reviews, mid-term reviews, end of project reports, monitoring and evaluation reports in one central place where you could actually go to and look at so you know "okay, those are the key elements in which I am going to be evaluated on, in which my project that I am implementing is going to be monitored along, so I need, even at the beginning when I am identifying my KPIs, to know that this is what the review will look at so that at the beginning you make a very conscious effort to have those clearly spelt out in you Project Document, because when it is clear in the Project Document and the indicators are very precise then it becomes easier to monitor it over a period.</p> <p><i>Nd: Do you think you have some experiences or knowledge of any kind which is difficult to record and share with other people?</i></p> <p>I think that if the indicators are not smart, yes, you will have difficulties, but I think that this is not a very precise science. We have had some projects management training that went on in ITU and I was part of the first cohort that went through the training and we spent some time on just being able to distinguish between a list of activities what are the outputs, what are the outcomes, what is the ultimate goal of the project and how do you craft out smart indicators in your project. And I think that training, especially on the building of indicators cannot just be a one-off. Because it takes practice, experience for you to be able to be better at it. I do not know how going forward ITU is going to look at that. I think that especially on indicators, crafting out indicators of projects we need to have a recurrent refresher course on indicators or projects that</p>	

are classified into different areas within which we work. For example, for an infrastructure project, you need to come with universal indicators that you need to have within an infrastructure project. Then, with digital skills projects, you need to have a set of indicators that would be universal and need to be taken into account in the digital skills projects. Just classify the different projects we usually work on in a database so that when you have a new project and you are working on your indicators you go to those examples just to make sure that these are very proficient indicators that project managers have said I need to have in this particular type of project. Have I been able to capture it? It is desirable that you do not just capture the universal indicators that are in that list but are you even able to refine for that, having regards to the particular context of your own project that you are working on. I think that would be helpful.

Nd: It would be universal even across the regions?

Across all the region but then you segment them. For example, if we talk about a broadband infrastructure project, you need to have a set of universal indicators, if we talk about digital skills development projects, you have another set and connectivity project you have a set of universal indicators that you need to pay attention to. Of course, once you have a set of universal indicators, those would now be impacted by the location, area in which you are going to work. For example, if you are talking about a certain country or group of countries in Asia, as opposed to a group of countries in Europe, when you come to that universal list of indicators the one that comes to cost, you will have to relate to what is reasonable cost in Europe as opposed to what is reasonable in Asia where the project is going to be implemented.

Do you know about the practices in other agencies regarding knowledge management?	Extra
<p>Yes, I have implemented a project called African girls can code, and that was a project that was done in collaboration with UN Women and with African Union commission. Now I have to be honest that it was when I was working with the UN Women that I had a first experience in terms of Theory of Change (ToC) for the Project Document of African girls can code. Now, that has become a very everyday set of words in ITU now that we are working with the thematic priorities, but at that time when I was working with UN Women for this project it was the first time I was exposed to ToC and building one for that project. I know that other agencies such as UN Women have development of ToC, the crafting of SMART indicators for the review of implementation of their projects that is exercises that they implement in their agency, which is now very popular and new in ITU.</p>	

Appendix 5: Interview answers – Respondent B

How long have you been in your current position? How many projects have you participated in?	Experience
<p>I joined ITU in August 2013 and worked in several projects. I started with capacity building and skills development projects, with the ITU center of excellence project. Then I managed a regional project on Arab LDCs (Least Developed Countries) in Palestine, on capacity building for Internet Protocol IPv6, this was one of the successful projects we had in the regions, it was promoted within the UN agencies as one of the successes stories as it was delivered to a key category for the UN, the LDCs. Then we started a second cycle of ITU center of excellence, I also managed ITU regional e-waste monitoring project and other projects. 8 projects in total.</p>	

Have you previously held different positions related to project management or project support?	Experience
<p>Before joining ITU, I have managed many projects in my previous positions. Technically, I was leading a quality of service and quality of experience project, that was mainly procuring equipment to measure the level of quality of service. We also designed a standardized survey to measure ICT user's feedback. I also worked in a project called Automated spectrum management system, which was also one of the successful projects I have managed. We have procured equipment for a German spectrum management company. I managed a project of tele-community centers. We designed, built and connected to the network the centers to connect rural areas, it was also a successful project, and I learned a lot from it in terms of financial sustainability and connectivity, as we were serving unconnected people. The centers we built are in a range of 93 centers around the country. That was a very interesting project I worked with. Actually, we were working with three elements: accessibility, availability and affordability. We have many lessons learned from those projects. Then, I managed a social responsibility project, financed by the regulator of Soudan and the ministry of media and communication. My role in the project was, as I am a technical person, to be in charge of the connectivity, equipment, town sound and video equipment, linking the main hall to the main national radio and tv stations. The project had two components, technical and management elements. This is all my previous experiences with project management. I have done the PmP preparation course, preparing myself to take the PmP certificate but unfortunately, I did not, as I was busy with my master degree and moved to ITU. I have more than 15 years of experience working with projects, in different kind of areas such as regulators, capacity development, environment, multi assistance to ITU regions and currently we are working to build IPv6 centers in Soudan.</p>	

The way the project is designed, should be driven by membership needs, by the community needs. If we know the real needs, we can be sure that the project will be successful. In order to make sure that the project is designed based on community needs, you have to involve them from scratch, from the identification phase, then the design phase, you have to involve them in the implementation phase, in the monitoring, which is cross a cross-cutting phase to all phases of a project. I always tell my colleagues and anyone that asks me about project management that if you want to work on a project and you want to have impact and become a success story, you have to identify a project that really reflects the needs of the community, otherwise, you are doing a project, and no one is going to benefit from it. As an example, the IPv6 capacity building project was designed to train 28 participants from 7 countries and get them a certified on IPv6. Before designing the project, in order to identify the needs, I have done interviews with the focal points of the countries, for which a key priority area was capacity building on infrastructure. All of them agreed that they want to move from IPv4 to IPv6, because the network evolution drive them to do that. If they would not transit their network to IPv6, they would not be able to provide digital services as IPv4 is limited in capacity. They agreed on that, they highlighted the key area of capacity building. By the end of the project, we managed to have 28 people trained and certified on IPv6. Why did we have this impact? Because the project was based on the community needs.

What elements of past projects do you find valuable for your work? What do you think is missing?	Type of knowledge
<p>As a lesson learned, inclusiveness. Inclusiveness starting from drafting the concept note and ending with the project proposal. During all this phase, regional offices, regional director, other colleagues working in similar projects to be able to learn from them, being in a close coordination with project management office, contact with finance (ADM) to reflect financial elements, include procurement, legal, resource mobilization to know who can support and finance projects in-cash or in-kind, all concerned people. A second lesson learned, is that the project design should be based on community needs, not based on “our” wishes, not on what we want as ITU staff. This project is not driven to us, it is driven to beneficiaries. In order to know the real needs, the beneficiary must be involved in the discussion from scratch.</p> <p>Having a database, shared area, SharePoint, in which one can find all the documentation from other projects, including proposals, success stories, impact stories, database of donors and prospects, a database of banks where one can search all the activities that have been done in a particular area. An experts roster would also be great.</p>	

What type of information do you think is not useful to you?	Type of knowledge
<p>We have an experts roster which is currently not useful. We are knowledgeable in those areas, but we need a kind of validation to make sure that when someone is selected, the person has the right skills I am looking for. Today, in the current ITU rosters I am not sure that the person has the right skills. Everyone can mention the topics they are experts in but how do I know that he has the right skills I am looking for? This is very important in terms of knowledge management.</p>	

What are the aspects of your work that could benefit the most from lessons learned?	Benefits
<p>Coordination, regular meetings with stakeholders and partners. We need to identify the difference between partners and stakeholders: partners can also be stakeholders, but not the other way around. For me, the partners are the organizations supporting the projects by in-cash or in-kind contributions. Stakeholders are all concerned departments and persons who should support the development and implementation of project. The regional director who provides comments and inputs on the project, the project department, ADM [finance], legal, resource mobilization, director office and deputy director office, all those are stakeholders.</p> <p>Having regular meetings with partners is very important to keep them informed about the progress of the project is very important. Some people, once the project document is signed with the partner, just let the partner know after the project ends and share the end of activity report which is not a good thing. In order to get their trust, their buy-in, one should be in regular contact with them. Have a monthly meeting to let them know what you are doing. If there is a steering committee, that is fine. At ITU, either there is single project manager who is in charge of overseeing and managing the project, a steering committee. I would prefer the steering committee, as it is a more inclusive approach for project management, but both are effective, there are pros and cons. In any case, I would always recommend that the project management has regular meetings with the partner to share ideas, share proposals regarding the implementation. Even if it is officially signed, the Project Document is a living document that can be amended during the implementation. RACI (Responsible, Accountable, Consulted, Informed) approach and tool is very important. Inclusiveness, regular meeting with stakeholders and partners, sharing any obstacle you may expect to face with your colleagues (regional colleagues, PRJ) to secure their advice, how we can move ahead, this is very important.</p> <p><i>Nd: Have you personally done a lot of amendments?</i></p> <p>Yes, we changed the approach of implementation of the e-waste project from a project-based approach to UN to UN approach and now we are working on a proposal to do an amendment to the assistance to ITU regions in Saudi Arabia.</p>	

I was not the initial project manager, my colleague retired last year, and the project was moved to me mid-2020 and when they appointed me as a project manager, I immediately had a meeting with the coordinator from Saudi Arabia and I proposed him to review the way the project was designed. To me, there was too many activities that cannot be measured. The KPIs needed to be clearer in order to have a common understanding, to be on the same page with the partner and to allow him to know in the end if the project is successful or failed. Clear activities and clear KPIs are needed to be able to know whether the money spent had an impact. Amendment is good if the project is going well but the timeline defined is not long enough to implement the activities of the project, or if the project activities have to be changed to be in line with the project objectives and expected results.

<p>Some knowledge is today well recorded in ITU, in the <i>Project Document</i> for instance. Like in every organization, certain knowledge is less easily recorded. What type of knowledge that you have today could be hard to record and transfer?</p>	<p>Tacit knowledge</p>
<p>No. The reality is that PRJ is doing a great job since 2019, they are automating everything, they have a bank of knowledge in which we can find everything; concept notes, project proposals, database of projects to see progress reports, which are now being automated. Previously it was done through a document, but I think now it will be done through PowerBI dashboards. I am happy with that.</p>	

Appendix 6: Interview answers – Respondent C

How long have you been in your current position? How many projects have you participated in?	Experience
<p>In my current position as program coordinator? Less than one year. I run recently for this position, I got it last August I think.</p>	

Have you previously held different positions related to project management or project support?	Experience
<p>Yes, before ITU, I have worked in the ministry of international affairs from Brazil, in the international cooperation agency, where I was working the unit of project. And even in another UN agency, I was dealing with international technical cooperation projects. So this kind of cooperation has been present in my in my professional life, but often depending on the project that could fit to my background. And being based in the America's regional office, since I have started in January 2000, so almost more than 20 years that I have joined ITU, I could perform different tasks in the framework projects, but it was in the past more supportive. I could not manage directly overall management of the project, but we always have been a few in the office who support many different tasks. In a certain way, I have been engaged in different projects because it was a way to cover different areas that we have to in terms of tasks to be performed in Americas. So, project management has been very crucial to my career and thanks God I had the opportunity to participate, to attend some trainings, focus on certain areas or certain part of the cycle of project management. But it was the first time that I could actively participate in training sessions such as the ones that we had last year in projects for the development sector. In this sense, I think that since I got a higher category of professional level in ITU, I would also be being acquiring more knowledge and more possibilities to manage projects. This is something that I used to do without being trained officially. I was always focused on doing some kind of resource mobilization. So, this is my work, this is why I believe that all things come together.</p> <p><i>Nd: How many years have you been working with projects?</i></p> <p>In different ways, on a set of different lines of responsibility, more than 20 years, even before joining ITU.</p>	

What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p>The first, the very first thing that I have to do, I mean, I am a researcher, I hold PhD, so I'm very used to research any area of my interest. I go in both ways, of course I have to see what ITU is saying about a certain topic, what is the pitch behind the topic, and I try to accommodate to some realities that are not under ITU, publications for example. There are certain areas that are covered by other sources that I can party together in order to design the scope of a project or the strategy of a project, why this project is so important. So, when there is a project, I go through both ways: internal research, I see the roaster or projects to see which kind of project design is being assigned, which kind of legal statements were needed, the amounts, the scope, the deliverables are, also to find some similarities to what I am looking for. On the other hand, as I told you, I also like to do some other research and see if there are other agencies that are competing with ITU in that topic. That for me is also important. I hate reinventing the wheel, and I also believe that ITU has the power to be creative and attract people. Projects for me is like fishing, I have the chance through projects to mobilize different kinds of resources. So, I can do it only if my project is quite innovative, I had to find a pitch, I have to make it interesting and to do so, I have to go through different ways of researching and capturing information.</p>	

What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?	Benefits
<p>What I'm telling you is the way that I am used to prepare the documents. Of course I have to follow the structure that we have, but how I get there and how I can ensure that I'm going to present something to ITU that is fully aligned with their RBM approach and the structure, based on the theory of change, I have to do some homework to connect to different areas in ITU, to connect to the pitch, to connect to the impact pathways and have an extra work out of his cocoon of ITU to see if what I'm saying is relevant or not for the international community.</p> <p><i>Nd: So mainly when you are identifying and drafting the project?</i></p> <p>Yes.</p>	

<p>Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?</p>	<p>Format of the tools</p>
<p>I trust a lot in the roaster of projects, that is available in our internal ITU-D system. From there I can download different kinds of products under different topics, see what is happening in other regions. There may be valuable information there. As I told you different ITU publications and things such tool kits for example, I also believe that we can take advantage of them to support countries, for example. I have to capture different kinds of information through our publications, our projects, their legal agreements, sometimes I find myself seeing some clauses very interesting, such as profit rights for example, that is something that you really have to pay attention to avoid any kind of a misunderstanding with your partner depending on the project or the products and deliverables of your project. Normally I believe that I used to check the information that we have available internally and as much as possible externally.</p> <p><i>Nd: Do you think that knowing that those documents will be seen by other people in the future, has any influence on how people complete them?</i></p> <p>I think so, and this is something that confirmed in the resource mobilization training, we have to trust on what we have in our database. This is the previous reference that we have, and perhaps you have a good idea, but when you see something implemented in other regions or even your region, it doesn't mean that I know everything that is happening here. In terms of documents, it means that when checking the corresponding database on who ITU is partnering as well, it's important for me to, to leverage my document.</p>	

<p>Some knowledge is today well recorded in ITU, in the <i>Project Document</i> for instance. Like in every organization, certain knowledge is less easily recorded. What type of knowledge that you have today could be hard to record and transfer? Other obstacles?</p>	<p>Obstacles</p>
<p>Maybe the one that in the past was a challenge but I know that it's improving a lot today is information related to partners, people signing agreements. As I told you, it was a challenge that we were facing in the past and after participating in different working groups and sharing ideas, ITU tis moving quite fast, information is becoming more and more available. I think that we cannot complain, we can even call colleagues and they are open for consultations. It means that it's not only information that is available, but you can also touch base with your colleagues and say "what do you have in this area? What do you think about this partner? Do you have any story, historical document or any, or any previous experience with such partner?" So, I feel that the conversation today is more open in a way that you can take more advantage</p>	

of information physically available or not available, just because information is based on their own experience.

Nd: If tomorrow you were to leave ITU, there is a part of knowledge which would be lost. What are the things that could not be recorded in the system?

I believe that in the past, I was not so careful with this as I am today, maybe because in the past the system was not so automatized, and resources were limited to physical files for example. I realized that recently, when I had to pass over my former position to a colleague that came from Honduras. I had to give to him 10 years of experience and how to translate these 10 years in one hour of conversation? And then I realized that I had opened up a physical file that you have in the office, and I could show him everything, you need, you sign up my experience that I can share with you. Every time you come for information, everything you need, is here. I am. I, I'm not green being mainly when dealing with numbers and financial reports. I also believe that you need to have safe copies or hard copies of the history on, on, on the money that you manage. So, if you see you have here 10 years of history, one year for each file, in addition to those that I have the applicator in electronic way to these, I also believe in the power I'm fighting. I'm really fighting for this, uh, on a daily basis with my call to understand how important is when you close, active, whatever it is, if it's a project like I can code whatever it is, you have to have one page consolidate in your results result means not what you have experienced experiencing on, but what are the results of your final serving, for example, what people are thinking about your work, what numbers, how many participants, what they think about a training, gender statistics, organizational statistics, everything that two years later, I tell you, it's going to come out to me and say, C, we need that information for a report.

For sure. If I don't require that information, it's just a matter of my experience in it. And I have to leave it to you. The information goes with me, right? So, I have witnessed these, uh, this work siloed that I have adopted in, in making and making reports for every activity that I close. And it's the best thing that I did because every time that I'm requested to share an experience of sharing information, share a perspective and say, please find attached to what I have. And I am open for any further information. It's just a matter of sending one clique to you, all the information that we need. So that I'd be really careful to do it today. Although I know that it's, it's more time that I have to invest.

This is why I think just coming back to your question, I really believe that if I leave it to you tomorrow, I mean, uh, of course that my, my experience per se their specifications in terms of, uh, hardest skills, it goes with me. But for instance, uh, in terms of documents, no one is going to have difficult and replace me and say, okay, you're going to provide, we have all we need here.

What is for you the biggest obstacle to the implementation of knowledge management tools in ITU?	Obstacles
<p>I believe that the biggest, biggest challenge is communication. It's not only next to you. I mean, I, from all my whole experience in communication is the biggest challenge that we have, not only communication from the perspective of internal communication and ensure that at least not everybody, but, uh, all the, the, the, the goal, but, you know, certain topics are informative and duly informative in a capacity to take the forward tomorrow on your behalf and, and, and move forward with certain activities. But what I'm saying, information is, uh, communication is also, uh, from the perspective of, uh, marketing and communication, right? I used to say to my colleagues say, we are, we are becoming every day better and better on what you are doing and show showing case on our projects and our activities. But I also used to say, I, and I give the example here from Brazil when 20 years that we have supported the Brazilian government, as many other countries in the region to transform completely the analogical, uh, uh, system to a digital system. Right. Who knows it?</p> <p>I know it, you know, now, now that I'm telling you, but who knows that, and this is patient. So, how, uh, how we, how we can improve in a way that countries, no stake stakeholders are aware or about the impact of our work. So, showing impact is one obstacle that we have to, to, to showcase all the otherwise, how can I get back to my work and capture partners in my projects, if I'm not able to show the impact in certain areas, has that, has that has an immediate effect on what I want, I have to sell. I always give the example of America's girls can call. That was one of the areas that, that I used to work. Um, together. We feel it, uh, other topics that, uh, uh, that was an activity that I used invited many, many, many partners, or if you have a flyer to offer to me, I was accepting because it was the way that I captured trust of the stakeholders of potential partners.</p> <p>And tomorrow I could get mad too. They say, who wants to drive with me and put money on this? I cannot sell you something that you have [inaudible], but what she's talking about, what she's talking about, what is the Mark as nothing code? If I know international organization is code.org, that that affects live off of thousands of people around the world, what does America suppose can code? Okay. But if I have, I have you with me with some kind of income contribution, um, I mean, I use, I have a joke that I used to say, okay, if you want to come to join you, what do you have to offer to me when I'm tired? I even accept a hug in partner with me because I need to be stronger tomorrow. Sometimes I need is a hug, someone to say, go ahead, you can do it.</p> <p>Yeah. So, so this is one of the challenges that we have. And as I told you, once again, we are improving. I feel, I see that we are improving a lot. That's very good. So, I'm very optimistic about that. And the other way, and the other thing is that, uh, it was much more from my side when we had to start with mobilizing the stores, even before training or any kind of structural, how to mobilize restored. That is an area that I also knew that everybody has to be engaged in resource mobilization.</p>	

But, uh, I also understand that you have to have some kind of fun. It's cute, right. To resource. And, and therefore, uh, I used to say, come on, how can I draft a page of a document to try to sell that document to potential partners? Do you really think that people are going to read eight or nine or 10 pages to understand about the project?

No, come on. This is completely unrealistic, right. But the question is, how can I come up with something interesting that I can, if I have the chance in 10 minutes to pitch that project and make you interested about that? So, I have, uh, I have, I have, uh, I have, uh, learned to deal with Canva. Okay. So, I, I have explored some different way to, to design something interesting. Right. So, I have designed a brochure based on what I want. Once I have done the homework and design a project, say, okay, know how to sell it. I refill after said 80 pages to, to someone to, to, to read it. It it's, it's, it's completely unrealistic, but how can I fit this in a quick look on what I'm trying to make? You understand that it would be good for you to do enemy in that project. So, I have learned to deal with Canva. I have my brochures that I would be delighted to, to share with you.

Yeah. So, what, but what I'm saying behind all of those, those jargons are that, uh, I have to invent my way, reinventing myself and say, no, come on, come on, come on. I have no one to, to, to, I have shared these projects in the past. If I, to you asking people to give me their feedback. So, I have heard very good some law, and I go very well, go ahead. But it was not something, it was, how can I say you should just analyse, it was not someone that it was handmade, right. It was made by C. And I used to fight for some, or give me a visibility package, because if I get someone from the private side to, of course, that they want some kind of visibility, right. I'm asking you for your money. And I say, okay, on how many times I'm going to appear aware I'm going to appear.

That's a natural question, visibility, what I want, I give me your money. And then you give me visibility and how, how, right. So, so I did this kind of rushers, uh, next week I have a meeting with PRM and this is something that I want you to discuss with him saying. And just that basically say, what do you think about this? Because money that I could, uh, that I could, uh, together with my colleagues raise recently was w was based on that, of course, that relationship was behind that, but I have used those brushes to go ahead. Can I, do you have any standards that we can create together? I put me, I can, I can put myself available for that to, to, to improve it. Right. So, but come back to me and tell me how I can improve this pitch behind this brunch, this brochure.

So, I think that there's two challenges that we have improved communication, that reason on the current system that we have in today in teams that it's much, much, much better than in the past. Our systems are very good. If, if, if you, if you, uh, uh, have the possibility to, to fully navigate, you know, the, the folder that we have information is there, right? Information, is there, uh, board decisions today, I see that they are, they are available.

And also, as a result of meat, is that sometimes it's about the result and say, how can I have access to this? And today we can, we can have access to information. So, behind those, those, um, those, uh, lacks that I'm saying to you, constraints, I see at the same time, good things that we are moving ahead and improving. So, and I used to say, that's much easier to make a complaint and that's all. So, if you make a complaint, just come, come together. If a proposal that probably be very much welcomed, there's a more difficult for, right. So criticizing is very easy, but not inventing, but by doing something kind of positive way, it's not. So, but this is the two things that, that I can report. And I have tried together with my colleagues, even from region or headquarters to, to, to support them coming up with ideas and on different ways to, to improve what do we consider our bottlenecks?

Do you know about the practices in other agencies regarding knowledge management?	Extra
<p>I mean, um, I knew a lot about national implementation, right? Because even being in a working, and I know other UN agencies, they were more focused in the national environment. That's different that the men are the project implementation manual from the national perspective is completely different for what we do from, even though with that today, we have a specific, uh, uh, uh, knowledge management for development sector. That's something very specific in for the development sector. But I want to say that many, what I have excuses is what I have learned in ITU. So, I cannot, I can't catch what I have, I have learned to pass that is based on the national perspective, even within an UN agency.</p> <p>In terms of sharing knowledge management in projects before the agencies, um, if it's relevant for you. But what I see is our models of brandies are different. In a sense that what what's, what on probably the way that we implement our products are different from, from the perspective of other agencies to implement. Right. But mainly because I, what I see is that they have project is stuff that's different from an ITU, ITU is stuff, right? And, uh, when you have project to start with me that for a certain project, we have more human resource available only for that activity that facilitates the life of any project manager, right. Self as a project manager, I have to go through all the cycle of the project and see what has ha I have an overall view of the whole project. And in agencies, what I see sometimes is that once you have a project to staff means that you have someone dedicated to financial aspects, audited initiative, or chief procurement, another person, perhaps to prepare reports. It's more that there is a breakdown of, uh, of, um, of activities, project implementation activities, right? So, I would not, I would not compare a lot of knowledge management in terms of project implementation before others.</p>	

Appendix 7: Interview answers – Respondent D

How long have you been in your current position? How many projects have you participated in?	Experience
I've been in ITU in this position since 2013, January 2013. [3 projects]	

Have you previously held different positions related to project management or project support?	Experience
I worked for a year and a half on a project with the world bank, I was the project manager of the project. Most of my experiences in the ministry of communication and technology. We didn't have a specific project as a budget, plan or something like that, but most of the activities that were conducted were conducted as if they were projects.	

What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p>Certainly, the planning and lessons learned from mistakes. If there are critical mistakes or risks that happened in the previous projects I learned from them, budget controllers are another thing that I rely on to be aware of specific costs that maybe we did not anticipate in other projects that came out in the middle of the project. Also lately trying to plan for unusual circumstances, specifically with COVID. All the projects that I'm currently implementing were signed before COVID, so they did not anticipate the circumstances that COVID imposed. So, moving on in the future, maybe we have to take more thorough risk analysis, taking into consideration unusual circumstances that we might not anticipate.</p> <p><i>Nd: What do you think may be missing, what could be added or more detailed?</i> In the BDT and in the ITU, what is missing is two things in terms of knowledge management, I think. The current online platform that aggregates all the projects and stuff like that in my view does not highlight any lessons learned or any critical issues that the projects face that other project managers can learn from. It's not a very user-friendly system, I think this is something critical that is missing. Then another thing that is missing as well is, before a project is formed, the process of formulating a project, I don't think it's clearly outlined in ITU. We have not taken trainings on how we can organize, how we can formulate a project for example. We took a training on managing projects, but not formulating a project, which is a totally different scope.</p>	

And I think it's items such as looking into lessons learned and other items, these are typically the types of things that should be taken into account if we took a training relevant to that area.

<p>What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?</p>	<p>Benefits</p>
<p>Definitely in the very early stages of the project. If we plan a project with enough information on lessons learned and budget information from previous projects, similar projects, experiences of other project managers and handling similar projects, the more information we have in the formulation phase, the more likely we are to design a project and to plan a project that can overcome challenges, and hence we can have more successful projects.</p>	

<p>Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?</p>	<p>Format of the tools</p>
<p>Well, in terms of the progress reports, I feel, I even sent an image suggestion to PRJ on this, I feel that the current system does not, or it's not designed to automatically generate reports based on the information that we insert that are attractive to partners and that tackle the areas of partners might be looking at. I suggested to him that maybe they should invest into developing a tool that can ask the right questions, and that can extract automatically quarterly progress reports that can be shared with partners and stakeholders.</p>	

<p>Some knowledge is today well recorded in ITU, in the <i>Project Document</i> for instance. Like in every organization, certain knowledge is less easily recorded. What type of knowledge that you have today could be hard to record and transfer? Other obstacles?</p>	<p>Obstacles</p>
<p>Certainly yes. In some projects, such as a project that I'm currently organizing, the Mali project, basically we contract different people to develop IT content. So, this contract could be something as small as, videos, animated videos, or it could be something such as designing a game for children. Any type of IT content that we develop is not easy to report on.</p>	

Even when I submit a payment or something like that, I have to upload all the deliverables that they created, which is of a large size, in terms of space. I don't think the current internal tools for reporting can be easily used to report, describe the deliverables that were done in terms of IT.

What is for you the biggest obstacle to the implementation of knowledge management tools in ITU?

Obstacles

I think there are two issues. First of all, I'm not sure if there are enough dedicated resources to develop a proper knowledge management tool. Secondly, even if we do develop this proper knowledge management tool, the second issue is change management. How can we change the mindset of people to be able to use this knowledge management tool properly and systematically?

Do you know about the practices in other agencies regarding knowledge management?

Extra

To be honest, no, I'm not aware. When I was in the world bank, they had their own internal system, but this was in 2007. I'm not sure if it's relevant, it's close to the system we have today in ITU, which I I'm sure they improved a lot over the years. So currently I'm not aware of other agencies who have a proper knowledge management tool, that we can make use of or that we can learn from.

Appendix 8: Interview answers – Respondents E, F, G

Have you previously held different positions related to project management or project support?	Experience
<p>G: (00:26) I mean, for me, I have, yes. I have been in different positions in support of projects. Yes. In my previous organizations, I worked for the ministry, and I worked with the regulators. So, in both cases, I worked with the European union projects. So, I was involved more or less in developing, coordinating, implementing several projects.</p> <p>F: (00:56) I worked in private sector first and in 98, I was already working on projects in UNDP and then in 2002 I was in capacity building, and I was in charge of the e-learning centre, as well as all the online learning as well as projects with the European commission. That was a project manager at ITU as well at the same time and some EMD 50 by 15. And then I was moved to this division, which in the beginning wasn't really a project support division. It was just doing whatever we can to make projects happen. And then we finished out all the projects that we brought over. And then after that we stopped implementing projects but being more of a support division.</p> <p>E: (01:57) Well, I started as a Jordan University chairman, then moved to Jordan telecom to establish the first telecommunication college in the middle East for them. And then from there I moved to my first project manager position for renewing all telecommunication dabs (?). I mean, most of my career is switching, everything as a project manager and I moved from there as an area manager and one of the governments then moved back, uh, to a man, uh, director of communication material. Then, uh, later on I was, uh, I worked with Pricewaterhouse and Jordan's restructuring programs. And through, after we finished it with Pricewaterhouse, by that time I worked to establish, get the finished telecommunication, coverage, firstly communication, but at the commission and Jordan and the middle East, actually for some time, then I said, I was an engineer than a professor of engineering, then project manager. Then I got director there. Then after that, I moved to Iraq as the ITU program director and head of agent agency in Iraq for ITU, of course at that time we had, I had around 60 Iraqi staff and eleven international staff. I had two P5. At that time. I had four of us in Iraq then from Iraq, before war after war, actually after Saddam then from there, actually I had to take a break technically and continue studying with Harvard business school almost a year or something. Then, uh, I went to private sector in Saudi Arabia I worked private sector in Jordan I was the, as a consultant, but I was project manager of the wireless project also the Saudi Arabia, that project server to two billions of dollars with an Indian, uh, operator. Then we moved, um, then, uh, came back almost 15 years ago back to ITU. And since I'm in PRJ.</p>	

What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p>G: (05:30) It depends, there are different elements that we focus on when the project is in the design, ongoing, or completed. In the design, I focus more on the objective, more on the results, but in the implementation phase, I focus on more on the activities and achievement of results. And when it is completed, I focus more on the delivery of outputs and the impact and the results. So those elements I see most important. But if you also consider any information pertinent in the progress reports, they are also important, any kind of issues, lessons learned. These are also pertinent, but on these, on these aspects, we are still behind from the desired level. But the most important thing for me is to understand whether the project is serving to the purpose that was described the beginning. So that is a critical element I look for in the project.</p> <p>Nd: (06:41) <i>What do you think is missing?</i></p> <p>G: (06:44) I think we are missing the issues and the lessons learned section. So, we don't have that much of details for our projects, for any project that is implemented, our lessons learned is very limited. Actually, we don't have a systematic approach to collect those lessons learned. This is the problem, and we don't have a registry of issues. So, we don't have, I mean, we, we face the issues, but those are not necessarily captured in a depository of information. I think lessons learned and issues, those are not well addressed in our current system.</p> <p>F: (07:22) For me, having been a project manager, myself, they would say the challenges that project managers face for example, during set up and stakeholder engagement, how critical that is and how challenging it can be to put everything together, to set up. So that has helped me a lot in the design and set up of projects, to guide and to move quicker and to move more realistically towards a real goal. So when, when I build something, I can see, or I try to see what the project, what impact of projects going to achieve and how to get there in the quickest way possible. So, I think that has helped me a lot.</p> <p>E: (08:20) Let's go back to what I wish our project manager could benefit from. If the project is similar to an existing project, I would recommend a project manager to use it of course he must change the relevant information by country names, counterpart, themes and information related, but mainly if not similar, but definitely in our project, anybody can use common sections. Technically we call it like project management. It's a common topic every project manager can copy that. Then there is the project sustainability, of course slightly modified there's technically three or four section is actually any project manager can just copy paste on his or her project.</p>	

Another thing is if the project is not similar, then the project manager cannot copy paste but if not, the project manager actually can use this guidance. We, we face with project manager actually cannot do that. I mean, there is already an existing project. Some of them is just maybe figured out how they figure it out, how much they want, but they can use what could the summer project actually, people can identify other, the identified somewhat cut down like the time schedule. But I mean, I, I, I cannot believe I'm an engineer or whatever project manager had implement civil project and still allocate for record met like one month we have previous version at least six months, seven months, or maybe one year then for the next you see a project manager submit things. We went through [inaudible] job description. Sometimes they decide that this one I'm saying our project managers and the fields, I hope they use these common things.

<p>Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?</p>	<p>Format of the tools</p>
<p>G: (11:56) Those things for me, the format is a guiding principle. So, I don't consider format as the Bible, but format gives, uh, those people who have project managers, potential project managers, the idea what kind of matters they need to consider when designing a project. So, it's a good guideline. So, in case somebody forgets about one section, it's a good reminder that it, it reminds you that you need to fill in, or you need to think about sustainability, for instance, if you haven't thought about it. So in that sense, I find the templates and forms, uh, useful. But of course, at the end of the day, um, you are bound to fill in the forms of the donor in the end, if you are, if you are negotiating with the donor.</p> <p>So then, then you follow that part. But in the absence of a template, people will be lost much more in my view because people don't have the essential grasp of information, what they need to put in a project document.</p> <p>G: (12:57) So I think this, uh, templates we have at hand, give them a substantial amount of guidance in terms of what to write, what not right. And also, it's not on a limited with that. Uh, after they fill in those templates, they consult with us and also, we give them feedback, what is appropriate, what is not appropriate, or what needs to be enhanced in the, in the current text. In, in many cases, I, I tend to modify that or even rewrite things in the, in the project documents. So, so, so this is because people are not so much used to implement projects, not used to so much prepared project documents. The first question they usually ask is, is there a template to fill up? So, in that sense, it's a good thing to have a template ready so that it makes it easy to describe, but of course templates are not, I mean, it's not a must.</p>	

I mean, we can adjust always, and we don't need to always sign on the template because it's a matter of discussion between different parties and items. So, it's not always at one time that dictates or so. So, I find them useful in the end.

G: (14:23)

I mean, database and templates will not compete against each other. They are complimentary to each other. So, I'm not comparing the database with the templates, so they are complimentary. So, but the thing is, of course we can do more, but these, what we have at hand is better than what we used to have, and we keep adding onto it. So, uh, it's always good to have something at hand rather than not having anything, but we keep adding. So, I mean, there be things that we can improve in the database to make it more user friendly and so on. So forth, there could be linkages to financial information, which apparently seems so difficult to achieve, but you know, those things when, when they are possible, we will be implementing those things. But still, I find them very much useful. I mean, before the time of the database, I remember we used to have a large accept table.

G: (15:14)

And at the time we used to have a head of PRG Taya. He was trying to keep up the accent sheets. Uh, there was always a confusion on numbers. How many projects, you know, it was very hard to keep a single Excel table, the last table with all the information. And so many people working on the same document. So, there was always some kind of version issues, but with the database, now it's much easier. So, if any report is being asked, we can just pull the information from the database and it works. Now we are linking the database with the power BI. Now we have visual dashboards. So, then which gives you just a quick summary of all the information and the good thing is people can modify the way they see how they want to see the summary tables, everything per region, per thematic area, but they were, they like, but they cannot manipulate the data itself. So, data is always intact, but the information can be displayed in different forms and ways. So, so that's also good for transparency.

F: (16:19)

Yeah. So then, um, I also find these, um, templates and database useful. Um, it's a starting point. And as we know, at least in agreements, it's a subjective negotiation with partners. So, it's a, it's a starting point. And we have many examples, which we share with the project manager. For example, if they have a project in capacity building, we have relevant experience to bring forward, to already enrich part of the template. So, they don't have to build from scratch. Um, yeah, so we still need to have some improvements and equally, you know, that we were working on the new RBM templates that you were working on with us. So those are the improvements. And with every year we always, uh, enhance because it's not a static thing. Anyone has a budget document template has evolved over the years to become more focused and so on. So, I think, yes, they are useful and it's a process.

E: (17:31)

Everything, but I wish I, [inaudible] not [inaudible], but, uh, I think start is a very good template, especially when you had prepared, not so much, not yet out yet, by the way, but technically using the template. This is the other thing which I can add. Like we have some parts, not their own. Um, no, we have word bank coming up soon. I hope, but we have the Europeans, we have technically science evidence. So people shouldn't repeat, uh, yeah, we have already, we have other like now China, which is very good. So, it uses incomplete, and the existing partner was they have their own templates. That's how I wish. But if I never ask, which actually not only asked me if anybody else we have to [inaudible], but they will also not. I think they did it even before this project about Africa. I remember most of it. So, if this is not actually, people have the choice only that they have really very, very solid data and their hand they could use. It's not only that they didn't have existing projects [inaudible] they could just replicate without even changing except the project manager name and the country.

Some knowledge is today well recorded in ITU, in the <i>Project Document</i> for instance. Like in every organization, certain knowledge is less easily recorded. What type of knowledge that you have today could be hard to record and transfer? Other obstacles?	Obstacles
<p>E: (20:13)</p> <p>I, I, you know, I got a question like what should be a priority I would want, I would like really developing a good budget that will be very helpful for PRG. And actually, we anticipate more and people developing, continue fishing, even, even a project manager could repeat the same project he did maybe two years ago. I mean, he's not, or she is not using their own project previously Facebook. I would like them to prospective project manager develop a good project. I think we'll make it easier. And the second priority, I think if we want to knowledge management and time, I mean, I want them to work in time with relevant and accurate information.</p> <p>That's actually what I want to consume. I'm not broken up by any kind of report in time to help them on the second priority actually, which I think thank you. You started some time ago, it's actually, we went to project manager to highlight the project. It's now becoming like when project manager closing process, we'll ask him to put, listen to him. I want them to start collecting lesson while implementing and the closing. They just put some names for them only for us. And for any project, future project managers, uh, I would say, yeah, I want to really priority five to highlight to them that they should start preparing the report ahead before I think this is really, this is the last one is several questions prepared ahead. So, by the end day that used to have a task, I would what the sprayer for. Okay, perfect.</p>	

F: (22:43)

So I'll try to add, so a lot of the, um, knowledge is actually in people's heads. I mean, we have, of course the database, so people can retrieve relevant projects and try to take and find, but, um, that's why, um, we're trying to populate this issue. Slog and lessons learned somewhere that it can be retrieved, but the thing is to get it retrievable in a way that's useful and meaningful to any project manager facing a similar situation from a system that is still a challenge for us. But the thing is that, um, we try to compliment that by having this open collaborative space. So, a project manager could ask the question and, uh, whoever has the relevant experience to share, they can share with him. And also, for us, we find that with all the years we've been here, there's a lot of repetition and issues and challenges. So, but to have it in a, in a knowledge management system on intelligence system, I think that will be the next steps for us.

G: (23:53)

I think more or less everything is captured by not mode, but what I can add is, um, knowledge actually rests with the person. So, in that sense, it's not only a PRG role to manage knowledge. It's not, you cannot manage knowledge. What DRG can do is to facilitate how knowledge is shared and managed. So, in that sense, we facilitate, we provide the medium and then it's the role of everybody who are involved in the project to put their bits of information and knowledge into the system, because it's not one person's job to collect our knowledge. And this is the knowledge about this project. No, it's not. It doesn't look like this. So, we put the system to facilitate then project manager, maybe his supervisor, maybe procurement officer was involved in that project, a finance officer who is involved. So those people need to be, to have the same responsibility to feed the necessarily knowledge into the system. It's not only a PRG coordinator needs to just get whatever he gets, or she gets and then puts into the system. So, I think our role is to facilitate that, but as I said, in the beginning, the knowledge stays with the person who is involved, so that person needs to put his or her bit into the system. Okay, perfect. That's, that's perfect to have an interview with [inaudible] because now all the questions are super, super detailed and covered. Um, I go to next class. Those were really like the big, the big questions that you can put in questions. So that's perfect. Um, yeah, this one, this one I'm thinking about, because this week we already touched upon a bit, so, um, maybe, maybe, okay. One last question would be, um, yeah. Okay. What would be for you the biggest obstacle in the implementation of knowledge management tools in ITU?

F: (25:52)

I think it will be, um, similar to elsewhere. It's about getting the knowledge from the people who have that knowledge and to put it into the system and that it's easily retrievable and relevant at the point that somebody needs it. I think that would be the biggest challenge we will try to facilitate, um, through our issues, logs and lessons.

And now we're doing also the interviews as you know, the end of the project to try to get more, um, experience and you know, what worked, what didn't work in a budget and project manager. But, um, I still think that biggest challenge is to get that knowledge from people.

G: (26:44)

Yeah, I agree. That's the main challenge to get those people share their information or experiences though, is the biggest challenge. And the second challenge is the availability of information because sometimes yeah, you rely on people also your die on some systems, but sometimes especially on the financial side, I find that, uh, we have a lot of deficiencies. Like we don't have any real time financial triggers. We have like, uh, sometimes wrong entries, some needed corrections. And some of the reliability of information is also another thing to be able to connect all this information into one, a knowledge management system, wanting to one. But I believe that encapsulates all is also technical challenge actually find the time for them, especially this year. As you know, in March, beginning of the year, everybody wants to do closing books, everything busy and everything. And now that we're busy in the RPM, but this is the vision meetings.

E: (27:58)

Then the WC is coming next door, which is there will be visited. I think only time actually from our side. I think we have more obstacles. I believe we are ready to help our management, technically the one which exists sort of thing to be available. But I think the time of the project manager this year, it could be covered if there will exist, will happen this year. I think that's the only challenge to me. Okay. Oh yeah. So, we can find it finalize with the last question, which is just more general question.

Do you know about the practices in other agencies regarding knowledge management?	Extra
<p>F: (28:57) I don't know if any really, uh, intelligence system in other organizations, but should for sure all of them have databases, retrievable, databases, examples, uh, dashboards, et cetera, UMDP, particularly looking at and a few others, but as far as intelligent knowledge management systems, um, I'm not aware of any that have.</p> <p>G: (29:50) Each organization has its own way of doing things more or less. There are similarities like dashboards that are based on Swan, which, which look alike those of IQ, but at the end of the day, it's a, it's a matter of cost and benefits. So, it depends on your project size. What complexity of projects you have, are you working on big scale, like multi 10 million, a hundred million, billions of dollars of projects? So, I think the necessity comes with the demand. So, um, as you have more, not if, as you develop larger portfolios of projects, if you go into like hundreds of millions or billions scale, then of course you will need different systems because the complexity increases drastically.</p>	

But comparing the portfolio that you currently managers, I think our systems are commensurate with us. So, as you grow bigger, as we come, as we become bigger, I think we will need to add up and you know, more, multiple different models. But for the time being, I think what we have is commensurate with what we, what we manage.

E: (31:01)

Okay. Without sharing all my reports, you use a template and then to build them used to have like a monthly meeting by the chief of professor until we report. But the main report actually is not done, but to share what do you want to experience could to use? And when I moved to Iraq, that was actually at first, I tried to have a template by everything we will know, by the way we were doing inspectors. And we were implementing project and building grail project. And I insist to have the templates. We start with the monthly report. We have, uh, some of your own have similar things, but they like our templates. I think I'm not talking about Iraq, had approved and use our template titled every agency report exactly as I complete. And they even, at one point they assessed monthly was done. Then this weekly report template.

E: (32:32)

But I think, uh, up doing similar things, like what do you call it? Knowledge management. I assume when we have these everybody, or there's an expert or a unit expert that distance and then make it available to everybody. This is what I hope. One day, all these knowledge management tools. We have experts, people not I'm trying to teach him, which he has nothing in his mind, but I wish IQ at one point of these tools available. But we have specific people who are very well-trained or no, they're not know the subject. Like for example, last week we had a meeting with APM finance, and they were talking about system, which is used and on time. And we were shocked. I was really shocked because international and not, by the way, five years since I joined the, I feel the international system and we have surprised even the tool, I believe it's not fully used. Maybe even, I don't want to say the word, but they cannot report the button. I was really surprised and shocked one day.

Appendix 8: Interview answers – Respondent H

How long have you been in your current position? How many projects have you participated in?	Experience
<p>I'm in ITU in this position of projects assistant since April 2016, more or less five years. And how many projects? All the projects that started or were being finalized during this period of time, during these five years, starting from April 2016 up to now.</p>	

Have you previously held different positions related to project management or project support?	Experience
<p>No, not with projects.</p>	

What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p>I would say that all of the tools and all kinds of information, everything is helpful. We are trying to encourage the project managers to provide as much information as they can provide such as progress reports. I would also add that any event, somewhere in internet, in the partners' websites or any links would be very useful, especially if there is an audit, if we are trying to find any information possible on the project. So, any links to the websites, to the events, any portfolios, maybe a list of the experts who participated, who added value to this for the report. I would also add any visuals, any videos, interviews, any discussions that were held online that could also be added to the final report would be useful. I would suggest more visual information. The visual information could be then added to the closure reports. Any pictures from the events, any interviews with people, any « evidence » let's say.</p>	

What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?	Benefits
<p>As you know, we do not always get the reports on timely manner. We are sometimes late with submission, tracking, things are happening, but we are not aware of them. I think that it could lead to a live tool, a live document or something like this from the project managers side, linked to PRJ where we could track what is happening. So that it is not only us requesting something and then waiting, but that we could at least have something ongoing, could be helpful.</p>	

I was thinking about a project management platform, a live document like Teams documents, that everyone can edit and can view with more or less the same structure as our projects database. It could maybe be linked, but not everything, as the database is still something not live, which can only be modified by us and it does not need to be live. Something, a platform where events, activities happening or any kind of challenges met could be uploaded, to have a space for any kind of documents. Presentations, any kind of visual information could also be shared there so that at least PRJ would see the ongoing progress from the side of a project manager. I have an idea of this, an ideal world where we could see everything which is happening. Maybe it could generate, based on the inputs of project managers, some documents like a closure report taken from these fields.

Maybe also something related to finance, even if finance is different as they have their own mechanisms. At least something like a space from ADM [finance] where all the FinSits [financial situations] could be a reachable at any moment by any project manager. What is happening until now is that project managers are coming to us asking how much money is left for this or that project. It could be a shared space for projects, ADM and procurement.

Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?

Format of the tools

As far as I know, we don't have a lots of choices, the information that we receive is mainly in word documents and PDFs that are compiled together. Maybe I could suggest that any presentations, as it is a nice tool to add all the pictures would be useful.

Nd: When you go back to projects, do you think that there is more information in documents such as Project Documents, or more in the database? Where can you find more details?

I am always using the database because it reflects the latest information, but as you know, the database is managed by us [PRJ]. So, it is the information that we have from our end, as project managers do not add information in the database. We also have emails, but emails are just informative. Mainly it is everything is coming from the reports. I do not think that up to date we had lots of tools to use because it was always mainly on paper. We received the report, we have something written, we have a hard copy and that's enough. Maybe in the future we could use something also like PowerBI that Jose Maria [chief of PRJ] is pushing. It is a nice way to put the information in

different way, more visual, more understandable by people because we could catch quickly what is important, what is less important, where we should fix something or not. PowerBI could be a good idea.

<p>Some knowledge is today well recorded in ITU, in the <i>Project Document</i> for instance. Like in every organization, certain knowledge is less easily recorded. What type of knowledge that you have today could be hard to record and transfer? Other obstacles?</p>	<p>Obstacles</p>
<p>I would say that project managers, are only using our project database, they are not managing the database, they are only checking information from there. I doubt that they retrieve any information from there. It is more an internal tool for PRJ, or maybe BDT.</p> <p><i>Nd: When you do the closure reports, are there elements that are more difficult to have details on?</i></p> <p>I would say that once they [project managers] write the activities for the closure we have to double check that they correspond to the activities listed in the project document, which were outlined before [the implementation of the project]. It is the same for KPIs and everything. I would say that it would be good to retrieve information in the closure report from the project document automatically, so we do not have to check both. I understand that the project might be going in different way and maybe following different activities. It would be better and difficult at the same time. It would be better to have a tool to match the information, so that it is the same everywhere. I think that it is something challenging, of course, because project managers, I don't know how they write the closure reports, maybe based on their own tools, may have a record of what was going on. Maybe there is something missing in terms of tool.</p> <p><i>Nd: What is important is to have matching information between the different documents?</i></p> <p>Yes, maybe our database could generate a closure report based on the main points such as activities, KPIs, outcomes, dates, partner name, and the results. It would match the project document, the database and the closure reports at the same time.</p>	

<p>What is for you the biggest obstacle to the implementation of knowledge management tools in ITU?</p>	<p>Obstacles</p>
<p>Thinking only about external obstacles, we can say that any kind of a crisis, like COVID, political, any economical obstacles can always happen, that is why we are putting the risks in the project documents. Also, the obstacles I see are related to the human, related to the life circle of the project manager.</p>	

Project managers can change, and then “Oh, I was project manager from this year to that year, then it was my neighbour. Then my neighbour left and someone and he was responsible in the meantime but at the same time we sent 2000 computers to Botswana » No one knows what happened. There is no proper tracking of all the things so that the end, it is an obstacle, and it is also challenging for the project manager at the beginning to create some kind of a guidelines, a document a brief that could be shared on this platform. At least to have some basic information on the partner, the focal point, any kind of details related to the partner, any risks, some kind of a general situation for the country who is participating in the project and who is impacted by the project.

Any kind of general information or a guideline saying “okay, we are challenged with this or that, it should be a dealt within two years, but not now ». Imagine if the project manager changes and someone else is taking up his duties, it is always a challenge, for us too, because they are coming back to us asking what was done and how much money was spent. Normally there is no proper takeover, no of the project, at least from what I heard.

Nd: Does it happen a lot that the project manager changes during the project?

It is not happening a lot, but it is still happening. Normally we face it unfortunately at the closure stage, because we realize that during the life cycle of the project that was a change in the project manager. We have to write to everyone asking « what happened here? » or « you wrote this in the closure report, why? » The he says « no, it was not me, it was someone else ». For example, for Prida project, there was a person engaged as a project manager which resigned from ITU to work somewhere else. I means that now Prida does not have any project manager, they are looking for a new one but, in the meantime, I do not know, what is happening, who is responsible, who will be accountable for this. It is human factor, we cannot predict all of it, but at least we can have some guidelines, something one can sign of to say “until now this was done, this is my report, I did this. » I'm sure it was done in the progress report, but progress reports are too general, not personalized. we do not know any details. Maybe there was a problem with authorities or with the partner, with transferring funds and so on.

Do you know about the practices in other agencies regarding knowledge management?

Extra

Some time ago I was looking for something for projects in some other organizations related to medicine. On their website, they publish their projects currently ongoing, with the budget, the partner, project title, scope and dates. If you search for closed projects you could click on them and see many visuals, many lessons learned, some reports, some related activities. They had a real page dedicated to this, for that project. They really did a lot of work after the implementation of the project, which is not the case for us, because when we close a project, we forget.

I know that my colleagues [PRJ] they are putting in several lines for the database saying « okay, these were the outcomes of the projects or this or that happened », something small, not a proper follow up.

Appendix 9: Interview answers – Respondent J

How long have you been in your current position? How many projects have you participated in?	Experience
<p>I have been here since July last year, less than a year at ITU. I am most engaged in just two or three of the global programs or projects we're trying to raise, Giga and our youth initiatives and ILO youth program. So, these three things I gotten to know quite well. A little less well I've gotten to know our cybersecurity programs and other programs within digital inclusion more generally. So, let's say five to seven programs that I'm somewhat involved in, three or so that I'm very involved in.</p>	

Have you previously held different positions related to project management or project support?	Experience
<p>I have definitely held roles related to direct project management in other institutions. So in those roles, I was responsible for the whole cycle from putting out a project document to approving it through a board through negotiating with implementers to audit and oversight of those programs, to site visits and monitoring really a 360 view of projects. I've done that in a number of different countries in Somalia, Jerusalem, South Sudan and Ethiopia. And in each of these cases, I held a portfolio between 15 and 50 million Dollars per year projects. And so that experience is very different from what I'm seeing at ITU in terms of the scale of oversight that we normally provide for project management and for partner management as well, partner selection, partner management, which is quite large at the UN because normally we don't do so much direct implementation. There's always some other partner involved in that process.</p> <p><i>Nd: How many years of experience in that discipline would you say you have?</i></p> <p>Let's go with 10. 10 of those years were spent more or less looking at things like this on and off, and the rest of the years were on the fundraising side, whereas still looking at the projects, but from a different angle. So here from government relationships, fundraising or high-level policy prospectus.</p>	

What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p>A lot of times when I'm talking to people about projects, I come back to sort of the end state and then the steps that went in between. So, I think a lot of people start at the beginning and say, what do I want? But I think what we will achieve with the project at the end, what will be the outcome is always my starting point.</p>	

And that comes from experience of having done that before having dealt with a lot of the monitoring that has to go into it and the reporting that if we know what we want to achieve at the end, it's a lot easier to fill the pieces in along the way. I think a lot of people come with a very blank page saying, "I'm not really sure what I want to do, and I want to achieve, I have a general thematic interest". I always go with the end state. I think a project is much smoother when, you know, what's expected to be achieved at the very end, and then you can build the pieces that are necessary underneath that.

Nd: How do you proceed at ITU to know what's been done before?

Knowledge management doesn't seem great. Training during a pandemic doesn't help, but even so I find it's pretty hard to get a good handle on what's been done, not even just what's been done even what's current, what's the current state of various issues. I think we just issued a newsletter for all of ITU this week from our partnership branch team. And one of the things we added was a classification of what stage of project design or a contribution, because even at ITU, people say this thing has been funded, but actually it hasn't been funded. It's either in some stage of an agreement or the agreement's been signed, but the funds haven't been received. And so we lack clarity and our use of terms that in other organizations I've seen were crystal clear. You know, we have three to four stages, something can be a pipeline, it can be pledged. That means there's a written document attached to it, or it can be received, but it can't be kind of vaguely "I'm unsure where the funding is". That is very often the case in ITU that I see people say something, but it doesn't mean the same thing to everyone. I see the same on multi annual funding, ITU will say we signed a \$3 million agreement, but they wouldn't say it is 1.5 million per year over the next three years. And so, in the reports, and then the kind of dialogue on something is very hard to tell what money is available this year versus future years. The real size of a contribution for me is when it's broken down per year, and you understand those elements of it. I think that's what I find, we're just very poor at communicating that.

Nd: In terms of what's missing, would be clarity about the current stage of projects and financing?

Yes, there is a real lack of clarity, no single source of data on that, and sometimes financing projects and partnerships have different figures for total funding or how much we receive from a partner. And I just find that to be astonishing.

What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?	Benefits
<p>Overall, I think anything that has to do with the history of performance, if those things could be coded. And when I say coded, I mean, again, there seems to be an underutilization of business intelligence. I'll tell you this through a story of something that I've done. When I was in the Somalia project, we were facing this issue of corruption by national NGOs. And there was no way for us to implement this in the country because it's so dangerous.</p>	

So, we had to use national NGOs and we had a lot of information regarding the NGO performance. Lots of it, meaning we have audited statements, we had reports, we knew how timely they were. We knew how many audit findings there were, serious versus non-serious, all of this data was there, but it was about 5,000 to 10,000 pages worth of documents, just kind of sitting in a file. And then we had the tables, all the project names and who was running them, and there was no link between these your file, and you'd go through these thousands of pages to figure out what was, what. One of the things that I really added to that picture was I added a scorecard and that scorecard had a grade or a colour code, from green, orange, red, very simple for each category. How was their on-time performance? Green, orange, red based on the frequency with which they delivered on time. How was their feedback from partners? Meaning if they'd ever been flagged by a UN partner as having potentially been corrupt or being under investigation, I would give it a colour code. How many audit funds did they have? Again, based on how serious those findings were and how many, you give them a score. And then suddenly you didn't need to go through all the files. You can just pick up one sheet and there was, you know, five or six colour coded things on there, and you could see green and orange, and there's a final score. You don't have to worry about the final score. What you need to know is which areas were they weak on. And then you have to decide if that's important to you. If I tell you, they're never on time, there is an orange from a UN agency, but everything else is okay, you can decide if that's worth the risk or not. If I tell you, they have serious findings from a UN agency, under investigation right now, and we have four or five major audit findings, then you probably don't want to work with them, but you'd already have this in a sheet. Here, whenever I ask anybody anything at ITU, what they normally tell me is "check out resolution number, PC four, one, five, six, or check in the database". And none of them have a BI. And it basically puts the pressure back on the staff member to always have to do research. Nobody tries to make life easier and there's no BI summary kind of culture. It's just like "don't, you know? "and this is very inefficient because it forces each person to reinvent the wheel every single time. So, for me, that's what I would like to see. I click on a project. I can see all the donors that were presented with this project and how many of them accepted for example. If I click onto the donor, I can see a list of what projects we submitted to them and what the status is. We submitted three months ago where we're waiting reply. They asked for clarification, we haven't provided it. Whatever the status is. I'd expect some kind of link across the different things we do projects, members, partners, proposals, finance, and that kind of stuff is, at least right now, very weak, and BI is almost non-existent. So, these are the areas where I find it frustrating.

<p>Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?</p>	<p>Format of the tools</p>
<p><i>Nd: People fill in project documents, templates, and databases with all sorts of knowledge and information. In your perspective, do you think that there is a format or a platform which is more successful right now in ITU?</i></p> <p>Successful is a little bit of a tough word. I think we have a lot of systems that are all very old school. The majority of them are built on technology that is not designed to be mobile friendly, that looks like it came from the 1960s and seventies. It does amazing, given that we are a lead technology organization, that we don't use tools like Salesforce, which most of the UN uses that are much, much more user-friendly than have dynamic iPhone apps, essentially pretty visuals. It should be prioritizing the number of clicks it takes you to get a report or get an answer and we don't really do that. Within the tools that we are building now or have, I've found most useful, the tools that are produced by our new sort of M&E team, there's monitoring, reporting planning, that's Jeremy and Andrea, and they do produce really useful things that try to bring together project and finance for example on the work plan process and those tools, I find, really answer some questions for you. And then you can really get a quick glance and say, which the medic priority is raising the most funds from projects for example. You can answer that with one quick picture. You don't need to dig through Excel files and different databases. And so, for that reason, I find their, their work has the most promise, which is kind of a thing built on top of a power BI.</p>	

<p>Some knowledge is today well recorded in ITU, in the <i>Project Document</i> for instance. Like in every organization, certain knowledge is less easily recorded. What type of knowledge that you have today could be hard to record and transfer? Other obstacles?</p>	<p>Obstacles</p>
<p>I think there's a desire from many people to see, more qualitative knowledge. I hear it a lot, that again because ITU is small and people have been around for a long time, they have it, but it's not numeric. It's not like funding size and performance and that these things that you can basically easily put a score to. I'll give you an example, I think the current foreign minister of Spain used to have some kind of a role with ITU and work with us to build the equals project. How do you record that? What system would hold such information about a government official, related to their interaction with our projects, that's tricky. And so, I think figuring out those things that can be summarized and those things that have to be in long form and qualitative form highlighted, that I think is harder to do. And the essence of relationships and relationship management software, that's sort of part of what, what is tricky to capture, I think, but again, there's a web of relationships that ITU built up over 20 years. Who</p>	

are the people who are closest to Doreen [BDT Director] in terms of private sector CEOs? It matters because those people that are keen to support and they'll go out of their way to do things for us, but we don't have a captured system of that. It's sort of "everybody knows" kind of situation. That I find tricky as an outsider or as a person who's not been here six to 10 years or longer, like many others to try and get a hold of that kind of data is hard.

What is for you the biggest obstacle to the implementation of knowledge management tools in ITU?	Obstacles
<p>That's a good question. We talked a bit about technology as an obstacle, I don't think it's the biggest, but it's one. I think we haven't talked about culture of sharing and that can be an obstacle too, that not everybody's keen to share, there's definitely some old school culture of "knowledge is power" and hogging information. I come from an organization whose main job was to share information. Literally the purpose of our organization was to share information across the UN, so we're pretty good at that. Wasn't to say that we never had those human things, but I do find it worse at ITU on the information sharing front than at my last institution. The behaviours and cultures of people on this kind of thing would need to change, the systems would need to be improved for doing that, but it's not impossible. I think it's within the realm of possibility that these things can be done. I think lastly, it's a bit about structure. ITU is still going through so many changes and many things are still quite messy on roles and responsibilities. And so where information is supposed to go for a result is not really clear. And if we clarify structure and roles, that will also help the information flow, I think. That's something that's a work in progress.</p>	

Do you know about the practices in other agencies regarding knowledge management?	Extra
<p>We had this newcomers' group at ITU that was trying to bring together people who came from outside ITU to share experiences. And I would say for sure other institutions work quite differently, and the ones that I worked in, BPA, political affairs, UNDP, they were quite different. One of the reasons there are different is that there was a lot more movement of staff. That's one. And secondly, they were much larger. So, these two things combined, we can have a year where one-third of our heads of office come from outside the organization. It's totally normal. And our organization is thousands of people. Well, then it's important to get up to speed quickly. And so, people need a place to go where everything is written down. That means your organizational chart is clear, that means all the background documents you have to read are on a single landing page. These things just don't exist. at ITU.</p>	

People don't need them because people who are there have been there 20 years, 15 years, 10 years, they don't need somebody to tell them, they know the history of each individual. Which bureaus they've been to and been from and which office, they just don't need this. Whereas an institution that are constantly bringing in new blood from outside and new ideas, they need to offer you very quickly that information so you can get up to speed. And so, I think that's an issue at ITU that there isn't a really good induction system, and a lot of things are not written down and preserved in a space that's easy to navigate. It is buried between every Tdag document and whatever, behind many passwords and different sites it's spread out. It's not brought together in an easy-to-understand way.

Nd: You say that the difference between ITU and the other organizations is that there is more turnover, and that people need to get to speed fast. Do you think this is not the case at ITU because there is not a need, because there are not the same organizational constraints?

There is now a bit of discussion around rotation at ITU, rotation across the bureaus or rotation to the area and regional offices, but it's not something that's been part of the culture and the same about bringing people from outside Doreen has certainly made a very big effort to bring a lot of people from outside BDT to BDT, myself and Jose Maria [chief of PRJ] included, but that was not normally the case. I think a lot of the time people came in as interns and P2 and rose to P5. And that that's who was there. It's all people who came in, you know, 10, 15 years ago in batches and then stayed. And they did not do other jobs, they did not move out of their institution. So, the culture was "we all know each other, and we all know the stuff we know", there's no need to really build complex systems. I know it's on Christine's computer in this office because she was at WISSIS 12 years ago. And as long her computer doesn't die, it's fine. But if it does, suddenly nobody has any information related to the subject for the last three years, because there was no need to really keep track of that by anybody else. That's the other thing is that there are not really a lot of teams with tons of people. Many of the team was one person. So, if that person died or their password was lost, or the computer got burned, that whole area of knowledge, we just don't have anymore. I find that to be quite fascinating. When I came into this role, I talked to Sandrine, her computer crashed around the time I came, she'd been the only person doing fundraising for 10 years. And so, my induction documents were literally just nothing, sorry. That's unimaginable to me, because at our team in fundraising, we've gone from seven people to 20 people, to 30 people. There are always people coming in and we have a very complex system at my other institution that showed all the documents, you could go back and find any MOU, you can find the email thread exchange related to a contribution. You really could see everything filed and stored in this kind of system designed to make it possible and auditable to go back and see how we arrived at different contributions. Here, it just depends on an individual person, their availability, their data, their willingness as well. And if any of those things are in question, "sorry, we just don't have that". That's a bad system.

Nd: And how does it feel as a newcomer when you arrive in the organization and you see this, how do you react?

There are different challenges in different places, and I think ITU have their own. They have their charms being small is also charming because there's less bureaucracy.

You can easily pick up the phone and call Doreen and ask whatever you want. Whereas for another institution, that'd be a big leap. The Director is surrounded by a team of advisors and assistants and secretaries who would be kind of blocking access to her. That's not the case here, you know, and Steven, as a D2, he couldn't care less who's talking to Doreen. He's definitely not interfering with interaction with her. So, you have the ability to talk to leadership and reach leadership and influence leadership too. So that's lovely. But then you also have a culture that's a little stodgy, a little old, and not built with redundancy, resilience, and sharing your mind, that's concerning. So, it's something that you work on. For me, it's just that, it's an opportunity. I guess I do see it as a nice opportunity to come in to say, there is so much to improve. I won't run out of tasks because the number of things that need improvement are basically limitless. And each little thing you improve, that gets noticed all the way up to the top, because ITU is very small. So even just by adding a newsletter that shares with people "Hey, this is what we're doing, this is what's been done, this is the outreach". We're so excited. We don't normally get this kind of information. Why would they not get it? Well, okay. If that's all it takes is just to keep people informed and give them a nicely presented kind of outline of how we're working for them. Great. Each day we'll add a little more, and maybe in a couple of years, we will also be at a state where everybody could go onto a beautiful website that we have built that has a database, and they can see what's the status of every project proposal. What's the status of funding? Are we going to reach our targets or not, instead of waiting for our newsletter once a month? And that would be my ideal is that that system is working through eventually it's completely transparent. So, you are in the regional office and you want to know what projects are there that are being discussed in Africa, and what's their status of funding. You can come to a website, run by PDD and you don't even have to call us. You just see it. And then if you have a question about it, then you can come to us. So right now, I think it's still too dependent on that interpersonal, personal information management.

Nd: Could you send me the last newsletter?

It was nothing super fancy, but it just started to answer for people again, what I said before about business intelligence too often, we just throw all the information at people and say, "figure it out, go to our website or go to our database". It's already there, but here we've tried to help people understand what they will find. Who are, the ones that donated this last year? Here's the three and here's how much they gave, just to really help people understand this kind of information. I think for me, that's where it's at. It is to make life wherever possible easier for everyone. For us, that's sort of the kinds of information that people need. And over time we'll improve, that would give people more and more data and more and more analysis. And that's, what's helpful to people is to not have to dig, to find out. So, you want to know where is there an opportunity for partnership right now? I will tell you; these are the three things we're looking at. Do you want to ask, "Oh my God, there's 35,000 foundations and 109 governments? Who should I go to?"

You go to the bottom; you'll see our top 20 lists of governments are likely to give along with the reasons why we think so, there's a little, you know, here are the things that they've already shown that indicates they're probably interested. So things like that.

Again, I'm a big fan of just trying to make it as easy for people as possible. It drives me crazy when people respond to a question saying, "It's in the report or check the database". If you are the expert on the database, send me the data. Don't tell me something is somewhere. If you know it, send it back, summarize it for me so that I don't have to become an expert on what you are an expert on. already. That culture for me is one of the things that drives me the craziest at ITU. It really makes me mad because somebody asks me about something related to fundraising, I don't just say "check our database". I tell them "Oh, well, this is what I know, it is also here if you want to check it yourself or see more details", but I know the information, I'm an expert on this. So I will give them all of the data that is relevant from that database or from my knowledge, and then refer them for additional if they want to do it themselves. But they just respond by saying, "go to the database" it's the worst.

Appendix 10: Interview answers – Respondent K

What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p><i>Nd: How much do you use information from projects? When you are talking with members, do you go to sometimes to the database to get project documents and so on?</i></p> <p>No, the answer is no. Based on the question that you're asking. So, um, when we reach out to members in terms of outreaching prospecting, um, we touch on projects. Uh, we show it as a benefit that if they become members, they can, they can also take part in our projects, which is something that can also do if they do not become members, but if they become members, they will network and gain more knowledge. When I do projects and they can have more opportunities to engage in it projects. Uh, but when we reach out to members, we cannot specifically talk about projects because it's not a benefit for members. Uh, the project side is not the benefit for our members because anybody can become part of financing projects. Everybody can call finance and I do project. It's not close to members only, and it's not those members have any, um, it's not in the members' needs, prevail over those of others. So, if you are a member, it's not that you will be first in line to get engaged in ITU project, other than those who outside. So, whenever we reach out to members, uh, we tell them that you can also call finance or co-create projects with ITU. Um, and, uh, we, we describe, uh, the kinds of projects, which, which might be multi-regional or regional projects because we have regional offices, but we look, we do not go in depth, uh, to explain the projects. Um, it's, um, it's a superficial information. If I may say this way that, uh, we might just provide a title of a project. For example, in the Africa region, we have the project with ILO and that was creation. Uh, but we do not go in depth whenever we see any needs, or if we have questions from prospects, uh, in projects, we either connect them with the project team or with the colleagues in the field staff. Um, whenever on the other side, in terms of retention of members, for those who are currently members of ITU D uh, whenever there is a question related to a specific project, uh, either we connect them with the project owner or with the project team. Um, so we do not have any specific role to guide them on how they can get engaged or contribute to a specific project. We just, we are just the stewards, the facilitators of members with the respective teams in ITU. I hope that's clear.</p> <p><i>Nd: Do you have a membership database, a database with all the ITU members?</i></p>	

There is a database for all it members of IT-D. It's not something detached because a membership, uh, there is, uh, depending on the membership degree, for example, the email membership is for all 18 sectors.

And that's why there's a big database for all ITU members in which you can filter and you can select all the members or for ITP. Um, that's a database currently in place, which shows you information on, uh, uh, members, uh, where are they based the region, uh, the date of joining the type of membership, their contribution, and also their participation status. On the other side, it's also the CRM that we use, uh, in which we can extract information from members, uh, various information, uh, that we need for our, for our work. So, it's, um, the membership that the base might be broader than the projects or the partnerships and the base, because it's for all ITU, but it's not something specific for PDT. We use the database that is already in place for all two sectors.

Nd: In this database, can you find the number of projects or the amounts that the member contributed to projects?

No, that's something that should we have discussed it because it should be linked. Uh, it's something that we have done with the, uh, with the partnerships that our base, uh, for example, the partnerships that database, the team was developed, it, uh, they have the database with all the partnerships, and we have put a specific filter there, uh, out of these partnerships, how many of them were done with ITU-D members? So, there's a specific filter, um, in that database, but for projects, no.

What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?	Benefits
<p><i>Nd: Wwhen you engage with members; you don't really talk about projects, or you do not need the number of projects. You don't look at the amount of the contributed before and so on?</i></p> <p>Uh, no, and it's because of the nature of ITD membership, um, because when, uh, the, the key benefits of ITU, the membership, if you want to join as member, um, the, the key benefits are access to ITU D content to publications and statistics, or the content that is developed by specific events like GSR, or the second biggest benefit is the participation in events, um, participation in projects or contributing to a project is not the benefit for members. Because as I said in the beginning, you can also be an experiment at the, and you can still be barring innovative projects. Uh, that's why we do not take the initiative to talk about projects, because if we show it, then questions will come around about the specific project for which we do not have the answers and prospects would not see the need anymore. I'm joining as members because projects are open to anybody.</p>	

So when we discuss with, uh, with prospects, with external audiences, uh, we are focused on membership benefits, but we, we try to transform those things that are open like projects or, or some content, which is free with tell the prospects that if you join as members, you will by networking or by getting acquainted with our activities and our work, you, it will also be easier for you to engage in projects and also to get access into other stuff. So, we, as I said, we just mentioned that they can also co-create core finance projects with ITU, but we do not go in depth, uh, for a specific project because, um, it might side-track the conversation.

Nd: How is the interaction with the resource mobilization team? Are you in close contact or do they have their own list of prospects, and you have your own because you have separate missions?

Um, there is interaction, um, because PRN team, sometimes they also get in touch with current members when they want, um, uh, when they want to push further current partnership, or if they, for example, level call for partners for specific, uh, uh, partnership with, or it can also be a project, uh, they ask for information or the background of the specific member, uh, in terms of, um, list of prospects. Their focus is mainly on foundations and donors. Um, and some of these foundations and donors are also members of ITD, for example, bill and Melinda Gates. Uh, but the, the prospects list is a bit different because we mainly look out for companies who have something to do with ICDs in PB company. It can be a small company or a medium company, medium sized company. While the projects team mainly looks out for those big companies or foundations who can contribute to IQ these work for us, it doesn't matter whether the company's big, medium sized or small sized company what's important for us is for them to join us members. This, they pay a small fee because of the nature of the development sector. Uh, they pay a symbolic fee, um, and they join the sector. Um, so the, the audience is a bit different, but it's mainly the PRM team, which looks to the current membership that are based on who of these members can be approached to contribute to partnerships rather than vice versa. But what we are doing right now, where identifying those partners who are not IDT members, and we will try to it's in the infancy phase, we will try to reach out to those partners who are not members and tell them, look, you have signed the partnership, or you initiated the partnership with IQ. Why don't you see the possibility of becoming a member because you will have more engagement opportunities? Um, yeah, with PRM is, um, uh, is a dynamic relationship because we also have biweekly meetings to update each other on the, on the work, because it's a bit different with projects because, uh, if we have a new member who joins, we brief PRN because they might be interested in the profile of the company and they can them to engage them in partnerships while for project is a bit different because if a small company joins, they might not have the interest to get engaged or co finance project of idea.

Nd: So basically you can have trade with PRM, saying, like the partners they have that are not members, you can see if they would like to become member and the other way around, the members that are not partner yet, MPS could come in look at if the member could be partnering in the project?

Yeah. We haven't started trading yet. Uh, um, but yeah, that's the, you know, not shell, that's it. Now we, we are, we haven't started yet to reach out to those partners. We're not members to invite them to these members. Um, we have extracted the data from there, from their database. They are aware of this. Um, so we will reach out to them with an offer of becoming members. Um, the same time they, it's not that they have to tell us which members they're reaching out to, to engage in partnerships. Uh, but when they see the needs, um, that they, they want to know a brief history of interaction with a specific member. Uh, we discussed with each other, because for example, if they were, uh, reach out to Facebook or Cisco, uh, for specific partnership, they would ask us whether we have had previous interactions with these companies, because they are current ITU-D members. And whenever they have, whenever they discuss with somebody who is not in the membership database, they tell us, um, if we can grab it as an opportunity for them to also show the membership benefits on the other side, what we do, um, our team, when we reach out to new ordinances, we do not jump straight to membership. Um, even the subject of our emails or exchanges would be exploring collaboration opportunities with, with X or Y, or is that, and we initiate the conversation by showing, uh, what a partnership would mean and what a membership would mean. Uh, we explain the partnership opportunities. And then in the end, we discuss about membership because if you start the conversation with an entity and use trade, you jump straight to membership opportunity. They might take a step back and see, why do I have to pay for becoming a member this specific fee? So as a UN entity, we try to reach out to them and explore collaboration, even partner with us, but to partner and to widen the partnership opportunities, you will have to become a member. Um, on the same time, whenever a new member joins, uh, we introduced them to the two PRN team, uh, because, uh, based on the, in specific interests that they have or why they joined the PRN team can direct them to a specific technology priority leads, uh, to explore partnership opportunities. I still have the same with project team, uh, depending on the initial phase of a call for projects when they are in de identification or selection phase. Uh, when I say projects, team is not only the projects team, uh, here at headquarters, but also the project managers in the field. Only if there is a project, uh, in Africa or America's region, uh, when the project manager reaches out to a few companies, they can also try to sell membership telling them that you can, I mean, you can be part of this project with HQ, but you can also explore more opportunities by becoming a member. So, it can be the same thing.

So, the ultimate goal of, of a membership is to get new companies, new entities on board and to retain them.

Nd: And is there like an upgrade or like, is it the end goal is to retain them or is there like, could there be extra evolution for members?

Well, we have two goals, it's outreach and retention. Um, but what if I, if I can think of from the important side, the first one would be retention because what's important. Whereas these better have 250 members who are engaged in the work who are active rather than having 400 members, uh, out of which a hundred are active at 300,000 on that at all. Um, so I'm currently with 300 members. Um, I cannot say that all of them are engaged.

Uh, and that's why retention is also part of our strategy because, um, if I can say 40 to 50% of them are active in the work of IUD, but because the benefits of membership are mainly focused on the events, uh, some of the members might be the opportunity to participate in a specific event. And, um, then they do not see the value just because they have missed the communication and they wish to terminate the relationship. So, what's more important for us is to have all members participating in our events, participating in our work and activities and programs rather than reaching out to audiences, bringing in 50 members. And also on the other side, having 60 members who will give the sector mainly most of the time, we're focused on retention, on interaction with current members, rather than outreach. If I can say 50, 50 it's outreach and retention, but retention is, is more time exhaustive rather than outreach, because you have to connect all the members with the, the event leaders with the medic variety, we eat, uh, they have information like music, give information, many, many things.

Nd: And when you do this job of outreach and retention, do you use, do you present stories of impact or an outlook on of the project portfolio or is it something that maybe members are less interested in?

So that, that information, uh, we have developed an information kit, which we use for prospecting or for, uh, when your members join. We send a welcome kit to them, which has a specific section on projects, although as I, and I'm being repetitive here, project is not the benefit. Remember, um, we show the project data because the way how we show it in the kids is an engagement of the community. Uh, so we show the data of, uh, we have a current number of projects, and we have hyperlinks and everything where they, which direct them to the project page and there they can serve the page and see which projects interest them more. Um, but as I said, it's not part of our conversation. For example, if I talk with a prospect, normally the calls would be around 30 minutes. Um, I do not touch a lot in projects because, um, because of the nature of how ITD considers the projects with members, um, there are great opportunities in projects.

The numbers are amazing, uh, multi-regional or regional projects, but members are not really incentivized, or prospects are not incentivized to, um, to use the project or to use the membership as a bridge for having, uh, a priority in projects, because they know that if they become members, they want to have any priority on getting engaged in a specific project. So, our efforts are mainly focused on the idea of join. As members, you will gain the knowledge, you will get the access and you can engage in projects. So, it's like networking. Uh, if your network, if you become a member, you will network with everybody and you will get the information on how to engage in projects, rather than going out there, talking about projects and ending up with nothing. Because if we talk about projects, uh, we will also lose the interest of membership, but we might also lose a prospect who can be a future partner or a project partner in, in a specific priority. So instead of losing interest, bringing it to zero, um, we try to bring them as members first, and then we widen their engagement opportunities.

Nd: And if they come to you and say what about projects? I would want to consider working with you and on a project, then you wouldn't redirect them to the project team, basically.

Yeah. Depending on which project they're interested in, it can, uh, normally it's the connection with the regional offices, with the field staff. I'm sorry, not only regional offices, because we also have very offices. Um, it's a connection with them, with the project owners and also with the project team, but it doesn't happen frequently that a member asks the project information to our team. Um, they are well aware that they can go to the ITU web page and see a specific section on projects. What's clear, what's not clear for external audiences is the difference between a partnership and the membership. So, uh, we, we do not face usually questions on projects. They, I assume that they go directly to the, to the owners or to the team in the headquarters to the project support team. Um, but yeah, when, whenever there is an opportunity, for example, members who join from Africa, we would send them the project information on a big project, which I don't remember the name now, the job creation with ILO. Um, and normally it happens when we introduce them. When new members have joined, we introduced them to the regional office colleagues. We also give them some snippets on what the activities are, the programs of the region, but then we'll leave the leads to the colleagues in field staff to lead the relationship, because our role is to bring new members and retain them. But retention, meaning from our side means to engage them in our events, participation in random speakers, engage them in our new initiatives like that talks or other initiatives work with members, but when it comes to the implementation side, um, they deal with the colleagues in the fields or with the project team. Okay. Now that's interesting. And I took as an overview of what we do. It's not always what happens, but yeah.

Nd: You were talking about like CRM, when you keep track of the context you have with the member. So, if the member has a contact with the field office or with other sections is it also recorded in, in the, in the CRM or do you also have the information?

So, the interaction with, uh, mainly on CRM, on what we are having access right now is not the full brief on what the member has done, uh, in the field, or if they've connected with, uh, uh, with a specific program or activity, uh, the, the information is mainly on registration events, um, and the overall membership information, for example, their status, if they're active, if they have full rights. Uh, but we're exploring with the I S team to if possible, because we don't know yet, because here is being, uh, if possible to get an interaction history with members because, uh, as a support service, that's how it's called. Um, we are not sure what members are doing with semantic priority leads because we, we are responsible for bringing them in. We connect them with X. Why is that? But what happens after, uh, we might not be fully briefed. So that's something that can be put in CRM, but it will need collective efforts because if you are a semantic early lead, you'll also have to put some information in the system on what are the outcomes of this relationship, not just exchange of emails.

Nd: If one of the members is talking about the project and drafting a project document in a region, you may not be aware of that?

If we're not breathing, no, we cannot find it in the system for, for the moment, because it's something that we're exploring. It might be there, but S IST, we'll have to get back to us with proper information, whether it's Pat or, um, whether it's something that is already there, but we still do not have the access. Okay. So, it is like, I do service or information systems departments. I'm not mistaken. Okay.

Nd: Would you think that there is any information that would be valuable for your work concerning projects? So aside the thing we just discussed, which would be the interactions of the member, would you have the need for an, like something else about projects?

I think I mentioned it before. Um, I mean this year we had three strategies and all of them are interlinked. Um, what would be needed from projects is, um, as I said, in the identification phase, there's a new project. When they go for partners, these partners might not be members. And if they are not members, they can be to us or they can also talk membership. So, okay. You were, you are getting engaged in this project, but why not have more opportunities by becoming a member? Um, so it's mainly on the identification phase identification and selection, because what happens after, uh, uh, prospect partner has been selected? It's not much that project in Kundu, uh, it's mainly on the call for partnerships or, yeah. So that's the initial phase of a project, uh, but what else would be needed. And I think this is very important is, um, short briefs of success stories with our members.

For example, if, uh, Cisco or Facebook, or I'm just mentioning names or big names, uh, have partnered with ITU in a specific project, we can show it as a success story. What we have done with our members on the project side, for example, Cisco has contributed here, and Facebook is country isn't there on a connectivity or developments by cities, because we cannot say that if they join us members for their own benefits first, but we cannot say that they joined us membrane loop was the result of joining as members, because it's not an impact. The impact would mainly be on projects. For example, if they contributed to a project, if they go find something, the impact would be on the implementation side. So, success stories with members, or even with non-members, which can, um, support with bringing in new members would be something beneficial, but I'm not talking about success.

Stories like to, to have documents, uh, project documents, success stories can be a one pager, uh, something visual friendly to show the impact a one page or two pagers know the impact of ITU with, uh, with private sector entity on what they have done together. So, some slides, some videos or visual, never one pager PDF slides, video, uh, something that can be shown as success story. And if I have to put it in order of importance, this would be the first. And then the identification I mentioned before, it'd be the second. If I can run success stories help more, uh, not only in retention, but also outreach.

And then datafication phase, which is done by project managers, is something more limited because they will have a limited number of names which can be used in projects, but the success story can be shared with wider audiences, uh, social media on our webpage. We can show what we have done with members in terms of projects. Okay.

Appendix 11: Interview answers – Respondent L

1. How long have you been in your current position? How many projects have you participated in?	Experience
<p>Okay, so seven years in my current position in terms of projects, uh, what is, uh, what do you mean by projects it's projects by PRJ or projects in the generic term of, uh, activities</p>	

2. Have you previously held different positions related to project management or project support?	Experience
<p>Yeah. So, I'm not, so I'm in communications, so involved in the development of projects in the, you know, that evolvment is in the promotion of projects. So, uh, so, and, uh, in terms of, uh, how many projects we have promoted exactly difficult to say, because I don't even know. In fact, if, uh, some of the projects we promote are the projects that were handled by peer J don't see, in communications, that difference doesn't really matter for us, for us, what matters is doing something that has an impact. I don't think that needs to be communicated and that's, uh, uh, but we don't, we are, it's very hard for us to see, does it come from PRJ does it come from another unit because of the nature of our world?</p>	

3. What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p><i>Nd: When you receive a project to communicate without, um, what, what format, what do you receive? What kind of information do you have?</i></p> <p>Okay. When we see things from a PR, Jay, what we receive is usually, um, a document we are, we're copied on it on a document, on a project document, or either isn't in our, you, and then we'll you, where there is a letter of intent, a letter of intent that's before we receive information, which doesn't really work for us communicators because we were not experts. We are not going to check the document because he imagined that if everyone had to send documents, we would spend our time trying to understand what a project or activity is about. That's how we receive information now. And that's how we're receiving information. At least in the seven years we have in here. And it doesn't really work. What we need is let's say that the project is signed information we need is what is the call it about? What are the objectives? Um, what are the key messages about the project? What do you want us to say, communicate about the project? This is what we communicators need. Uh, in very simple terms, when we ask that information, this information, not just peer jive, but in general colleagues, they send us reports. They send us documents to read them on what we want.</p>	

Um, that's not what we want. Uh, we always expect an expert to be able to answer these four questions, because that's what we communicate to people. This information, but we need variety information is where, how, who, when, of communications or, you know, we signed this great project with, uh, uh, this company we signed the MOU here is the MOU. And you can find all the information about Ricardo. No, no, no, no. I don't want to read the MOU. Very technical, go back to the team with even more questions. Uh, if a communicator does not understand what the project is about, a communicator is not able to communicate. And our role as communicators at IU is really to translate technical work into a language that people can relate to into language that people can understand. So, let's say if you have 10 projects and we're asked to promote all these 10 projects, what I would ask is give me two key words for each project. How different, why do we need them? What are they about? What are your objectives? Who's the target audience? Not all projects are for the same people. Some of them, you know, are for decision makers. Some projects are for all segments of society. Some projects are maybe for universities. I don't know. I'm just giving some ideas, but so less information, but the information we need for us is enough. One sentence.

Nd: Do you think that it would be helpful if some, someone from communication or maybe someone that has communication skills is involved, uh, in the conception phase of the project?

Okay. This is a very good question. A very good question, because we have always tried to push for the involvement of communications in the concept stage of, uh, initiatives, projects, either report, uh, for example, if someone wants to, has an idea and wants to produce report on e-health okay. The way it works now is that we know about this report. When the report is finalized, report comes to us, let's say on a Monday evening saying, Monica, this has to be approved quickly tomorrow because launches tomorrow. And we're like, we don't even know about this report, what he's going forward about. Oh, just read the report. No, we cannot read the report very important about who's the target holdings. Things come to us always so late and we miss great opportunities to communicate. So that's where we're pushing to really include incorporate communications in the projects, in the concept stage of the key activities, the key project issue.

So, I would say to your answer, your answer, I would say, yes, it's a great idea. Um, but then of course, projects, I don't know where a project star starts if it starts with or J or if your J is the recipient of an idea that has already been imbalanced. So, I don't know, because it may be that we don't need to be involved in the PRJ shall work, but probably to be part of a sort of brainstorming before, whenever someone has the idea or see your books, unity to me, there are areas and it's not just communications, like somehow need to be a part of these first brainstorming idea session. And it's not just communication. I will send it to all cross-cutting functions. So, from patient membership, for example, because there may be opportunities for, to engage with partners. And if our partnership unit is not involved by the time this project is developed, some partners would probably be less. So, but yes, second stage of certain things, communication should be part.

Nd: Would you find interesting to communicate about milestones projects like signature?

We do. We, when everybody's a project, we always communicate, let's say everybody's a signature. We get a signature. When we asked the launch of a project to me, this is not enough. Uh, a project has a beginning, and then I introduced if I have a project, what you really need to communicate about is not so much for beginning. It's the end of a project. And this is something that we need and how to you evaluate also the evaluation part. What happens between the signing and the end of the project? What happens in between, what are the milestones? How is the project progressing? That's the story that we need. And we don't communicate on that. We always communicate, this project is signed. It's very difficult sometimes for us to really understand what the project is about. Let's assume one week you have three projects to sign, just sign, to be signed. And we communicate with three projects. Some of them come from your J some of them may come from something else, right? Can we get the outside audience? Imagine you're outside. But non ITU audience, they will see on social media platform said, ITU has signed three projects and they don't care whether it's here, a jar or something else. Right. I care about is, Oh, three projects. That's a lot. What are they on? And then would expect to know to have a keyword for each one. This is unhealthy because we want to advance health applications in San Diego. And we will do that by 2023. That's a story. And then communicators, what we do. We work with our team to report on progress of that project. So, for example, he named months, hi, we would go to our experts and ask them, how is this project going? Can we tell a story about the progress made? And then in 2023, Hey, this is finished. Great. So how was it? We need to tell the story, how it should work, um, in my view, and, and as a communicator.

Nd: Would say that there is kind of, um, a jump between communicating the, the signature of the project in the beginning and then nothing until the end?

Yeah, and, and for that, I mean, I think the solution would be to make sure that every project now, maybe not all projects, sorry, I, because I'm most doing, um, uh, maybe not projects need to communicate to be communicated equally. There are projects that are high potential projects that need to be complicated, that a project that maybe are very technical and don't need to be complicated, or maybe very technical ones need to be communicated. Maybe locally, let's say there is a very technical project with Botswana that he's maybe too local to become communicating at the global level, maybe even at the regional level. So maybe that's going to be here to kill convexity for it, but, you know, what would be maybe important to do? So have for every project that needs to be communicated, a communication plan, a communication strategy, where we spell out exactly what would be communicated and when, what are the expected milestones. Uh, and so, you know, you plan and there is follow up. We take the responsibility, do also check on a regular basis with our colleagues to make sure that in fact, these, uh, these deadlines are met.

Nd: And are there communication people, officers in the regions as well?

No, it's all centralized at headquarters. Uh, the reason why we don't have communication officer in the region is that it's mainly for, um, because of budget because of budget. We do have, for the first time we do have a communication officer in one region and that's our states over person just started. So, it's really a sort of, um, uh, yeah, it's, it's the first time we actually have one in the region and it's in out of States.

Nd: You don't have access to the ITU the project database?

I think I do. I think I do, as I said before, that's like for us reading a report or an MOU, that because you have to keep in mind that we serviced the OBT and all the regions, it's not just project. So, for us, we don't go into, um, uh, because a lot of colleagues say, oh, I have this very database, why don't you use the database? Because we don't have the time to check the databases of every single unit. So, you know, we try as much as possible to do our diligent work because we service all unit. When it units in, in BDT, it's impossible for us to go and enter their own database, because I don't think it's a good investment because we don't have the time. We don't have those resources. We need the information from our experts.

4. Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them? What is the impact of knowing that your work will be used and consulted in the future?	Format of the tools
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Nd: And as of today, from all the documents you received, what's the most useful, one of the most useful formats of documents?

Um, frankly, um, I don't know if you see our weekly highlights that go, okay. So, we compare the weekly highlights and the weekly highlights, uh, our, um, contributions from our colleagues where they tell us what has been happening or what is about to happen in two lines, a short bed for us, it's a gold mine, because that's exactly what we need, what you're doing or what you're about to in a short sale. And then what we do, I received the information. And then if I see that it's a good story. I go to our colleague and say, this is a good story. Tell me more about this. And at that point, even if they say and any better at that point, you know, they give me all the information and the stories built and create. Not is, you know, uh, this is what, this is what we're doing. Or this is a project that we just signed. The project is about e-health in Senegal, uh, with the objective of advancing, uh, uh, e-health in Senegal, our target audience are, uh, decision-makers in the health sector. I don't know. I'm just saying something. Yeah. And we think this would be a good story. Should we work together on these to promote these? Yes. That's how, in my view, that's the information that makes our work very easy. And is that because we want to do it easy is because if we had it easy, then we can invest our time and resources to help our colleagues communicate with this product. It's easy for us. Believe, believe me, we wouldn't even w then it becomes difficult for us. It becomes difficult to help them promote that specific project.

Nd: Does it mean that you would need not the details, but kind of an introduction to everything. And then you pick from that list, those you find interesting to communicate about?

Yeah. And he's not, it's not, um, um, how do I call it? It's not a personal choice. It's not about, this is interesting, and this is not, I don't take that decision. Um, but because we are, cross-cutting because we service, we all BDT see right away when it's a good story, and we're able to create synergies with other teams. So, we are able, because of the job we do to say, that's a good story. And that's a story that needs to be told because of the job we do is not a personal choice of, I like these more than the other. No, we cannot take that decision and everything in the end is promoted, but there is promotion and promotion done in many different ways. As an example, the weekly highlights of this week, the ones that went out yesterday, I found out that we have, uh, a giga project in, uh, in some remote areas of Haiti.

And I found out that there was, uh, there was a generation [inaudible] in Argentina. These, I knew that would be great stories. Why? Because I know that we have communicated work of giga in the Americas. So, the story on Haiti is perfect, but we are working to promote a generation connect. So, can you not assume only cap fits perfectly? I know that Doreen tomorrow is going to speak at these events. So yes, we need to promote this. So, we are able, because of the nature of our work to put the pieces of a puzzle together and say, yes, this is a good story. That's a story that needs to be told with an article. We would have it; we need more information. Then I go back to the colleagues and ask for more information.

Nd: Do you think that sometimes you have the opposite flow, so not information coming to you but you giving information to projects?

Yeah, yeah. Uh, I mean, not, you should do these about, but are you aware of these ovens often? For example, again, the same example that I gave now, when I read something in the highlights, I'm like, oh, I wonder if so, and so if he knows about it because it's linked to the work they're doing. And maybe these two colleagues have at least two units haven't really spoken and the unit to say, are you aware of these? And then they, uh, they, they don't know, then they get in touch and then they discuss and then support. So, it's a give and take meaning that too, we need information, but we're also able, and we do these a lot with the director, with Doreen, where we're advised to read again, because we have this overview of the work that he's, uh, that he's done. Yeah, I think it's just the nature of the job. Um, as we, uh, I think it's the nature of a job with headlight as communicators. We had experience of seeing the story and making the connection. Cause we know VDT, we know that sometimes and you know, the teams very well. We know that sometimes there may not have been a coordination. It's fun. It's because, you know, uh, but it's the nature of the job. So it's not me. That's perfectly normal and we've seen it. I've seen it in all the offices I've worked with.

5. What type of knowledge that you have today could be hard to record and transfer? Other obstacles?	Obstacles
<p>Maybe, uh, technical information, you know, you will see it. I see it as a communicator. The biggest challenge it challenge is really to understand sometimes. So what some of the work entails, because sometimes it's very technical when it's very technical. I think that you can only pass this information to certain people, those would understand. Um, but then it's very difficult to share with everyone because if it's technical, not everyone will understand. And that goes into internal communication, making sure that things like making sure that staff members understand how even technical things can relate to the work they do can help them. Um, so that's, uh, I would say a bigger discussion. It's, it's not enough for me to push information out, save so much information, but if you're not interested in, you know, if you don't see the benefit of knowing and sharing, you want to use the information, you make it, you need to make a private event for other people. So, and that's also the incentive to information sharing, especially in most areas.</p>	

6. What is for you the biggest obstacle to the implementation of knowledge management tools in ITU?	Obstacles
<p>No, I think it's just maybe cultural that the culture wasn't there or hasn't been there a long time. I think ITU has a tradition of a fragmented ways and in silos. And if you work in silence silos or fragmented ways, you don't have a flow of knowledge management, institutional memory or information, which I think, uh, and especially ITU being an organization where you have of, you say technical by nature. We have a lot of also, uh, functions like engineering, uh, and, uh, you know, there is a tendency of culture of working like these, uh, that has to change. I think that's changing. So, I think it'll get better and better. Uh, but it's a process. This is not, the project is not something that you say starting from, we change the way, what are they doing? Because sharing information is something that if you have never done it, you need to learn to do it. And, um, and the, uh, um, it takes some time, but from what I see now, now, I mean, we've been here for seven years. The situation now is much better than the situation. I still 70 years away when I came, so are moving in the right direction.</p>	

7. Do you know about the practices in other agencies regarding knowledge management?	Extra
<p>Uh, yes, I was, uh, well with, uh, headquarters. I was part of the knowledge management team, uh, at UN HQ in New York several years ago when they actually started setting up, setting up or it's now called the IC and back was the internal tool to share information about among all UN staff members. And that's where these a knowledge management unit was institutionalized in New York. They started to see the benefit of information management. So, it was part of a huge move.</p>	

Appendix 12: Interview answers – Respondent M

1. How long have you been in your current position? How many projects have you participated in?	Experience
<p><i>Nd: So, you are involved in every project?</i></p> <p>There is a small legal team. Uh, so it's principally me and a colleague of mine that will get the, I would say probably 80, 90% of the, of the projects to be, um, negotiated for the draft agreements and the project draft project documents to be reviewed. We have an understanding with PRJ. Our focus is primarily the legal terms of the agreement, the so-called, uh, uh, cooperation agreement we signed with a donor and the content of the project document, which basically sets down, uh, needs down the, uh, the scope of the project, the timeframe specific deliverables that need to be, this is primarily concerning a matter that concerns primarily, uh, the business side, uh, how the project will be managed per signature. So, in that case, we are less involved. We are just doing a rudimentary check to see that there are knowing consistencies with the legal terms, but we are not in a, we are not in the best place to place to evaluate whether, uh, the specific, uh, key performance indicators, for example, or the milestones or the time implementation plan is actually realizable, uh, and pragmatic. This is not for us to say it's for the business side to consider. Yeah.</p>	

2. What elements of past projects do you find valuable for your work? What do you think is missing? – And not?	Type of knowledge
<p>Negotiating agreements donations primarily, uh, that are going to be used for, uh, the implementation of projects that are run by ITU. My principal point of contact is the team at PRJ because they are responsible for doing the negotiating, the operational aspects of the deal. So, all the business elements, the scope of the project, uh, they are, they are the first point of contact, uh, with respect to the donor as well because the donor is interested in actually seeing how the money is going to be used. And at a certain point, once the discussions have been a little bit more advanced, then we are actually engaging in. So also, in negotiation of the legal terms, not only just the scope of the project and, uh, the, the activities to be implemented and so on. And, um, in that point, we, we do have certain templates that we use, um, as, as, uh, to kick off the negotiations, but we are not really, uh, uh, super strict in actually going forward with those templates. Sometimes big donors have their own template. So, we try to accommodate that request to use them as a starting point of negotiation. Um, and we, we try to, uh, accept changes to the extent that they do not contravene, uh, our rules and procedures, particularly our financial rules also established by that council as specific resolutions regarding project implementation and so on. Uh, once we read, uh, negotiate the texts, then the, uh, we sign normally money should be paid in advance, uh, to ITU because we are not a bank. We cannot, pre-finance the implementation of projects ourselves.</p>	

So, we rely on these funds to be donated to it for us to kickstart the implementation. Um, and, uh, once we receive these amounts, then it's up to PRD and the project manager to, to go ahead and, uh, implement. We would then get involved only if there are any legal issues of concerning the implementation. If there are concerns with respect to the payment of the donation, for example, with respect to potential delays in the project, if the, if the donor complaints that, uh, ITU fails to keep certain promises we have made in our legal, uh, undertakings, then we'll have to be involved to see, okay, do we have an issue of liability here? Is there a specific concern with respect to it you underperforming, uh, with respect to its obligations and to figure out what could be a possible way forward for us to be very Frank? I I've been working for ITU for eight years. I think that we only had one issue, uh, with respect to, um, project implementation that, uh, required a little bit more, uh, uh, post signature negotiation with a donor. Uh, but again, the solution was fun. So, we not in to my experience, at least to the recent experience I have in ITU, we never had to arbitrate a case with respect to, uh, project implementation. So, I think our equity is okay for the time being.

3. What are the aspects of your work (phase of projects) that could benefit the most from lessons learned?	Benefits
<p><i>Nd: Do you sometimes have to go back to past projects when you're working on new ones?</i></p> <p>Uh, there were issues in the past with implementation that prompted a reaction from the donor, and these could be, for example, potential delays could be potential overspending. So, the project is being implemented on time, but, um, the funds are being depleted Y for reasons that that either are, uh, pertaining to a false calculation of, or evaluation of, of costs or that, uh, unexpected costs, uh, uh, came up, uh, that were outside the sphere. This was impossible to predict in the, um, you know, in the context of preparing the project document. But, uh, at that point we simply take stock of it, use actions, see whether there were any failures to act or omissions by ITU or any possibility of nagging sense from our point with because all of these are legal evaluations based on facts. And based on that, uh, evaluation, we, we, we consider what is the potential ability for you? What are the possible actions to we can take to mitigate, uh, this liability, future, uh, actions that we can take to mitigate risk that may, uh, also arise with respect to the same issues? And, um, on that ground, we, we get in touch with, um, with a donor and when we're necessarily the beneficiary country as well to see what the legal steps are we can take to, to ameliorate the situation, to make sure that there is, uh, an acceptable way forward for all parties. Um, sometimes for example, I'll give you a recent example. We are talking, um, about where we're trying to close a project, um, in, in the country, there was apparently an issue with the equipment that it, you bought, uh, this caused additional delays for the project implementation. So, we needed to talk to the contractor who were supposed to provide us with the equipment, see why we have, uh, legal problems without equipment, that technical problem, without the equipment, see how the specific contractor can deliver, or if not assign the work to another contractor, informed the donor in the beneficiary country. And, and so sometimes it does require a little bit of work.</p>	

Uh, but I think that these cases are not, uh, not that honestly, they are not very often, um, thankfully for us.

4. Regarding the tools you use and documents you have to fill in currently, what elements or formats make you more likely to spend time and attention when filling them?
What is the impact of knowing that your work will be used and consulted in the future?

Format of the tools

Nd: What do you receive from PRJ about projects?

Usually I receive certain information, uh, that deals with, um, the wishes of the, of the, of the donor. So, for example, sometimes C's, um, a specific template that they wish to rely on, uh, when negotiating, this is, as I said, particularly the case with big donors, like the Gates foundation or the European commission, where they, it's very difficult to convince them that, you know, we have our own rules and policies. So, this is a specific, we said other wishes might relate to the, um, payment terms. So sometimes they prefer a state, uh, payment plan, so payment instalments, so we'll need to negotiate a way where we can break down our implementation work in a specific, uh, uh, compartments and ensure that its payment it's made in advance. And it is efficient to finance the next step in the implementation plan. Uh, but, uh, we would receive this information normally in the cover letter or the cover email containing that draft. Uh, so yes, and then sometimes if the, if the project is complicated or if, uh, uh, it is, um, a program which is actually involves a wider initiative, comprising multiple projects, or it is about, uh, an established corporation we have with other agencies for joint implementation of projects like UNICEF or who at the time being, for example, then we might have some, um, uh, calls as well between legal and PRT or the project manager between legal and, uh, the other co implementing agency and sometimes, uh, between, uh, legal and the donor directly.

Nd: And do you think that other types of information would be useful for you, things that you don't get today, but that would be useful for you?

Judging from, I guess, experience only? I, I think that my success factor is primarily, do we have an agreement and is the project being implemented? So to the extent that both these elements are, and the requirements are meant are met, then I don't think I need additional information. In fact, it will be a bit difficult for us to allocate more time to go into the negotiations of the, of the actual business plan. Um, as I said, we're not in the best position. We don't have the best training to do this, and it's difficult for us to make evaluate legal evaluations on these matters. Um, on a pragmatic standpoint, it's also very difficult for us in terms of time and resources that we can allocate to go into that level of detail. It's just keeping mind. We are only five lawyers in general United you. Um, we have three sectors, uh, uh, we have telecom, we have the general secretary of they have their own requests, procurement issues, um, other legally

political issues that we have to deal with. We're simply talking about one department within BDT that actually is asking us to do certain work.

We accommodate the requests, but it's difficult to do in what appears to us to be also primarily their work, the business aspects of these deals. Um, but, uh, in another alternate reality, potentially I would be much more interested in actually going into the details and saying, yeah, okay, let's talk on, on actual name increment, actually on the implementation plan, the stock on milestones that talk on key deliverables. That would be something I would be eager to do, assuming that there was a sufficient time and that I didn't have to focus or to serve other clients as well.

Nd: When you go back to the information and you try to see what happens, where do you look at?

Well, uh, are primarily, uh, primarily our principal, um, uh, point of contact remains the project manager and PRJ because they are supposed to monitor the implementation of projects in any case. Now, what we have also in what we request is also correspondence that we have, uh, all documents that have been exchanged between, uh, the, the party, the concerned parties, be it, the donor or the beneficiary, or the subcontractor, or implementing partners, for example, so that we can get a better understanding of, of what have been basically the representations that its party made promises and so on. So, we don't stick only to the agreement, but we try to figure out, okay, what are the factual circumstances behind this delay? Did we say that we are going to do something? Was that a specific discussion, but with respect to potential delays and potential acceptance by the donor, perhaps not, uh, necessarily in the context of an agreement, but potentially in the context of an exchange of emails, um, and so on.

5. What type of knowledge that you have today could be hard to record and transfer? Other obstacles?	Obstacles
<p>Uh, if I sometimes, you know, generally okay, I'll, I'll try and frame it in a way that, um, uh, it's, it's going to be framed with the best intentions, mind you, but, uh, I'm also very, um, um, let's say, um, conscious of the fact that, uh, a lawyer generally is somebody who tries to do precision guesswork, that it is based on data. That probably is not very reliable in the first day first case. And also, that may be provided by people who either might not have all the knowledge that is necessary, or me don't even recall all the specific relevant information. So, our estimation is always based on something that it is a little bit fuzzy. We, we don't know for a fact that we get all the relevant information because the people providing us with this information either may not know all that relevant information or may have forgotten all the relevant information. So, it's, it's, um, I wish to be able to have a hundred percent of what I considered important, but I begin from the premise that probably I don't have all the information verities, uh, required for me to have an absolute, um, a good sense, not a good, but at least a flawless determination of the facts. So, it's a little bit of guesswork and I would like to have as much information as possible, but I, I begin with the understanding that this might not be probably the case.</p>	



6. What is for you the biggest obstacle to the implementation of knowledge management tools in ITU?	Obstacles
<p>No, that's a good point to be very Frank. I haven't thought about it. Uh, it would be it's a little bit a solution that it's not going to be very pragmatic. It would probably involve us being, uh, more, um, involved in the day-to-day, uh, implementation of projects, meaning that we are also corporate and correspondence. We participate in meetings, um, so that we get a first-hand, uh, flow of information pertaining to the implementation of a project. For the reasons I told you before, this is really not a very pragmatic solution because we don't have to review all of this documentation, uh, or participate in all these meetings. So, I don't think that this is feasible. Uh, second, uh, solution would be to have, uh, uh, periodic meetings with VRC or project manager so that we can get a better understanding of what is the status of implementation of, of projects undergoing projects, uh, and then for us to make a determination as to whether there is going to be a potential risk in the future. And what is currently happening is, um, we wait for PRJ to tell us we have a situation. So, this is something that might contain, um, an additional risk because we cannot really, perhaps peer today is not in a good position to anticipate legal problems that may arise. Uh, the, they are in a better position to anticipate business problems. But to the extent that legal problems are mostly, uh, a consequence of business problems, we, I think we, we can live with that for the time being it's, it's something that it's going to be, um, uh, dealt as the business problem arises, or because of [inaudible] expertise. They may be able to anticipate potential business problems and therefore tell us in advance. Here's where we, uh, uh, we are heading towards an iceberg here. So, to that extent, perhaps what I would say that it is a more pragmatic approach would be for Pearson or for the project manager to inform us not when the problem arises, but to tell us that, listen, we are just going to flag this for you as a potential concern. Do you think that it made it a discussion now, or do you think that we should wait and take our chances? So, in that case, we'll be able to evaluate us for a, of exposure from a legal standpoint.</p> <p><i>Nd: And when you say first-hand information, do you think that there is a form of information can be lost, can be forgotten or is not shared?</i></p> <p>Uh, first-hand information? Well, information that, yes, I mean, first-hand information is information you receive as it is created, or one of the recipients. Um, if you're not somebody who receives it at a second degree, for example, or a third degree, ex-post somebody who actually, uh, gets to see an exchange of lemons that was, that took place three months ago. You are actually copied in that information now access to documentation. I think we have to, uh, the most, I mean, finance database, it's something that, uh, uh, we generally have access to if necessary. We will ask peer to peer colleagues to do, to provide us with that additional documentation. Um, so I don't think that it is an issue that the problem is time and resources that even if we are indeed granted access to this new trove of documents, um, we won't be able to allocate the time to do a preventive review. Let's say of potential issues that may arise.</p>	

We will rely on PRJ to tell us either anticipate a situation where issues may arise and inform us in advance, or once the issues do become, um, uh, do, do arise then to tell us we have an issue here.

Appendix 13: Focus group propositions

Welcome to Miro

Instructions

During this sessions you will be asked to give your opinion on statements. You will have to give a grade from low  to high  to the following criteria:

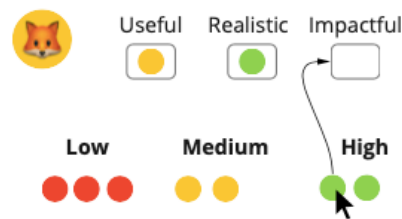
Useful: The proposition is valuable for you, it would be useful for your work.

Realistic: The proposition could be implemented in ITU, it seems achievable

Impactful: The proposition could have an impact for your work and the organization











Voting system

To vote, please click and drop a colour dot in the appropriate cell













We will start with a mock example











**0.ITU offers a one-week vacation for all it staff.
 Everyone can chose their destination.**

	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	

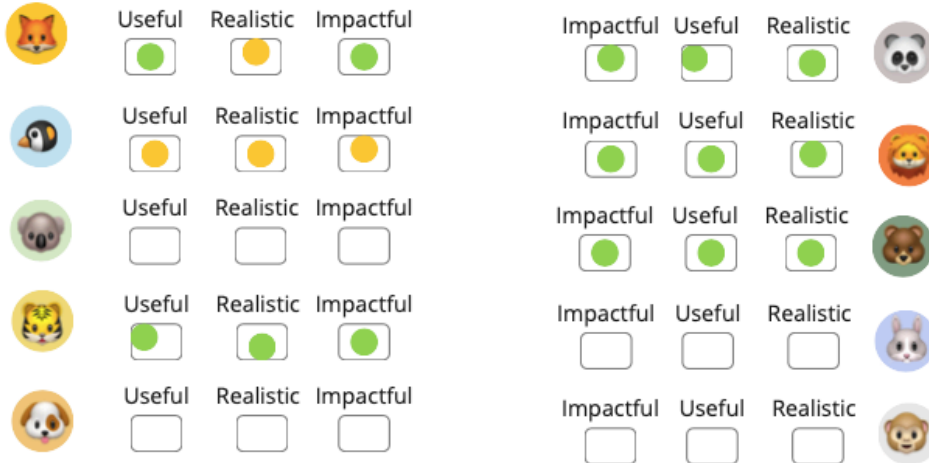
1.PRJ sends regularly a newsletter with project updates and information on its activities

	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	

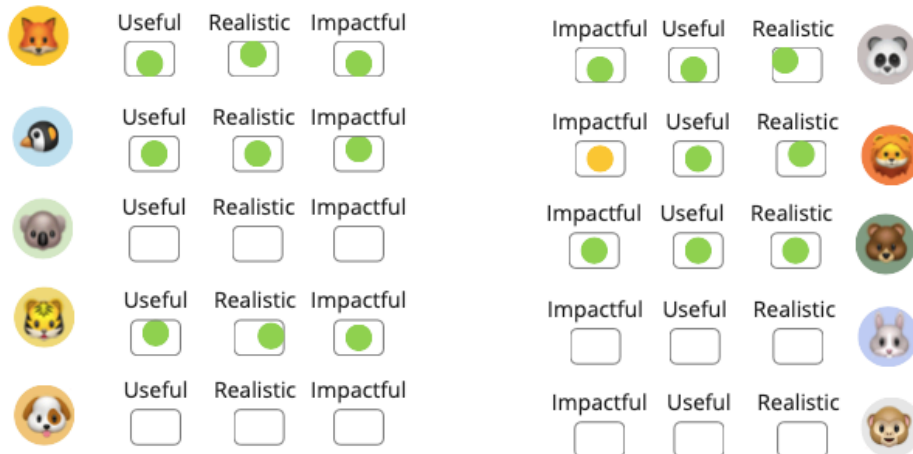
2.PRJ regularly produces reports on (1) opportunities for new projects, (2) funding opportunities, (3) challenges and lessons learned in projects

	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	











3.PRJ shares (1) success stories, stories of impact and (2) infographics within ITU and externally













4.PRJ produces a knowledge map, to indicate where are the repositories of information and to whom to address demands













5. PRJ acts as a research department, colleagues ask the team a question and receives a short answer with the relevant information

	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input checked="" type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input checked="" type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	











6. PRJ curates a repository of lessons learned, information on projects, current state of projects, which can be accessed by colleagues without the help of PRJ

	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input checked="" type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	











7.PRJ holds a repository of discarded project ideas and projects that were not funded/signed

	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	











8.PRJ produces a tailored report for project design, including similar past projects, relevant lessons learned, past exit interviews and other relevant information

	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	
	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	Impactful <input type="checkbox"/>	Impactful <input type="checkbox"/>	Useful <input type="checkbox"/>	Realistic <input type="checkbox"/>	

9.PRJ awards a "Knowledge Management Champion" title and certificate every quarter, to a colleague that did a good performance regarding knowledge management.

	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

10.PRJ takes the role of a knowledge broker. The team dedicates a large part of its time to collect, organise and disseminate knowledge products. The team produces strategic reports and analysis for the other teams.

	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Useful	Realistic	Impactful		Impactful	Useful	Realistic	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Appendix 14: Focus group answers

Question 1		Score		2.44444444	
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>		
<i>Resp 1</i>		3	2		2
<i>Resp 2</i>		3	2		3
<i>Resp 3</i>		2	1		1
<i>Resp 4</i>		3	3		3
<i>Resp 5</i>		3	2		3
<i>Resp 6</i>		3	2		3

Cnt High	5	1	4
Cnt Medium	1	4	1
Cnt Low	0	1	1

% High	83%	17%	67%
% Medium	17%	67%	17%
% Low	0%	17%	17%

Question 2		Score		2.22222222	
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>		
<i>Resp 1</i>		3	3		2
<i>Resp 2</i>		3	3		1
<i>Resp 3</i>		3	1		2
<i>Resp 4</i>		1	1		2
<i>Resp 5</i>		3	3		1
<i>Resp 6</i>		3	3		2

Cnt High	5	4	0
Cnt Medium	0	0	4
Cnt Low	1	2	2

% High	83%	67%	0%
% Medium	0%	0%	67%
% Low	17%	33%	33%

Question 3		Score		2.77777778
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>	
<i>Resp 1</i>		3	3	2
<i>Resp 2</i>		2	2	2
<i>Resp 3</i>		3	3	3
<i>Resp 4</i>		3	3	3
<i>Resp 5</i>		3	3	3
<i>Resp 6</i>		3	3	3
Cnt High		5	5	4
Cnt Medium		1	1	2
Cnt Low		0	0	0
% High		83%	83%	67%
% Medium		17%	17%	33%
% Low		0%	0%	0%

Question 4		Score		2.94444444
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>	
<i>Resp 1</i>		3	3	3
<i>Resp 2</i>		3	3	3
<i>Resp 3</i>		3	3	3
<i>Resp 4</i>		3	3	3
<i>Resp 5</i>		3	2	3
<i>Resp 6</i>		3	3	3
Cnt High		6	5	6
Cnt Medium		0	1	0
Cnt Low		0	0	0
% High		100%	83%	100%
% Medium		0%	17%	0%
% Low		0%	0%	0%

Question 5		Score		1.88888889
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>	
<i>Resp 1</i>		2	2	2
<i>Resp 2</i>		2	2	1
<i>Resp 3</i>		2	2	2
<i>Resp 4</i>		3	3	3
<i>Resp 5</i>		2	2	1
<i>Resp 6</i>		1	1	1
Cnt High		1	1	1
Cnt Medium		4	4	2
Cnt Low		1	1	3
% High		17%	17%	17%
% Medium		67%	67%	33%
% Low		17%	17%	50%

Question 6		Score		2.88888889
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>	
<i>Resp 1</i>		3	3	3
<i>Resp 2</i>		3	3	3
<i>Resp 3</i>		3	3	3
<i>Resp 4</i>		3	3	3
<i>Resp 5</i>		3	2	3
<i>Resp 6</i>		3	2	3
Cnt High		6	4	6
Cnt Medium		0	2	0
Cnt Low		0	0	0
% High		100%	67%	100%
% Medium		0%	33%	0%
% Low		0%	0%	0%

Question 7		Score	2.05555556	
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>	
<i>Resp 1</i>		2	1	3
<i>Resp 2</i>		2	1	3
<i>Resp 3</i>		2	2	2
<i>Resp 4</i>		2	2	3
<i>Resp 5</i>		1	1	3
<i>Resp 6</i>		3	2	2
Cnt High		1	0	4
Cnt Medium		4	3	2
Cnt Low		1	3	0
% High	17%	0%	67%	
% Medium	67%	50%	33%	
% Low	17%	50%	0%	

Question 8		Score	1.86666667	
<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>	
<i>Resp 1</i>		3	2	1
<i>Resp 2</i>		2	2	1
<i>Resp 3</i>		2	2	2
<i>Resp 4</i>				
<i>Resp 5</i>		1	2	2
<i>Resp 6</i>		2	2	2
Cnt High		1	0	0
Cnt Medium		3	5	3
Cnt Low		1	0	2
% High	20%	0%	0%	
% Medium	60%	100%	60%	
% Low	20%	0%	40%	

Question 9 **Score** **1.83333333**

<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>
<i>Resp 1</i>			
<i>Resp 2</i>	1	3	3
<i>Resp 3</i>	1	1	1
<i>Resp 4</i>			
<i>Resp 5</i>	1	1	3
<i>Resp 6</i>	2	2	3

Cnt High	0	1	3
Cnt Medium	1	1	0
Cnt Low	3	2	1

% High	0%	25%	75%
% Medium	25%	25%	0%
% Low	75%	50%	25%

Question 10 **Score** **1.77777778**

<i>Respondent</i>	<i>Use</i>	<i>Impact</i>	<i>Realism</i>
<i>Resp 1</i>			
<i>Resp 2</i>	abs	abs	abs
<i>Resp 3</i>	2	2	1
<i>Resp 4</i>			
<i>Resp 5</i>	2	2	1
<i>Resp 6</i>	2	2	2

Cnt High	0	0	0
Cnt Medium	3	3	1
Cnt Low	0	0	2

% High	0%	0%	0%
% Medium	100%	100%	33%
% Low	0%	0%	67%

Appendix 15: Focus group transcription

Researcher: (00:02)

We can go to question number one, that would be that "PRJ sends on a regular basis and newsletter with project updates and information on its activities.

O: (03:24)

Is this is like a newsletter internal for ITU staff or members or...

Researcher: (03:32)

It would be internal to ITU, ITU staff only.

Researcher: (04:19)

I can already see that people find it rather useful, realistic as well, a lot of green. I see that there is some orange for impactful. What do you think? Can you comment on why you put orange in impactful?

S: (05:08)

So information can be interesting and can give us knowledge about projects, but the impact will not be so important because, I don't know what with this information we can improve, I'm not so sure about the impact of the news and information for BDT. I'm not sure it will have a real impact.

Q: (05:40)

I also agree. I mean, it's useful. Yes. But impact is medium. Impact means that there needs to be something, but this just looks like an update. So it's just a newsletter kind of thing.

Researcher: (05:58)

Okay. I see some red as well. Could you comment?

P: (06:06)

It's red because a newsletter will, let's say it will be difficult to provide some impact to inform on the project impact. That's why I have put low.

It can be useful, but not impactful. And every week you cannot have impact on project implementation. So that's why it's low.

Researcher: (06:38)

Okay. Does somebody have any other comment?

Researcher: (06:47)

So we are going to question two, which is "PRJ would produce reports on opportunities for new projects, funding opportunities and challenges and lessons learned in projects.

So those would be three types of different reports.

N: (07:08)

So which one, are we supposed to respond about, as you said, there are three different things

Researcher: (07:15)

I tried to, consolidate them in one single question, but then when we're discussing afterwards, you can express, if you think that one of the three is more impactful than the others for instance.

Researcher: (09:06)

Okay. So here we see a more contrasted answer. I see some green under useful, I see more orange under realistic, maybe first we can start with the positive, the people that put green, what do you think? Why do you think this would be useful or impactful in your work?

N: (09:36)

Maybe I can start. Just as a general rule in that context, of course, not in general, the more information we have available the better. In terms of really synthesised information about what has worked, what hasn't, this is really very severely missing internally. I'm actually here because I'm on my first project, officially as a project manager in in that context.

And when I started, I was really surprised to see that there was nothing, to really start from, so definitely that's a need.

Then opportunities for new projects, for funding, I would expect that this is about the internal funding that is available, maybe for projects. Again, sometimes we miss opportunities just because we don't have the information or we don't have it when it's the time to do certain things.

So definitely, any kind of clarity about how things are going, the different experiences that people have had, even groups like this one, having that would be extremely helpful.

Researcher: (10:57)

Any other comments on the positive side, or should we go to the red dots?

S: (11:03)

Just agree with N. It would be very useful exactly for the same reason We are facing sometimes some problems finding information, and that would be very useful. As partnership and resource mobilization, that could really help us.

P: (11:28)

Yes. I agree. It is useful, but the key issue here is when you say regularly produces reports. Regularly, it's a weekly basis, a monthly basis or a quarterly basis? It's something we need to precise in order to be useful for me, a quarterly report would be enough for our kind of projects, except if it's just a workshops or training, but if you come to infrastructure, for instance, we need to have a minimum quarterly, not a weekly or monthly reports.

Researcher: (12:22)

Okay. I see that there are also red dots under impact and the realistic. I think it will be interesting to discuss the realistic, aspect.

S: (12:33)

Realistic it's me, I put the red dots. I'm not the only one. We already struggle to find information about opportunities for new projects and to really get any concept note, any kind of information. It's very hard to get it. It's bits everywhere in BDT.

So for realistic, it would be hard, but that would be really good, but I think it needs a good strategy for that and a big work on that to possibly, in one year time, when everybody knows about it and can give their impact and work on opportunities for new projects, it can work, but for the moment, I will find it very hard to do it.

Q: (13:31)

I also put a red dot on realistic. I can justify, because the way now PRJ is, positioned, we are not at the forefront to identify new project opportunities, because it's usually the focal points or the regional colleagues who are facing the countries and who are seeing the needs. And also when it comes to funding opportunities, PRG is not, again, positioned to, if you're talking about internal funding yes, to a certain extent, but if you're looking at a wider angle as the partnerships, there's another division for resource mobilization. Maybe this question makes more sense if it is a PDD activity, rather than limiting it to PRJ. Because as I said in the funding opportunities angle, I think PRJ is not there because we just intervene when we have a project already. So funding opportunities usually present themselves before a project is materialized. So maybe this could be at a departmental level output.

N: (14:41)

If I may quickly pick up on that one, you're referring to the way things have been done until now. I hear what you're saying, I was thinking about that within the existing resources that you have in the division, you probably don't have that much of a latitude to do things like that because to do things like that seriously, you need time, you need to invest really a lot of energy to produce something useful for people. But I think the whole exercise we're going through, I hope, is to identify new ways of really doing those things. As you said, doing that together with the fundraising division makes a lot of sense. Maybe other partners along the way, and it's a question of resources. We don't have to forget that it shouldn't be just put on top of someone else's already very long to-do list. So we have to be realistic about how much people can do, but if the resources are available, if we assume that, that should be feasible.

Q: (15:53)

That is a lot of assumptions. So that's why I put it not so realistic. That's why I gave a low. If we were close to achieve that, I would have given it high. Because the other answers I put all green impactful and useful. I certainly agree to the benefits of this.

So maybe by putting a red dot of realism, we make sure that this is already a demand, but there is not enough resources, so this work can further be advanced by management, thinking about allocating additional resources to make it happen, if we believe that this will be very impactful and useful.

When it comes to realistic part, we should not assume we should just look at the facts and see whether it's really possible within the existing conditions, so that actions can be taken because if you put there high, if it is so realistic, then do it. So we, shouldn't just not assume. I think when it comes to answering realistic, we should see the current state and then if it is not realistic, but impactful and useful, then we should find a solution to make it realistic goals.

Researcher: (17:07)

I see that O you are raising your hand.

O: (17:09)

I agree with the colleagues, but also maybe I would, reformulate a bit the question, because I wouldn't think about PRJ producing reports, but more trying to locate the platform that would be opening where any project managers, if they have a concept idea or a seed idea of a project, they could include this information in this very simple platform. And if it's open, you have already some target countries, so then it will allow to create the collaborative mode that we want between the different sections and subdivisions. So it's not, I put yellow because for me, it's not realistic that PRJ, they are already doing some project report each quarter. So there is no need to report because sometimes we don't have the time to read as well. But for me, it's more find ways in where we could put the information and in a way very visible and easy to navigate and this would create synergies between us.

Researcher: (18:16)

Okay. Thank you a lot. I see that R is raising their hand.

R: (18:20)

I put two red dots, and it's more or less sort of the same reasons. And I share the concerns of my colleagues and, it's mainly to do with the reports. I think that no one has time to write the reports.

No one has time to read reports, producing reports take time, and here we are talking about opportunities for new projects and opportunities for funding. If the time is used to write reports and read them, someone else would have jumped on the opportunity to fund or contribute to a project. So the information has to be shared in a very timely manner, for colleagues to know that there are opportunities, and sometimes, something we don't do, but something as simple as, and I know not everyone would agree, but, an email with a clear subject line, very clear on what that email contains and just in the email itself, the texts, a short line saying "here, there is an opportunity" or share with your network, but it has to move really fast because I think we're wasting too much time on the drafting and reading, plus the internal processes also, are also pretty long. And then the question which was raised was what of these is actually for external consumption and what of these is for internal consumption, you know, it's, opportunities for external audiences or not, and then the work with resource mobilization. So that's why I put the red dots on both things, but it has to do really with the reports, not with the angle, the opportunities and funding. This is, this is information that we all need. Definitely.

Researcher: (20:19)

Okay. Thank you a lot. N, I give you the floor again.

N: (20:24)

Thank you. And sorry for taking the floor again. I just wanted to react to what R just said, and I should disagree with you R on the impactfulness of, research and aggregated or, um, analyzed information like that. And I appreciate that, people tend to read less and that's a problem in itself. People tend to write less and I personally think that's a problem too. Maybe Q can correct me if I'm wrong, but you cannot prepare for a project for a good project and for an impactful project, if you don't do your prep [preparation]. So you have to do a lot of reading, you have to do some writing to get on the project. It's not something that happens on the fly. I think there is a lot of work that needs to be done ahead of time and informing that work can help. Learning from the experience with certain partners, or with specific areas can actually be a lifesaver in things like that. We shouldn't be repeating the same mistakes over and over again, and I'm afraid we are doing that.

So I appreciate that we shouldn't be doing 100 page reports, this is not how I read it personally when I saw the question, but that information should be, to my mind provided in some useful and regular form to be useful.

R: (21:57)

Just to clarify, because I know very well and I agree with you N that all the work related to a project that's different, I was just referring about the quick information, that needs to be shared with either outside stakeholders or internal colleagues on "there are opportunities right there".

And then let's say you get the message and then you click and you go to more information, whether it's a report or something else, it has somehow to have an engaging factor of you wanting to read that report. So I was more talking about this first step of the engagement to really create that hook, that interest, whether from colleagues or from external partners, I was more referring with a communications hat of course, more on that, but otherwise, I agree 100% with you. And a lot of us have done the resource mobilization training or the project management training, so I agree 100% with you. It was more about engagement part.

Researcher: (23:07)

Thank you that I think we can go to Q, and then we can go to the next question.

Q: (23:13)

Thank you. I think I hear both angles and I totally understand the concerns that R raised and the concerns N has just raised, both are correct. So we need to find a balance. We should be conscious of our time. So we should be conscious how much percent of our time we are spending on potential things and how much percent we spend on actually real work at hand. So we should make it a good balance between the two. So I go back to the question again, because I have issue with the question first I raised the issue is not only PRJ because when I see funding opportunities, it should be a departmental level. So hearing the interventions of N and R, I have another issue with the question, what I would suggest instead of saying producing regular reports, as it asks the question, what is the regularity. Instead of this, let's put in place a depository where people who are in need of information can go and access. If they have time and a P to read, they can go read whatever is there. So instead of making it a periodic reporting, it's also stressful, I would rather have this information just gradually added into a depository. And then people go and read if they feel there is need for them to do.

I think that will be a better solution than having like a newsletter kind of reporting because nobody reads. So anybody who is in need of reading this would find that depository and go through it and find the relevant information.

I think that would make a good balance between the two positions.

Researcher: (24:51)

Thank you a lot, P?

P: (24:55)

Yeah, just I wanted to add the comment on that of course, it is good to have a repository database. But I think a key element here is to have a human discussions among a project manager and the team is always the best way you can learn and do your research by exchanging ideas.

Researcher: (25:23)

Thank you. I think we can move to question three. Its exactly the purpose of the exercise to have different opinions and then having all the other visions as well. So question three, PRJ shares, success stories, stories of impact and infographics within ITU and also externally. So when I say infographics it would be charts or diagrams or visuals or whatever.

Researcher: (26:30)

Okay. So I see a lot of green this time, some yellow as well, who would like to comment?

S: (26:38)

I can start, I just put yellow because I don't know if its PRJ that should be doing that or PRM. We started to showcase the work we are doing with the partners in PRM, and we are trained to find success stories, and we do need to have some more exactly, but I don't know if it's PRJ that should do it or PRM. It's just for that. I put yellow, but I do think if PRJ does it, it's all green. And if it's PRM that does it's all green because it's very important, but I'm not sure because we started to showcase all the work we've been done with the partners in the website and we try to share success story or so. But we need to decide who's doing. For that I put yellow.

Researcher: (27:02)

Okay. Yes, Q?

Q: (27:40)

I think we have already started doing some of it, at least for the post-implementation reviews because with the communications team with R, we collaborated on a number of projects. We have undertaken number of missions to the sites and we have produced some reports as well as some videos. So those are already made available on the, on the projects website of BDT. In terms of infographics, we are also doing some, but giving the overall portfolio figures. There is no infographic that can capture the impact because impact is something different. But in terms of portfolio, we have some infographics already. This can be further enhanced actually to go into more details. Maybe if time and resources allow, we can increase it. But before COVID, we were doing those missions to showcase some successful projects. That's also good for communicating actually, it's good for the promotion of ITU work.

Researcher: (28:47)

Okay. I see the P is raising their hand.

P: (28:49)

For me, all the questions we are talking about PRJ, I think PRJ alone, it can't do much. I think it's more project teams because we have PRJ, we have project managers who can be at the ITU headquarters, but on field as well. So it's a team, not only one division.

Researcher: (29:24)

Okay. If no one else has a comment, I think we can go to question four.

Researcher: (00:00)

So once again, maybe here, because this has been a regular comment, PRJ, but it could also be a PDD or another unit, produces a knowledge map to indicate where are the repositories of information and to which colleagues they can address the demands.

Researcher: (00:22)

I see lots of green. Someone has a comment on this suggestion?

Otherwise we can go to question five. I think it's good if we can keep going because we have some other suggestions. Question five is "PRJ acts as a research department, colleagues ask the team questions and receive a short answer with relevant information".

Q: (02:02)

Researcher, a clarification request. What do we mean by research department?

Researcher: (02:09)

A team which purpose is to do research, to do strategic business intelligence and basically going inside databases and repositories to gather information and then deliver a short answer. So instead of going to database, people come to PRJ, ask a question, like "how many projects have there been in Korea?" And then PRJ is sending back an email with, "we have had 15 projects", here's the list. That's an example.

Q: (02:56)

This is already the case, I didn't understand exactly what to research that one. So people already can ask this question and we answer. And when you say research, I understand something beyond that because it's not just combining information from some database and just answer because I think colleagues can ask still, there is no issue, but when you say research department, I'm more looking towards in what field, what kind of unit we're supposed to do a research on?

Researcher: (03:28)

It is more being the reference of everything that is linked with project in ITU.

Q: (03:44)

Not realistic, but anyway, go ahead, N.

N: (03:45)

This is definitely a point that that is worth clarifying because, I didn't understand it the way you put it now, Researcher.

I think maybe with regards to project management, the PRJ team can be a reference point, but in terms of research about projects in general, a project is always a project in a specific field. And I don't see the project offices well positioned to be doing that kind of research. But maybe on project management then...

Researcher: (04:20)

Actually, yeah, that's a clarification worth making. Thanks a lot. It's would not be research on a certain topic or on a certain country, it would be more strategic research. So knowing how many projects are ongoing at which stage, how many project ideas there are and so on. But you will see question six is the alternative. So those are on-purpose conflicting visions. So I see here a lot of red, some yellow, a little bit of green as well. Would you have other comments?

O: (05:07)

So I put red in the fifth question, just following what N says, like the second test scenario, more technical, let's say knowledge on research. I don't think PRJ, is in a position to deliver the technical research for the different thematic priorities and the different topics that we address at ITU and BDT. But if it's for a strategic guidance and research on project management, I would go into green.

Researcher: (05:41)

Okay, R?

R: (05:43)

I put a green, I don't know the details, but based on what you said, Researcher, for us, communications people, when we ask questions and people tell us "check the database or check the website" and then we are not very happy in the sense that usually when we ask questions is because we need the answer right away. So in that case, this is a situation where we ask a question and usually these questions are also from journalist. So that's why the information is needed right away. And we cannot ask the journalist "just checked the website" because the journalists, would already have checked the website. So the information that is given in a timely manner by email and quickly is very important for us communications people. So I was coming from that perspective, and that's why I put all green.

Researcher: (06:38)

Okay. Someone else would have a comment?

P: (06:48)

Yeah, I think my comments will be like Q, we are already doing that research as project managers and PRJ team. So it's useful, of course it will be idealistic to be impactful, but it's in a medium level, as the project managers will search more to have clear objectives and impact for their respective projects.

Researcher: (07:25)

Okay. I think we can go to question six. So "PRJ curates, a repository of learned information on projects, current state of projects, which can be accessed by colleagues without the help of PRJ".

Researcher: (08:33)

Okay. A lot of green here. Would you have comments? Maybe comparing with the previous proposition or other comments? Yes, Q?

Q: (08:50)

I think this is something useful, colleagues tend to also agree with that proposition, still, the way you described the fifth question, actually more overlaps with the sixth one. I think the formulation of the sixth question is far better than the fifth one. So we are only missing the lessons learned part actually, because on the other fields we are taking action. We already have information on current projects, but lessons learned is missing. So we are trying to take action on that just to let colleagues know.

N: (09:21)

Q, just a question, but the lessons learned that is something that you should be getting from the project managers, right? Maybe to some extent also from your perspective of how project management was done.

Q: (09:36)

Exactly, it's a combination of both.

So in terms of how the project was managed is coming from PRJ and the project manager, but the challenges, the problems that project managers face need to come from the project manager who has lived through all this experience. So what we try to do now is to emphasise this lessons learned in the closure reports when we close a project and we tend to do now exit interviews, so when a project is completed, we just reconvene with the project manager to discuss how it went, what was the problem, what about challenges and so on so forth, we to try to document that, but it takes time for us to do it for a number of projects to populate enough number of answers, to make them meaningful and present them in a meaningful way. So we are taking action on that. We started doing those interviews, but we don't have enough number of such interviews to populate into one place to make them meaningfully resembling a conclusion. So it will take time, but we are working on that.

Researcher: (10:46)

Just be interested to know R what's your vision on this one compared to the previous one.

R: (11:02)

I fully agree with what Q said fully. The way it is also formatted is much better. This is something that communications would absolutely support.

Researcher: (11:16)

Okay. Thank you a lot. Wan go to question seven: "PRJ holds a repository of discarded project ideas and projects that were not funded or not signed at ITU. Of course, if the discussion is getting over 11:00 [planned end of meeting], please feel free to leave the meeting.

Researcher: (12:33)

Okay. So this one is also a question that is not all green, not all red. I see a lot of realistic red dots and then impactful and useful are more orange and red. Would you have comments?

Q: (12:52)

Maybe I can start, this is realistic this is information that can be traced, but is it worth it? This is the question. Is it worth the effort? Because if something didn't go through, there must be some reason. Usually those projects, we work on their demand elements, so there is always a demand. So that project usually goes through.

So there are not so many projects that got interrupted on the way. It's not like we present various projects and countries pick among them. It's not the case. So it's usually the demand comes and it's projectized and then it goes through. So to start with, we don't have so many projects that we would discard that I could say, even if there are the usefulness is also questionable, because either there must be a lack of funding, but if the project was addressing a need of a specific country that may not be applicable to another one. So that's why I'm not so sure about its usefulness and impact on us, but it's realistic. I'd put green on realistic. Yeah.

N: (13:59)

And I agree that it's more interesting the news [inaudible] as information. I mean, it's always good to kind of have that idea of where we stand with different things. And the projects that didn't make it to funding is also an indicator of where the interest of funders is so that it can be just a hint. Yeah, I agree. It's probably not truly useful.

(14:24)

R leaves the meeting

Researcher: (14:24)

Okay. Other remarks or comments, otherwise we can quickly move to question eight, which is: "PRJ produces a tailored report for project design, including similar past projects, relevant lessons learned, past exit interviews and other relevant information. So the idea here is that if a project manager wants to start a new project in the region about a certain topic that they would receive this kind of report with information on what has been done previously.

Q: (15:05)

Again, I think we go back to the same question because, you know, the content of the projects usually come from the relevant team. So when you say tailored report, what do we mean by tailored reports? So without having the project itself producing a report, I think it's worthwhile to have a discussion rather than trying to put things in a report. So if somebody has an idea of a project, I think we can discuss, and we can find out the past projects, examples, or any lessons learned out of it. We don't need to present it in the form of a report. This can be done. As P was saying, we can do it by just discussing with the colleagues.

So I'm not a fan of having this kind of wording like tailored report for a project design, [inaudible].

N: (16:11)

I agree. I think it's probably too much effort invested in something that might have limited interest or interest for a limited number of people. But that the idea of having a repository of all the information about how projects were conceived, then all the progress through the project and then the lessons learned in the end.

I mean, if we can manage to have a repository with that, with all that information in it, then it's going to be just a question of producing that tailored report would be a couple of clicks because then we would choose the things that we're interested in. Then there you go. So, so it's probably a better idea to just think of a solution of really having a very searchable very well, kind of informed the repository and then, choose a reporting automatically from there.

Researcher: (17:06)

Okay. P?

P: (17:09)

Yeah. It's not clear for me, if it's a report for the past event or for the project design. If it's related to project design, I think really it's not useful. It can be, that's why I have put to a medium, because in the past we did the such tailored projects, well design, et cetera, during the "Connect the world" serie for Americas, Africa, Europe, et cetera, but it was not useful. So too much work for nothing. I think that we need to be realistic and act one by one based on the real demands from member states.

Researcher: (18:00)

Okay. I see thumbs up from Q, I saw that S you were unmuting. Would you want to comment?

S: (18:06)

Also sometimes what has been done before, it's not relevant to what can be done today because time change, needs change and all of that. It wouldn't be always relevant and it will be lots work for something that it's possibly, that can be used today because time changed and needs changed. So I'm not sure I would be so relevant.

(18:36)

N leaves the meeting

Researcher: (19:07)

I think question nine is more of a more creative one. "PRG is awarding a knowledge management champion title and certificate every quarter to a colleague that did a good performance regarding knowledge management".

Q: (19:23)

I mean, this, this is very easy to do. We can do it, but I'm not sure if colleagues will be motivated to get this award.

Researcher: (19:28)

P, O, would you like to receive this title and certificate?

Q: (19:37)

Will you be intrigued to do more because of this award opportunity? This is the question. Encouraging, encouraging you to do a better performance on it, more with management aspect. Would you produce more reports, more insightful reports just because of the reward?

O: (20:14)

Not necessarily. I mean, we already need to produce these reports with donors and everything that it's already a part of it. So I think, yeah, not necessarily.

P: (20:32)

I have put a very low, actually, it should be very, very low because we are already paid for what we are doing if we do in a best way, we'll be satisfied with that. We used to have these awards in ITU, but to the people who go to the awards were not the one who are producing more or working better. Again, it will be a "have seen" story.

S: (21:12)

I think that somewhat, sometimes to praise someone who did a very good job and show what he did can have an impact.

I come from private sector, and I think sometimes we can feel a bit in ITU the "fonctionnaire" [state worker] mindset, I don't know how to say it. So sometimes to actually have a bit of a competition, it can bring something stronger. But possibly not like management champion, but something we can put a bit of competition and impact people and they will like to do more or just say "okay, I did a good job, I'm happy I did it" and we praise him for that. It's not just, "okay, you did your job, we don't care about it", but no, we praise the good job you did. I think it can be an impact, but depends how you do it. It's if you do it like champion thing I don't know, it really depends on how you will present that.

P: (22:22)

This is a very interesting point. As I said, we do things in a team. We have the project manager, PRJ, we have procurement, we have legal aspects. Giving an award to one person it's not be fair. So it happened to me in the past for some projects, it's not published, I got an award from the member states, to be precise from Djibouti. I refused it because I said, I'm paid for that. And I'm not the only one working. We have a team working behind, even if the project manager was on field at the end, we decided to have the whole ITU award and the Secretary General is the one who took it on behalf of the whole teams. So that's, I think the award ideas is not correct.

It would be always unfair for other people who are working behind the scene. For instance, the assistant I had the time was very, very useful. So we have to be careful on that.

S: (23:47)

I think you should be a team receiving that award if need be.

O: (23:54)

Maybe just following what S says, maybe the project, the project award. So then it's that knowledge therefore, of the different colleagues.

Researcher: (24:16)

Okay. Interesting as well. And finally, the last one, I think it's similar to what we discussed before, "PRJ takes the role of a knowledge broker, the team dedicates a large part of its time to collect, organize, disseminate, knowledge products, the team produces strategic reports and analysis for the other teams. So here we imagine that we do not have the current resources so that that will maybe need to have more people inside the team or people with different backgrounds, for instance.

So it could be even having a data scientist on board or strategic officers of things like that as well.

Q: (25:04)

I think that is totally different than the current mandate. So what we are intending to do is to support projects in design, implementation and the closure. And we also conduct monitoring and evaluation. So putting all these functions aside, which are the main project management functionalities actually and just doing some knowledge management and collecting disseminating information is a total diversion from the main duty. So I don't agree that the current PRG should be doing that, just giving away all its functional responsibilities and just trying to collect information, disseminate information. I think this can be a side activity, not taking the majority of the time, but I don't think this is the main focus. I think the main focus should be still on the operations of the real work at hand. You know, collection of information is not the real work, it is a part of the work to enable proper functioning for the future work. But still the main work is to implement projects, to monitor them, to follow up, to design new projects. I think we should not miss the essence. The core is to create new projects, to implement them, to conclude them in a successful way. And on the way we conduct this information to make it useful for our future work. This is how I see.

S: (26:47)

I didn't reply because for me, it's a bit of a tricky question. It can be useful, it can be good, but this doesn't belong to PRJ the way it is now. I just find it to be hard to reply to this question, so I didn't put anything.

Researcher: (27:01)

Would it maybe be different it would be like a new team in PDD? That would take this role or if it would be at the PDD level, for instance?

Q: (27:16)

Even if it's a new team, that means this work should not be only about projects. When you say knowledge broker you're talking about not only projects. I mean, the definition here is very broad in my sense. I think there is some kind of a division in the general secretariat of like strategic, corporate strategy, something like that. So there's already a division in the general secretariat.

If you are talking about this, if they are capable of connecting, organizing, disseminating all such information, I don't know, but I don't know why we need that in BDT. If you ask this question to management, they would love it because they need somebody to do all this, to present in a concise manner, all this information. So if you ask this question to a management level, they would love this. But the problem is we are organized in a functional way. Which means we need to focus on the functions that we do, on the work we do. We have core functions to do. I think we already have somebody who's in charge of reporting, right? In BDT. We have somebody, I think there is somebody coordination and reporting, right? So maybe this assignment could be under the responsibility of that person.

S: (28:46)

There is some gaps missing in this reporting, but I don't know...

Q: (28:51)

Because the problem is now everybody is tending to be in the reporting. So I think reporting should be a few people. I mean, not everybody should be in there. They should report what they do, but still we are focusing too much on reporting. We are ignoring the main work because I see this kind of tendency in the questions and the entirety of the questions.

We didn't speak about enhancing the corporate functioning or implementation of projects. But we talked about only reporting. I don't know if it's on purpose, but I see a general tendency that the people are more talking about reporting than the real work itself.

Researcher: (29:36)

Would you say that the added value of PRJ is more in the operational functions...

Q: (29:45)

This is the main work, you know, reporting is just reflecting what you do or what you intend to do. Reporting is something attached to the main body. So the main body is the core business. So P is in a functional division. He has to do some things. And reporting is attached to its work. S is working in a functional division. That functional division needs to mobilize resources and partnerships and reporting is attached to that business. O is also working on something, something tangible, deliverable, and then reporting should be attached to what she's been doing.

So to me, reporting is secondary to the primary thing, which is the main core business that you need to do. But I see around people talking about reporting because it looks, I don't know, maybe attractive?

S: (30:42)

The problem is now that sometimes we take more time about reporting than doing it the business hitself, so this can become a problem. Whereas the main core of what we're doing must take more time than reporting.

Researcher: (31:04)

I think it's an important point. Of course, all the questions were about reporting because that's the topic at hand, but I think that's also very important to state what you just said that the reporting should not take over the real activity and the real deliverables.

The researcher thanks all the participants and ends the session.