

DG INTPA's
Knowledge Management Strategy
2020 - 2024



Context

The objective of the KM Strategy is to make INTPA a collaborative and learning organisation that develops, shares and applies the knowledge and expertise it needs to perform its mission. It aims at supporting INTPA's priorities and Commission's new ways of working.

The President of the European Commission von der Leyen's 'political guidelines' set out a vision of a Commission that leads by example and is fully digital, agile, flexible and transparent. A more inclusive leadership and work culture, more cooperation and the 'need to share' will characterise the Commission's working methods. INTPA's priorities for the next multi annual financial framework 2021-2027 will be aligned with the political priorities defined by the President of the European Commission that were articulated by the commitments in the Commissioner's Mission letter and the NDCI.

INTPA strives to be a learning organisation that promotes the capitalisation of knowledge and expertise as stated in its *Learning and Knowledge Development Strategy (LKDS) 2014- 2020*¹. A Mid-Term Review in 2017 of the LKDS revealed that there were improvements related to the accessibility and quality of data, reporting facilities, learning offers, transmission of experiences and lessons learned, processes of knowledge transfer among staff and project management tools. Nevertheless, efforts were still required to better integrate, promote and value knowledge and learning within INTPA and several needs and expectations still remained to be addressed.

INTPA generates, manages and needs a wealth of knowledge. However, INTPA is not learning and using its knowledge in the most optimal way, increasing the risk of repeating mistakes, duplicating efforts, wasting resources, losing key knowledge and compromising its credibility and ability to adapt to a changing and complex development context.

Improved collaboration, knowledge sharing and learning from experience shall allow INTPA to obtain increased impact and better development results; increased effectiveness because of better use of its resources and staff motivation; improved cohesion and unity of purpose; greater credibility and influence; increased ability to take risks, initiate change and be innovative.

INTPA's KM strategy is aligned with Commission's *Data, Information and Knowledge Management Strategy*².

¹ [INTPA's Learning and Knowledge Development Strategy 2014-2020](#)

² [Data, Information and Knowledge Management Strategy](#)

Strategic objectives

1. Support INTPA's priorities through new working methods

Enhance collaboration with the right stakeholders at the right time and with the right tools to deliver on INTPA's priorities and policy objectives - Connect people and ideas.

Collaborative work enables staff to bridge silos and deal with the increasing complexity of policymaking. Dealing effectively with multi-faceted issues and an increasing diversity of players requires bringing together a multitude of experience and knowledge from different domains. Effective collaboration and teamwork will increase the efficiency and quality of INTPA's work, allow broader inputs earlier in the policy cycle and lead to greater strategic alignment.

- Create **Project Support Teams** for each of the five pillars of the Geo-political Commission and major policy initiatives as deemed appropriate. At operational level, set up **Country Support Teams** to support the full programme life-cycle, from pre-programming to evaluation. They both will be composed of HQ and Delegation staff. Relevant Commission Services and EEAS will be associated as required.
- Project and Country Teams will explore and introduce participatory and **collective intelligence practices** (e.g. peer assist, brainstorming, pre-mortems, after action reviews, etc.) and will use the appropriate **collaborative tools** for sharing information (SharePoint, Capacity4dev, M365, MyINTPA, etc.) to boost teamwork efficiency.
- **Develop Terms of Reference** to create an efficient framework for teamwork in Project Teams.
- Promote and streamline the **Strategic Calendar** for collective and corporate priority setting.

2. Develop a culture of collaboration and knowledge sharing

Build capacity to enhance new working methods, knowledge sharing, peer learning, collaboration, learning from experience and use of digital tools.

Improved performance and coherence of the work of INTPA can only be achieved by promoting a culture of collaboration at all levels of the organisation. To switch from a silo mindset to "thinking together", the emphasis should be put on cultural change, developing capacity, involving managers and staff and intensifying transparency and communication. In addition, the COVID-19 crisis has accelerated the need for digital tools and literacy.

- Reinforce the **Knowledge Management Team** capacity for internal consultancy and the possibility to pull expertise from other INTPA services as needed. The KM Team will **advise** INTPA's priority projects and services on efficient ways of working, knowledge sharing and collaborative working methods and tools, such as identifying needs, improving business processes or using fit-for-purpose collaborative tools. The team will be on the lookout for innovative practices in the domain and work in close collaboration with the relevant INTPA units and Commission-wide services to embed them in internal processes and guidelines. It will provide guidance and training on collaboration and collective intelligence practices.

- Enhance INTPA **KM Correspondents Network** to promote collaborative and knowledge sharing practices to leverage collective intelligence and improve decision-making, problem-solving, innovation and learning from experience.
- Develop a culture of transparency, openness and engagement by organising open and **informal awareness-raising activities in each Directorate. Management will lead by example** by using collaborative tools and practices, working out loud, encouraging and rewarding knowledge sharing and cross-service working as well as practicing a culture of openness and transparency.
- Enhance capacity for knowledge sharing and learning through communities of practice (CoPs) and collaborative platforms by looking for a more innovative role for **Capacity4dev** within the current digital landscape.
- Strengthen the **intercultural institutional capacity** for mutual understanding both as working modality within the RELEX family and in the relations with stakeholders and partners through increased use of the Intercultural Approach programme (InCa).

3. Enhance uptake of internal and external knowledge and research

Increase the uptake of collective reflections and knowledge flow both internally and with external partners to improve decision-making, innovation and learning.

Better access to and use of external knowledge and research will support evidence-based policymaking and help identify more innovative approaches. At the same time, there is a wealth of internal knowledge that needs to be preserved given staff mobility and high turnover.

- Capture and share knowledge of **key staff leaving** or changing post to preserve institutional memory.
- Enhance the use and uptake of **external knowledge and research** coming from experts networks, communities of practice, EU funded-research projects, publications and conferences related to development.
- Ensure INTPA KM initiatives **benefit** from Commission-wide KM activities for efficiency gains.
- Explore synergies with **INTPA funded projects** applying KM methods to harmonise approaches and increase the effectiveness of INTPA interventions.
- Improve sharing of lessons learned and uptake of **knowledge generated by evaluations**.