



## INTRODUCTION

The 2014-2020 Learning and Knowledge Development Strategy (LKDS) recognises 6 major fields of activities for meeting the DGs objectives in these areas. They comprise:

Knowledge Management (KM)	Learning
<ul style="list-style-type: none"> <li>People and Corporate Culture</li> </ul>	<ul style="list-style-type: none"> <li>Core business training</li> </ul>
<ul style="list-style-type: none"> <li>Organisation and business processes</li> </ul>	<ul style="list-style-type: none"> <li>Learning Tools and Delivery Methods</li> </ul>
<ul style="list-style-type: none"> <li>Facilitating corporate systems</li> </ul>	<ul style="list-style-type: none"> <li>Needs assessment, quality and impact</li> </ul>

### A. ONGOING PROCESSES

A number of ongoing processes, such as implementation of the Internal Communication Action Plan, the simplification of DEVCO processes and development of future IT operational system (replacing CRIS functionalities that cannot be integrated in ABAC and future PCM platform) will lead to additional actions at a later stage. These processes are listed below and detailed actions will be identified and integrated in the action plan once results are available and have been endorsed by DEVCO's management. The processes should take into account general and specific objectives of the LKDS.

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### B. ONGOING ACTIONS

Several ongoing actions in the field of KM are enumerated in this section.

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### C. PHASE 1 PRIORITY NEW ACTIONS

New priority actions for immediate implementation have been identified in the fields of KM and Learning. For each of the actions listed below an action fiche describes the envisaged milestones and timeline for its implementation.

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### D. POTENTIAL PHASE 2 NEW ACTIONS

Finally, some actions have been identified for possible implementation at a later stage. Their final pertinence will be analysed once the actions resulting from the ongoing processes have been identified and/or further information collected and an analysis made.

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## A. ONGOING PROCESSES

Actions will be added where required after final results of the below listed processes are available and endorsed by management.

### Knowledge Management

#### *People and Corporate Culture*

1. **Action Plan on Internal Communication adopted in June 2014** foresees several actions which are now being implemented. They concern the areas of:
  - a. Creating a shared vision of DEVCO's mission and fostering staff involvement and participation;
  - b. "Corporate culture" shared by HQ and Delegations, also addressing the weaknesses in this field identified in the 2013 staff satisfaction survey;
  - c. Improving access to information;
  - d. Improving communication on HR-related issues;
  - e. Promoting knowledge sharing (KS).

#### *Organisation and business processes*

2. **Improving DEVCO business processes** – further to external assessment of DEVCO's processes and procedures – proposing, developing, testing rolling out solutions streamlining processes and procedures by the simplification task force to ensure KM-related deliverables in all 3 tracks.
3. **EU Development and Results Framework:** Definition of indicators to be used for reporting and communication purposes, covering DEVCO's main sectors of intervention by end of 2014.
4. **Implementation of the New Evaluation Policy "Evaluation matters"** adopted in July 2014, based on "evaluation first principle".
5. **Review of the core methodological guidance** with a specific focus on better knowledge of the context and use of lessons learned for the design and implementation of our operations.
6. **Review of the monitoring methodology, including on results reporting and progress and completion reports against objectives and expected results**, to improve the information and knowledge on ongoing operation.
7. **Review of European Development Report (EDR) and DEVCO policy on financing research:** Based on external evaluation of EDR: define DEVCO policy on financing research to inform development policy and practice.

#### *Facilitating corporate systems*

- 8. Future DEVCO IT operational system development:** Develop a vision of future operational IT system architecture that will replace CRIS modules not integrated in *ABAC* and future *PCM platform*. The system to ensure key deliverables: link with other KM systems, single search tool, collaborative parallel documents drafting, sharing documents in specific area including with Delegations, DEVCO-wide tool for monitoring implementation of programmes and projects replacing local Excel-based tools, developing data-extraction and automated analysis, further integration of IT tools and improving functionalities. IT systems developed internally are integrated in the document management repository (*Hermes*) with regards to official documents; Document management policy is respected for any IT system development.).
- 9. Integration of CRIS and Hermes:** The objective of this process is to integrate the management of official documents stored in CRIS and its successor into the corporate document management solution (HAN - Hermes-ARES-Nomcom) and enhance the interoperability of the different systems with Hermes. The completion of the roll-out of ARES in the Delegations will set the basis for the integration and for the phasing out of the storage repositories used by CRIS.

## B. ONGOING ACTIONS

### Knowledge Management

#### People and Corporate Culture

1. **Support to the Transversal and Thematic units** for knowledge sharing activities, methodological issues and learning events in the context of the Program and Project Cycle Management (PPCM) contract programme of activities.

#### Organisation and business processes

2. **Enhance content quality in data and knowledge bases and resources:** Better guidance, templates and facilitating processes. The ongoing actions include:
  - a. Regular checks of quality of data in *CRIS* under Data Quality Action Plan;
  - b. Quality and update assurance by Head of Delegation (HoD) in EAMR;
  - c. Review of EAMRs in HQ and feedback to Delegations;
  - d. Continuous EAMR improvement;
  - e. Streamlining of Key Performance Indicators (KPIs) for reporting in EAMRs and SDAO;
  - f. Rationalisation of reporting in *Data Warehouse*;
  - g. Phasing in electronic SDAO report;
  - h. Preparation of Results Framework.
3. **Enhance document management:**
  - a. Promoting *ARES* as a transparent and evidence-based knowledge base through DMO network, training and workshops e.g. on document search;
  - b. Providing advice to units on the use of the shared-drives;
  - c. Supporting together with EEAS and DIGIT the rolling out of *ARES* to all Delegations by 2015;
  - d. Fostering paperless circuits (e-signatory) through a pilot project in 3 Directorates, which will be rolled out by end of year to the entire DG;
  - e. Promoting an increased use of the versioning functionality in *ARES* to ensure complete, transparent and accountable decisions.
4. **Enhance Knowledge Capturing:**
  - a. Increasing the capture and availability of formal knowledge, including e-mail messages, by the general use of the document management tools by all staff. This is monitored through a consolidated reporting system with data extracted from *ARES/NomCom*, which shows, e.g. the use of *ARESlook* by the services, as a means to promote the capture of relevant e-mails into *ARES* and, hence, shifting from the individual management of knowledge in individual *Outlook* folders to their integration in the

- corporate record management system;
  - b. Review of existing Thematic and Methodological guidance and improve and consolidate its repository in order to facilitate their access and use;
  - c. Improve the coordination of methodological guidance production and publication in the house including through an effective use of the Tools and Methods series;
  - d. Media pieces, capturing knowledge, are shared on *Capacity4Dev (C4d)*.
- 5. Ensure access to classified information:** DEVCO's management and identified task managers have access to classified information & documents necessary to perform their tasks (clearance and active accounts in relevant systems). Information sessions in cooperation with DG HR's Security Directorate, regular progress monitoring and reminders to middle management (MM).
- 6. Enhance access to external knowledge:** News on development – related topics and Newsletter with publications on development-related topics. Development of C4D to further increase external-internal knowledge exchanges.

### *Facilitating corporate systems*

- 7. Develop online systems and tools for knowledge capturing and KS** like virtual classrooms or webinars.
- 8. Redevelopment of C4D in order to better answer to user needs and enhance its usability:** Ongoing under the guidance of the Steering Committee and with the feedback of the User Group.
- 9. Development of the ROM module of the PCM platform.**
- 10. Development of a Geographical Information System (GIS) interface** with all information on the projects in order to facilitate access to this information.

## C. PHASE 1 PRIORITY NEW ACTIONS

1. **Kick off of the LKDS:** Launch a communication campaign and raise awareness about KM/KS.
2. **Establishing and launch of the *KM and Learning Steering Committee*.**

### Knowledge Management

#### *People and Corporate Culture*

3. **Agree on the list of areas, in which DEVCO should have top-level knowledge** and actions to achieve this objective.
4. **Develop DEVCO Competence Framework:** Identify sets of DEVCO-specific and role-specific (policy staff, thematic, geo-coordinators, FCA, administrative support) competencies, including competencies related to KM and KS.
5. **Identify and put in place incentives for collaboration**, overcoming “working in silos”, KS and reflective learning, innovation as well as other aspects of the competence framework. Taking them into account in the standard job descriptions, staff objectives as well as guidelines for staff assessment in the 2014 exercise.
6. **Strengthening Newcomers’ programme:** The Newcomers’ Programme will be reviewed, taking into account feedback from the newcomers as well as their tutors.
7. **Capture & share knowledge of staff leaving or changing post:**
  - a. **Setting and launch of REFLECT programme** (Retrospective Reflecting on Experience For Learning, Enhancing Capacity and upTake), sharing knowledge and wisdom of experienced staff through workshops, discussion meetings or interviews;
  - b. **Enhanced handover practice** to ensure that work-related important information as well as documents from direct predecessors are available to staff new in a post. Incorporating in the handover notes the files that staff was working on and links to/indication where the documents can be found (exact files in *ARES*, shared-drives, paper, etc.). Handover notes templates and policy will be reviewed.
8. **Enhance capacity for KS through communities of practice (CoPs) and collaborative platforms:** Actions will be identified in cooperation with Unit 06 and concerned units. They will include training for community animators and leaders of virtual community management, involving CoPs in knowledge capturing as well as further promotion activities and enhancing subscription rate to *C4d*.
9. **Defining systemic approach and key methods for sharing of lessons learned and capitalisation of knowledge in DEVCO**, including analysis of lessons learned from experience (like EU reaction and assistance in crisis situations, donors' conferences, cooperation with EU MS and other donors, sector experience and research). The integrated approach shall include

also reflective learning, capacity to record, organise and share knowledge, the good use and production of guidance as well as the good use and organisation of trainings and seminars. Defining the role of Units, Communities of Practice and Professions in the capitalisation of knowledge, knowledge capturing and KS.

### **Organisation and business processes**

- 10. Agree on Terms of Reference to improve quality of operational information.**
- 11. Identify areas for collaborative work on documents:** launch pilots on co-drafting of documents using *SharePoint*, including information about use of the tool; assessment of pilot and proposal of roll-out to other areas.
- 12. Identify areas and appropriate tools for sharing background information,** briefs and reports, speeches, studies and other documents with all concerned users in HQ and, possibly, also Delegations as well as other DGs; defining and practical modalities for implementation.
- 13. Develop methodology to improve sharing of lessons learned and uptake of knowledge generated by evaluations,** including strategic evaluations.
- 14. Develop proposals to enhance use of external research** to inform policy and decision making.
- 15. KM integrated in internal policies and guidelines within DEVCO** (HR, IT, programming, monitoring, evaluation etc.). This should be a continuous process, taking opportunity of reviews and updates of internal policies and guidelines.



## Learning

### Core business training

- 16. Harmonisation of financial training:** Merging training on European Development Fund (EDF) and BUDGET procedures; new common training cycle offered at the latest for the second semester of 2015.
- 17. Thematic training programme streamlined:** Management and planning streamlined; coordination between contracts covering training issues enhanced and clarified; new DEVCO framework contract (former “COM FWC”) includes extended services for the development, delivery and logistics of thematic training by end of 2015.

### Learning Tools and Delivery Methods

- 18. Extended e-learning offer:** Provide e-learning courses for all basic courses related to DEVCO’s core business. All basic financial courses available online by 03/2015, (P)PCM online course by end of 2016.
- 19. Provide new learning formats:** Develop diversified learning formats such as short learning videos, web streaming of learning events, edited video summaries of face-to-face learning events to be posted on the Intranet and/or C4d. First videos available by 06/2014, first edited video summary posted by 12/2014.
- 20. Efficiency gains through learning donor network *Learn4dev*:** Increase value added for DEVCO, member state (MS) participation and “open courses” providing access to the other donor’s online courses through the network’s website by 12/2014.
- 21. Share online learning material:**
  - a. Share with larger development community through C4D through the creation of a learning portal on C4D by 12/2014;
  - b. Further develop the Intranet’s “Learning material” pages, provide access to DEVCO’s course material and other learning resources such as manuals and guidance; provide access to external learning resources such as online courses and learning material from bi-and multilateral development organisations. Ongoing process; external links, manuals and other relevant learning material start being added at the latest by 09/2014;
  - c. Monitor and advertise available Massive Open Online Courses (MOOCs) on topics relevant to development cooperation, offered by top universities. By – September 2014.

### Needs assessment, quality and impact

- 22. Develop quality standards and guidance for training:** Guidance and quality standards for DEVCO training developed and publicised by 03/2015. Support on course development offered to internal training providers by end 2014.
- 23. Needs assessments in Delegations and HQ:** Review of previous needs assessments surveys and development of long-term standardised format by 12/2014. Annual needs surveys launched regularly in cooperation with the EEAS.
- 24. Standardised impact evaluations:** Based on 2012 and 2013 pilot impact evaluations, roll-out of standardised impact evaluations for all major DEVCO courses by end of 2015.
- 25. Standard learning paths** defined for the key staff profiles defined in the Competence Framework.

## **D. POTENTIAL PHASE 2 NEW ACTIONS**

### **KNOWLEDGE MANAGEMENT**

#### ***People and Corporate Culture***

- 1. Set up strategic HR planning with talent management approach** (to identify, maintain, develop and well use expertise, identify and support development of high potential staff). The approach shall integrate the competence framework, identify competence needs and gaps to address. It should include the professions and define the role of heads of professions as well as a reliable and searchable expertise data base set up. It should also lead to the definition of learning paths according to the professions.

Research and analysis of talent management policies and measures of other DGs and development organisations as well as their lessons learned. Linking with DG HR plans to develop Commission-wide corporate talent management policy. Drawing of conclusions and proposing next steps.

#### ***Organisation and business processes***

- 2. Measures to promote, assess and test creative ideas from the staff** – see the Internal Communication Action Plan.