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KNOWLEDGE MANAGEMENT STRATEGY FOR THE GEF PACIFIC RIDGE TO REEF PROGRAMME

This document presents the draft Pacific Ridge to Reef knowledge management strategy outlining the guiding principles, KM framework and priorities for implementation for the consideration of the Regional Steering Committee. The strategy is designed to guide and support the KM efforts of the programme during implementation, and is based on needs outlined in the Pacific Ridge to Reef regional programme and project documents.

The Regional Steering Committee is invited to review and endorse the KM Strategy and consider the needs of this aspect of the programme.

Contents

1. Overview.....	3
2. Rationale.....	3
3. Guiding Principles	4
4. Knowledge Management Framework	4
5. Knowledge Management implementation priorities	6
6. Risk management	7
7. Monitoring and evaluation.....	0

1. Overview

The **GEF Pacific R2R Programme** is a global test case of the GEF aimed at achieving the sustainable development of Pacific SIDS within a truly integrated environmental and natural resource management framework. The goal of the programme is *“to maintain and enhance Pacific Island countries’ ecosystem goods and services (provisioning, regulating, supporting and cultural) through integrated approaches to land, water, forest, biodiversity and coastal resource management that contribute to poverty reduction, sustainable livelihoods and climate resilience.”*

The programme supports and addresses national priorities and development needs of 14 Pacific Island Countries while delivering global environmental benefits by focusing on a more cross-cutting approach to water, land and coastal management.

The programme is also GEF multi-focal area, multi-GEF agency and multi-country programme¹ that guides the coordinated investment of GEF grant funding across its focal areas of biodiversity conservation, land degradation, climate change adaptation and mitigation, sustainable land, sustainable forest management, and international waters in Pacific Small Island Developing States.

The programme also guides the mainstreaming of gender and culture issues, and the effective engagement of young people, in environmental and natural resource management. Is supported in areas of science-based planning, human capital development, policy and strategic planning, results-based management, and knowledge sharing through a regional GEF International Waters project which is executed regionally by the Pacific Community.

The programme has a Programme Coordinating Unit (PCU), hosted by the Pacific Community’s Geoscience Division in the Fiji Islands, which is tasked with the provision of technical, operational, reporting and monitoring support as requested by the participating Pacific Island Countries.

2. Rationale

Knowledge Management (KM) is the process of capturing (and distilling), creating, storing, sharing, and effectively using knowledge.² KM refers to a multi-disciplinary approach to achieving organizational objectives by consolidating, creating, storing, sharing and use of knowledge.³

One of the core outcomes of the GEF Pacific R2R programme focuses on the establishment of national and regional platforms for managing information and sharing of best practices and lessons learned in R2R. Central to this is the creation of an Pacific R2R Network, a Knowledge Management Platform including key knowledge tools and products for effective sharing of information and knowledge – developing a stronger KM modality. KM will play a key role in facilitating planning and policy processes to facilitate the adoption of ICM/IWRM practices supporting sustainable livelihoods and climate resilience among Pacific Small Island Developing States (PSIDS). The programme adopts a “Community to Cabinet” approach, which aims to capture both tacit and explicit knowledge from grassroot communities to leaders in national government.

Programme Component 4. Regional and national ‘Ridge to Reef’ indicator for reporting, monitoring , adaptive management and knowledge management builds on the results-based approach to project planning and management. The component will also establish national and regional platforms for managing information and sharing of best practices and lessons learned in integrated land, water, forest and coastal management including climate adaptation.

¹ The programme is a multi-agency initiative involving the United Nations Development Programme (UNDP), the United Nations Food and Agriculture Organization (FAO), and the United Nations Environment Programme (UNEP) as GEF implementing agencies. It also provides coordination support by the Pacific Community (SPC), a regional intergovernmental organisation that works with Pacific Nations in a wide range of areas relevant to programme implementation. The programme promotes results-oriented approaches to programme delivery and reporting, including the harmonization of GEF results reporting frameworks with the SAMOA Pathway and the Sustainable Development Goals. It also captures and shares examples of best practices and lessons learned to guide the uptake of locally appropriate and effective approaches to the sustainable development of the Pacific’s Small Island Developing States.

² Davenport, Thomas H. (1994). *“Saving IT’s Soul: Human Centered Information Management”*. *Harvard Business Review* **72** (2): 119–131.

³ *“Introduction to Knowledge Management”*. www.unc.edu. University of North Carolina at Chapel Hill. Archived from [the original](#) on March 19, 2007. Retrieved 11 September 2014.

3. Guiding Principles

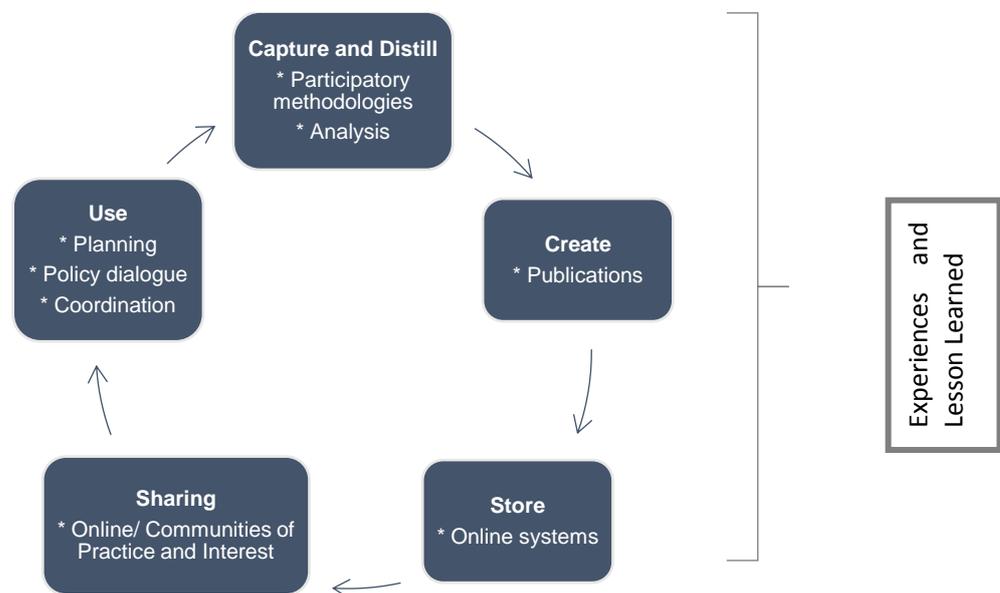
The programme will be guided by 3 key principles:

- 3.1 Knowledge Management needs to be people-centred and demand-driven which will ensure the programme is providing relevant and useful knowledge products for stakeholders.
- 3.2 Transfer of knowledge needs to be context specific with technology and process playing appropriate and enabling functions.
- 3.3 Knowledge Management is measureable and where appropriate attributable.

4. Knowledge Management Framework

4.1. Purpose

To strengthen the capture, creation, storage, dissemination and use of knowledge to support the GEF Pacific R2R Programme as indicated in the KM Cycle below.



Knowledge management cuts across all areas of programme activity, and to realize it, collaboration is second nature. KM cuts across research, planning, practice, and learning. It supports organizational objectives through capacity development, and depends on the organization for information in order to keep the KM cycle active and strengthened, ultimately helping stakeholders make more informed decisions. The KM cycle, if resourced adequately, is reinforcing.

4.2. Strategic Objective

To strengthen access to information and knowledge to support [and influence] national, regional and global policy dialogues on options and approaches to ICM/IWRM for adoption.

4.3. Strategic Priorities – Defining KM Strategy

Identification and Prioritization – Operating across 14 countries with at least 2 national-level projects each and a diversity of stakeholders, there is a need to assess what their on-going knowledge needs are to determine targeted KM support to guide KM investment. Identification and prioritization will be carried out by the PCU (TLS in consultation with the CKMA) in close consultation with key stakeholders.

Engagement – Across 14 countries with a diversity of stakeholders from grassroots communities to Cabinet, engagement will need to be targeted to specific groups to assess KM effectiveness. Strategic considerations will include:

- Incentivising use of knowledge management systems and products;
- Incentivising the generation of knowledge sharing and products by stakeholders.

Working S.M.A.R.T – Data quality will depend on getting the right data and ensuring that the data is accurate. A robust monitoring and evaluation plan will support this work.

Less is more – Development of a harmonized results reporting framework to respond to improving the reporting capacity of our stakeholders.

4.4 To achieve the strategic objective, the programme’s KM Strategy will focus on 4 key areas:

4.4.1 Knowledge Management technical systems

To enhance capacity building through knowledge generation and sharing, the Pacific R2R Network, an **Online Communities of Practice** will be developed and promoted. The network will help strengthen information and knowledge sharing on R2R technologies, practices and lessons learned, and policies in the context of sustainable development.

Developing a centralized online Knowledge Management System (KMS) with up to date information and knowledge products, and a document management platform.

Knowledge Management Online Platform www.Pacific-R2R.org and tools will include:

- Environmental Management Information System (scientific evidence-based analytical tool for decision-making);
- Country webpages: For easy access to country project-specific information;
- Online Communities of Practice information and knowledge sharing forum;
- Publications and multi-media repository;
- Linked websites to facilitate learning, collaboration and partnerships.

4.4.2 Knowledge Products

Developing demand-driven knowledge products to support information and knowledge sharing, will include flagship products for the programme:

- i. National Diagnostic Reports
- ii. National State of the Coasts Reports
- iii. Lessons learned and Best Practice

Other products will include:

- iv. Peer-reviewed journal publications
- v. Experience Notes

Importantly, collaborations and partnerships will play a significant role in effectively operationalizing the KM strategy, and to maintain quality standards. Collaborations and partnerships will be defined in thematic areas by the PCU and subject matter specialists.

For quality assurance, project managers will receive training on:

- Documenting lessons learned, best practice and success stories
- Research methodologies and M&E including capturing tacit and explicit knowledge, interviews, producing multi-media resources as determined by their on-going needs.

4.4.3 Capacity Development

To improve the formulation of policies, strategies, and interventions in a sustainable manner, efforts will be made for the development of institutional capacity to generate knowledge solutions through a strategic use of technical assistance (TA) resources. Where there is limited local capacity within the PCU in providing knowledge solutions the programme will engage, whenever appropriate and feasible, local institutions for knowledge management activities to build their institutional capacity. They will include not only government agencies, but also research institutions, academics, civil society organizations, and other key stakeholders. Capacity building in terms of embedding comprehensive monitoring and evaluation plans for activities will be critical to guide information capture and analysis in the development of knowledge and knowledge products – experience notes, lessons learned and best practices.

4.4.5 Knowledge Events

Opportunities for enhancing knowledge dissemination, sharing, and application will be actively explored through the conduct and participation in meetings, workshops, conferences and knowledge fairs. Innovative projects, lessons learned and best practices will be showcased at these learning events to facilitate knowledge sharing. Engagement and information and knowledge sharing opportunities include:

- Facilitating a programme of periodic planning and coordination workshops for national R2R project teams;
- Acting as secretariat to the Regional Steering Committee, the Regional Scientific and Technical Committee and national Inter-Ministerial Committees;
- Community and Local Government round-table meetings;
- Knowledge fairs, road-shows, competitions, learning events;
- Development and dissemination of news and publications.

5 Knowledge Management implementation priorities

5.1 KM Strategy endorsement by the Regional Steering Committee

5.2 KM System: People, Processes and Platforms

5.2.1 Development of research and analytical frameworks to guide and inform strategies of data, information and knowledge capture/analysis, and monitoring and evaluation for implementation in participating PacSIDS. This will include the identification of thematic knowledge areas, and consistently, the skills thematic areas for networks database;

5.2.2 Development of Pacific R2R Network/Online Community of Practice and OCoP information and knowledge sharing forum to include the set-up of social media accounts;

5.2.3 GIS and Skills database (practitioners and experts) to support networks and partnerships. A database administrator to be assigned to continually update the database as new information is received, manually updating profiles as competencies and job functions change, as required.

5.3 Content Management: Identification and assignment of knowledge management activities to PCU staff and national level stakeholders. The value of editorial/creative content management cannot be

overemphasized, since knowledge management will not succeed if there are no workers and managers whose primary duties involve gathering, editing and re/packaging knowledge.

5.4 Development of a KM monitoring and evaluation framework. Any amendments to the framework will be managed by the Communications and Knowledge Management Advisor.

6 Risk management

Knowledge Management activities are an integral part of the R2R Programme and will be supported through ongoing and pipelined technical advisory support. Closer coordination will also be made with RSC and Communities of Practice to assess knowledge needs and mobilize PCU expertise, collaborations or partnerships to respond to country needs for knowledge solutions.

Key risks and mitigating factors include:

Risks	Risk Mitigation
1. Dis-incentivisation of knowledge sharing – information monopolies for competitive advantage	1. Incorporate in to work plan and partnerships
2. Under-resourced <ul style="list-style-type: none"> • Operational costs for data and information collection, publications, storage and dissemination; • Pipelined costs for technical assistance for capacity building in information capture and analysis for the development of knowledge products, publications, storage, dissemination and measuring for impact. 	2. Develop a costed annual Communications and KM work plan
3. No specific identification and accountabilities towards content developers/development.	3. Incorporate in to JD, TORs and work plans.
4. Not sufficiently incentivised	4. Explore cost effective incentives and/or knowledge partnerships
5. Lack of measuring impact	5. Develop a performance indicator framework for KM
6. Behaviour change	6. Behaviour change strategy and monitoring and evaluation plan developed

Table 1: Knowledge management risk management

7 Monitoring and evaluation.

The programme will develop a program-wide system for capturing and measuring KM access, sharing and use. Measurement data and analysis should be used to inform and calibrate strategy as an indication of performance.

The progress of implementation of knowledge management activities may be monitored closely through:

KPI	Indicators	Measureable Indicators	Outcome Indicators
KPI 1 – Capture of data, information and knowledge products	Functionality, effective operation and use of EMIS Knowledge and product capture	Data capture Development and use of EMIS Knowledge and products capture	Increased awareness and knowledge of the programme
KPI 2 – KM technical systems developed and integrated for optimal performance;	Number of websites, webpages, online discussion forums, databases and repositories developed;	1 overarching website 14 country webpages 1 Online information and knowledge sharing forum EMIS including GIS Database(s) 1 multi-media repository (publications, video, photographs)	
KPI 3 – KM activities are monitored for overall effectiveness;	Measuring sharing, access and feedback	Dissemination, Subscriptions, and Downloads Off/Online enquiries Social Media monitoring and analytics Feedback	Increased knowledge on R2R key approaches and practices