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## **STATUS REPORT ON KNOWLEDGE MANAGEMENT**

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## INTRODUCTION

1. The Council, having welcomed the document GEF/C.48/07/Rev.01, *GEF Knowledge Management (KM) Approach* in June 2015, requested an update on progress at its fall 2015 meeting.
2. Accordingly, in October 2015, the Secretariat presented to the Council the document GEF/C.49/Inf.04, *Progress Report on the Implementation of the GEF KM Approach Paper*. Then, in June 2016, given that implementation was continuing, the Secretariat provided the Council with an update document, *Progress Report on Knowledge Management*, GEF/C.50/Inf.06.
3. This information paper builds on the previous two progress reports and presents the current status of implementation, summarizing the actions taken since June 2015, presenting the outcomes of these actions and laying out next steps in knowledge management.

## BACKGROUND

4. Knowledge is a primary asset of the GEF Partnership. The GEF has a diverse portfolio of projects and programs that include pilots, demonstrations, innovative instruments and unique integrated approaches, and an extensive network of partners. This makes the GEF uniquely positioned to facilitate the capture, transfer and uptake of lessons, expertise and best practices. In this way, it can address global environmental challenges and influence decision-making regarding the global environment effectively.
5. One of the policy recommendations of the GEF-6 Replenishment negotiations was for the GEF to: (1) improve the uptake of lessons learned in its projects and programs through the establishment of a learning platform; and to (2) develop a comprehensive work plan for building a Knowledge Management (KM) System “to improve the GEF Partnership’s ability to learn by doing and thereby, enhance its impact over time”.
6. In line with these recommendations, the Council welcomed, in June 2015, the document GEF/C.48/07/Rev.01, *GEF Knowledge Management (KM) Approach Paper*. According to this paper, the purpose of KM in the GEF context is to facilitate and enable the capture, exchange and uptake of knowledge within and beyond the GEF Partnership with two key objectives:
  - (a) to inform global, regional and national policy dialogues on options and approaches to reverse the course of environmental degradation; and
  - (b) to improve the impact of GEF-supported projects and programs.
7. Furthermore, the KM Approach Paper presented the GEF’s potential added value on knowledge management, outlined key challenges and opportunities, and proposed a guiding framework for KM, including a plan with a set of initial actions.
8. Accordingly, the Secretariat created an internal KM team which began implementing the action plan in September 2015, in consultation with key partners and stakeholders. The team

also engaged the Partnership-wide KM Advisory Group, which was formed in October 2015 as an informal sounding board on KM. As outlined in Annex 1, implementation of this initial action plan has now been completed, culminating in a KM Roadmap for the GEF. The Roadmap lays out key steps, products and activities to strengthen KM across the GEF Partnership within the next few years by improving (1) information management and sharing, and (2) collaboration and learning across the Partnership.

9. The Secretariat is currently working, with guidance from the GEF KM Advisory Group and in collaboration with GEF Agencies and STAP, to implement the KM Roadmap and to develop and put in place an IT-based GEF Knowledge and Learning Platform that would be functional in GEF-7.

#### **IMPLEMENTATION STATUS**

10. The Secretariat has completed implementation of the initial action plan approved by the Council in June 2015. In this context, the Secretariat (1) created a new KM team in the GEF Secretariat to support the Secretariat's critical role in KM as a key knowledge hub, knowledge broker as well as an enabler and facilitator of knowledge flow and exchange across the GEF Partnership; (2) established and facilitated an inter-agency KM Advisory Group to support and guide the GEF KM agenda; (3) undertook an internal GEFSEC staff survey on KM, as well as country-level surveys on KM needs/preferences of recipient countries, taking advantage of GEF Expanded Constituency Workshops (ECW) throughout 2016; (4) conducted a Knowledge Audit and a knowledge asset analysis across the Partnership, and prepared a detailed KM Roadmap that builds on the initial KM actions; and (5) created a dedicated Knowledge and Learning Page on the GEF website. An implementation status report is provided in Annex 1.

11. The Secretariat also undertook four additional KM exercises in FY16 and FY17: (1) extraction of lessons learned from terminal evaluations of completed GEF multi-focal area projects for integration into the GEF's PMIS; (2) design, development and public launch of the pilot GEF KALEO "Ask the Expert" online knowledge sharing tool; (3) design and implementation of regional *GEF Knowledge Days* that facilitate peer-to-peer learning from GEF projects on the ground, targeting GEF recipient country counterparts; and (4) design, production and dissemination of the *Art of Knowledge Exchange Guide: a Results-based Planning Guide for the GEF Partnership*, showcasing tools and techniques of knowledge exchange in global environmental projects and highlighting best practice from the GEF portfolio.

12. In the meantime, the Secretariat has also been organizing and/or contributing to knowledge and learning events at global environmental forums and producing and disseminating a number of knowledge products, including publications, brochures, and videos, on key technical areas in which the GEF is working.

#### **OUTCOMES**

13. **The KM Advisory Group:** In accordance with the KM Approach Paper, the KM Advisory Group was established in October 2015. It consists of representatives from interested members

of the GEF Partnership, including GEF Agencies, STAP, IEO, CSO Network, countries and the Conventions. The Group serves as an informal vehicle for collaboration and consultation on the implementation, planning and execution of the new KM approach across the GEF Partnership. It supports the KM Agenda and will function as a sounding board for KM initiatives and proposals to achieve the objectives set forth in the KM Approach Paper.

14. The KM approach of the GEF intends to build on past and current KM efforts at the Secretariat, as well as throughout the GEF Partnership. Many GEF partners (including GEF Agencies, member countries, IEO, STAP, CSOs, etc.) have relevant KM initiatives underway and significant KM systems in place. These include UNEP-Live and C4D of the World Bank Group (WBG), among others. In implementing the KM approach, it is very important to take full advantage of, link with and leverage these existing efforts.

15. Accordingly, the Secretariat convened the KM Advisory Group of the GEF as a knowledge exchange platform where GEF partners can learn from and leverage each other's KM efforts, eventually building links with each other's systems. The Group stays in touch virtually and holds face-to-face meetings twice a year, following Council meetings. To date, the Group has come together three times, in October 2015, in June 2016 and in October 2016. Smaller task forces are envisioned within the KM Advisory Group, as needed, for specific collaborative KM initiatives that Group members would identify and agree to pursue.

16. **GEF Knowledge Days:** The GEF Knowledge Days are full-day events that combine various learning and knowledge exchange activities that target recipient country stakeholders. These include workshops on priority issue areas and knowledge-rich field visits to GEF- financed projects. Such field visits feature Learning Stations, a knowledge exchange technique developed by the GEF that facilitates on-site experiential and peer-to-peer learning. Knowledge products such as knowledge passports, videos, photo galleries and publications to facilitate learning and sharing have been developed for use during and after the GEF Knowledge Days. A video describing GEF Knowledge Days and the Learning Stations methodology is available at <https://www.youtube.com/watch?v=qDPQxxTCQ1c&spfreload=10>

17. The GEF Knowledge Day follows a methodology that can easily be customized to every country and region, as well as to different project types and topic areas. In March 2016, a pilot GEF Knowledge Day was designed and successfully implemented in Trinidad and Tobago in the context of the Caribbean Expanded Constituency Workshop (ECW), with 85 participants from 17 countries. An article and video capturing various aspects of the Pilot Knowledge Day held in Trinidad and Tobago are available at <https://www.thegef.org/gef/news/trinidad-conservation-education-go-hand-in-hand>.

18. Based on the success of the Pilot and results of participant exit surveys, the Secretariat decided to replicate the GEF Knowledge Day, in a customized format, as a critical component of all ECWs around the world, with support from the GEF Country Support Program (CSP). By the end of 2016, the GEF Knowledge Day had been replicated in 13 ECWs, reaching more than 1,000 participants from more than 120 countries. These included GEF Operational and Political

Focal Points, UN Convention Focal Points, civil society and GEF Agencies. Annex 2 provides a list of GEF-financed projects that were showcased during GEF Knowledge Days in 2016.

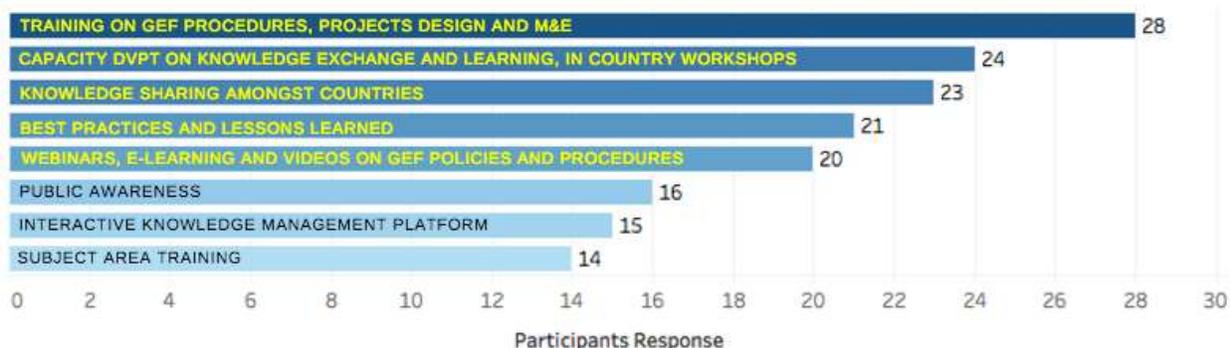
19. Based on the high ratings and overwhelmingly positive feedback received in participant exits surveys throughout 2016, the Secretariat continued implementing GEF Knowledge Days in 2017 as well. It has already organized them in Swaziland, Ukraine, Brazil and Vietnam.

20. **Country KM Surveys:** In 2016, the Secretariat conducted country-level KM surveys during ECWs, asking participants to convey their GEF-related knowledge needs, their views on existing GEF knowledge products and their suggestions on how to improve knowledge flow between GEF stakeholders, especially among recipient countries.

21. The Country KM Surveys revealed that the top three KM needs of recipient countries are: (1) more training on GEF procedures, project design, and monitoring and evaluation requirements and techniques; (2) support for capacity development on knowledge exchange and learning, including in-country workshops; and (3) support for knowledge sharing among countries. Country KM Survey findings have been incorporated in the Knowledge Audit and have informed the development of the KM Roadmap for the GEF.

Responses from participant countries on their “top” KM needs:

GEF-Relevant KM Needs (Jan-Jul 2016 ECWs)



22. **The Art of Knowledge Exchange Guidebook and Training:** In Country KM Surveys conducted during GEF Knowledge Days, majority of GEF recipient countries requested “capacity development on knowledge exchange and learning, in-country knowledge exchange workshops”. To that end, the GEF developed and released a publication in February 2017, titled “*The Art of Knowledge Exchange: A Results-Focused Planning Guide for the GEF Partnership.*” This publication builds on an earlier publication by the World Bank Group (WBG). It serves as both a guidebook and a toolkit for enhancing knowledge exchange at the national, regional and global levels. It was produced with cross-support from the World Bank and with content contributions from five other GEF Agencies.

23. *The Art of Knowledge Exchange* guidebook highlights a variety of case studies and examples of successful knowledge exchange embedded in GEF projects. It also showcases

lessons learned from implementing these initiatives for enhanced global environmental impact. It is the product of true collaboration across the GEF Partnership, offering a practical step-by-step blueprint with illustrative examples on how to design, implement and monitor knowledge exchange embedded in projects. Good practice and case study contributions were made by the WBG, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the Inter-American Development Bank (IDB), the UN Industrial Development Organization (UNIDO), the UN Development Programme (UNDP) and the GEF Small Grants Programme (SGP).

24. The guide provides tools to help knowledge brokers play a more effective role in facilitating knowledge exchange and learning when designing and implementing a GEF project or program. It reflects the experiences of various GEF partners, knowledge and learning professionals, government officials and other practitioners who have successfully integrated knowledge exchange into larger change processes. The guide is available in English, Spanish and French. It also features the free augmented reality mobile app **Blippar**, a tool that enables GEF partners and others to access the guide online from around the world using their smart phones.

25. The Secretariat is organizing *the Art of Knowledge Exchange Training Sessions* which will introduce the guide to key counterparts in recipient countries at GEF Expanded Constituency Workshops (ECWs) throughout 2017. This training will be delivered in collaboration with the WBG and with support from the GEF Country Support Program (CSP). The first of these sessions took place during the ECW for Southern Africa held in Swaziland on February 21-24, 2017, where the guidebook was launched to about 80 participants. The training has already been replicated in Ukraine, Brazil and Vietnam.

26. **Pilot Extraction of Lessons, Integration into PMIS and Synthesis:** Since its establishment, the GEF has received more than 5,500 project proposals from developing countries to address global environmental issues. Of this number, the GEF has approved and funded to closure close to 1,400 projects. To date, capturing and sharing the lessons and good practices that emerge from completed GEF projects has proven to be difficult. This information has not been a reporting requirement for GEF projects and no mechanism has systematically captured and made it available. Therefore, it has not been possible to easily access project lessons and good practice information within the GEF Partnership through the PMIS or by the general public through the projects portal on the GEF website.

27. To address this issue, a pilot exercise designed and tested a system that allows capture, aggregation, search and synthesis of lessons and good practice from projects during implementation and upon completion. The GEF's portfolio of completed Multi-Focal Area (MFA) projects were reviewed as the initial focus. A *Knowledge Capture Template* was created and used to extract lessons from terminal evaluation reports that GEF Agencies submitted for each project. Extracted lessons were then entered into new knowledge fields created in PMIS for each project. Extracted lessons were aggregated and analyzed, and a synthesis report was prepared based on findings. A number of knowledge products (such as lessons notes, videos to

highlight best practice, etc.) can be generated and shared widely based on the findings presented in this report.

28. The Secretariat intends to explore an expansion of this pilot exercise to the rest of the completed GEF project portfolio. It would be possible to conduct a similar extraction, inputting, analysis and synthesis exercise for completed projects in all focal areas of the GEF. In addition, based on the recommendations of this pilot exercise, the Secretariat intends to work with GEF Agencies to see if the Knowledge Capture Template can be used at key stages of project implementation (such as annually or at mid-term review and completion) to consistently extract lessons and good practice from projects and input this information directly into the PMIS. In fact, this feature is being considered for inclusion in the PMIS Upgrading Exercise that is underway.

29. **Pilot Kaleo “Ask the Expert” Tool:** One of the key responsibilities of the GEF Secretariat is to respond to GEF stakeholder queries, especially by Operational Focal Points and GEF Agencies, on GEF operations, policies and procedures. The Secretariat staff provides this service on a continual basis in their areas of expertise, through in-person, phone or electronic interaction with stakeholders. Although the Secretariat is small, it serves the GEF Council, 18 GEF Agencies, 183 member countries, several environmental conventions and many CSOs, who contact the GEF regularly for information. Further, GEF policies and procedures tend to change from time to time and need to be regularly updated.

30. Despite its small size, the Secretariat has a responsibility to provide accurate responses to often repetitive queries in an efficient and timely manner. It also seeks to create a GEF Knowledgebase as a reliable and up-to-date source of operations information for the GEF Partnership. Consequently, the KM Work stream introduced KALEO, an innovative online technology, to the GEF in FY16. KALEO is a Knowledge Network and online tool custom-built to enable the GEF to:

- leverage documents, staff expertise and tacit knowledge to service all internal and external operations’ questions (about the GEF’s policies, procedures, templates, etc.);
- improve institutional efficiency by reducing the staff’s need to answer repetitive questions from GEF stakeholders;
- create a comprehensive and up-to-date institutional knowledgebase that captures, stores and shares (on demand) tacit and explicit information about the GEF in real time; and
- give visibility into the knowledge flow across the Partnership by monitoring questions, answers and related exchanges.

31. The knowledge in GEF KALEO can be accessed anywhere by registered users and whenever it is needed 24/7. GEF KALEO can sit on websites, inside intranets, applications, Outlook, and it’s accessible via mobile devices like smart phones. GEF KALEO is a living resource

of information and an up-to-date knowledgebase that continues to grow organically, using machine learning, as it curates, stores and shares both tacit and explicit knowledge.

32. In FY16, KALEO was customized for the GEF by curating more than 700 questions and answers on GEF policies and procedures. KALEO was then placed on the GEF intranet and tested internally for functionality and reliability. Having passed this test, it is now ready for public launch on the GEF website.

33. GEF Kaleo is a simple and user-friendly automated “question and answer platform” designed to get verified answers to questions (as well as supporting documentation including links and audio-visual materials) as efficiently as possible. The Secretariat will make GEF Kaleo accessible through a small search-bar widget that will plug directly into existing applications and portals such as the GEF website. This will give the public access to an evolving and ever-growing GEF Knowledgebase. GEF Kaleo answers can contain text, links to documents, videos, photos, commentary, etc. If no answer is found in the existing GEF Knowledgebase in response to a question, then Kaleo will route the question to the most appropriate “designated” expert at the Secretariat or within the GEF Partnership who can best answer that question. The response from that expert will be verified internally and then posted. It will also be stored in the system for reuse over and over again – with an expiration date so that all knowledge stored with the GEF Knowledgebase (and accessed through Kaleo) stays fresh and up-to-date.

34. Currently, the Secretariat has a one-year contract with Kaleo, Inc. to service questions regarding GEF operations (policies and procedures, project cycle, etc.), as a pilot. If this pilot is successful, the Secretariat would consider expanding Kaleo service to other areas of the GEF.

35. **Publications/Knowledge Products:** Since May 2016, a diverse set of publications/knowledge products have been produced and disseminated by the Secretariat with a number of additional videos and books scheduled to be produced by June 2017. Annex 3 provides a list of the publications/knowledge products in the past 10 months.

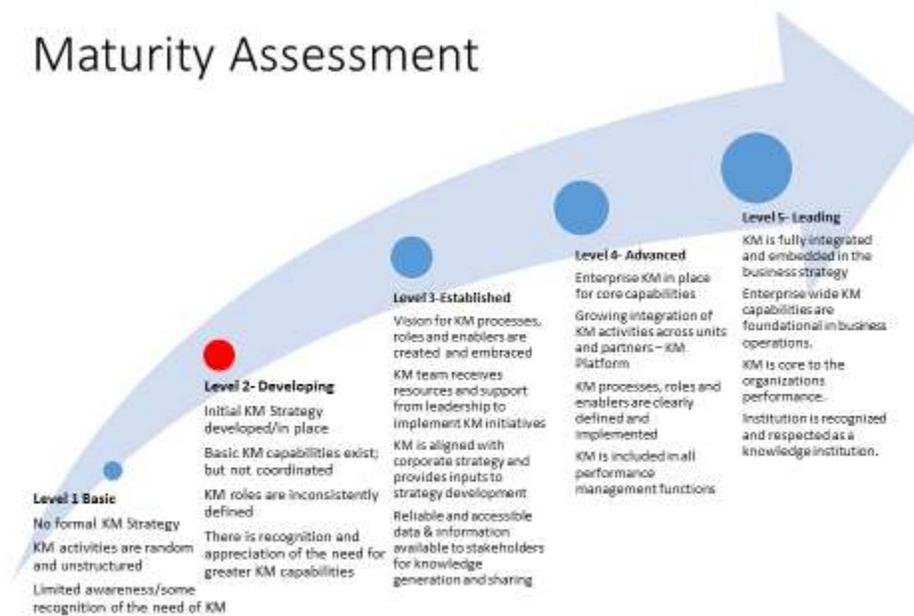
36. **IT Upgrade:** KM has been an important consideration in the ongoing redesign of the GEF website and the GEF’s intranet, which are two key tools for information sharing, knowledge dissemination and learning. A relaunched website, driven by the GEF’s Communications team, provides an improved platform for knowledge sharing and includes a dedicated Knowledge and Learning Page. A new intranet for the GEF Secretariat provides an internal platform for knowledge transfer among staff. An ongoing redesign of the PMIS to develop a new “GEF Online” platform has high potential to improve knowledge systems. Thus, the Secretariat’s KM team is working closely with its IT team to integrate KM concerns into the IT upgrading process. Once upgraded to serve the KM needs of the GEF Partnership, the PMIS is expected to substantially improve the stock of information that can be captured from projects. It will play a key role in project- based data analysis and knowledge generation.

37. **GEF Knowledge Asset Assessment:** Undertaken with IUCN, a GEF partner Agency, the Knowledge Asset Assessment was designed to document data/knowledge generation, capture, storage and flows across the GEF Partnership in the context of the GEF project life cycle (with a

focus on full- and medium-sized projects). It also aimed to identify priority knowledge needs of the GEFSEC and GEF partners, as well as possible options for collaboration and joint efforts across the GEF Partnership. To achieve these goals, an effort has been made to (a) compile a knowledge asset inventory for GEF projects, including project data submitted to the GEF at various stages of the project lifetime, as well as knowledge products that have been created using project funding; (b) document priority knowledge needs of the Secretariat and GEF Partners through interviews with key stakeholders; and (c) identify possible options for collaboration and joint efforts across the GEF Partnership. The findings of this assessment feed into the Knowledge Audit and has also informed the efforts to improve the GEF’s Results-based Management Framework and PMIS.

38. **GEF Knowledge Audit:** As part of the initial KM work program in FY16, a Partnership-wide GEF Knowledge Audit was undertaken as a way to establish a baseline. This audit identified the GEF’s existing institutional level of maturity in terms of KM, taking into consideration the findings of the internal Staff Survey and interviews, Country KM Surveys at ECWs and the GEF Knowledge Asset Assessment. It also reflected reviews of relevant documents as well as consultations with stakeholders, including GEF Agencies, STAP, IEO, CSO Network, countries and the Conventions. Findings were synthesized and presented to the KM Advisory Group, and have informed the development of the KM Roadmap for the GEF.

39. The Knowledge Audit identified and analyzed existing systems for knowledge capture, collection, storage and sharing within the Secretariat and throughout the GEF Partnership. It found that the GEF is at a level two (developing) out of five institutional levels of KM maturity.



40. The Audit identified the following strengths, gaps and challenges in KM for the GEF:

## Strengths in KM:

41. Key strengths include the GEF's unique position. It has a strong presence in the global environmental space with a large portfolio of performing projects and 18 Agencies with their own KM infrastructure and systems already in place. Together, they are willing to share their knowledge captured at various levels with the Secretariat and across the Partnership. The audit also showed broad recognition of the value of knowledge generated by GEF investments, by the Council and other key stakeholders, as well as enthusiasm and interest among them to engage in KM activities. There is a functioning GEF website for information dissemination and an intranet for internal knowledge exchange. Access to best-in-class KM tools and technology is available to the GEF through the World Bank Group with an opportunity to customize these tools to meet the GEF's needs. In addition, a number of effective knowledge products are produced by the Secretariat as well as through GEF investments in KM projects, such as IW: Learn, a collaborative platform and community of practice to capture and share knowledge in the International Waters Focal Area.

## Gaps in KM:

42. The audit found that the Secretariat could have better alignment on KM goals, priorities, roles and responsibilities at the corporate level. This translates into a potential for improvements in internal capacity in terms of dedicated human resources and budget on KM, and more systematic collaboration across teams on KM activities. In terms of human resources, there is also a need for a more structured "exit" process to capture and transfer knowledge from departing staff in order to prevent possible loss of business critical knowledge and institutional memory when Secretariat staff retire or move on.

43. The audit showed that the GEF does encourage project proponents to consider and incorporate knowledge (such as lessons learned and best practice) from past GEF investments, at both PIF and CEO endorsement levels. However, this information can be hard to find and to synthesize. While related knowledge products (reports, studies, evaluations, videos and websites) are produced by the Secretariat, GEF Agencies and other partners at various points in time, there is no central GEF repository or database that stores this information. Neither the PMIS nor the GEF website has searchable and easily accessible content specifically related to lessons and good practice from GEF investments. It is also not possible for GEF partners to directly upload (to the PMIS or to the website) lessons and good practice emerging from their GEF portfolio. There are no specific reporting requirements, guidance or incentives related to knowledge and learning (at PIR, MTR and TER stages) for GEF-financed projects throughout the project cycle. There is no systematic portfolio-level reporting by recipient countries regarding their GEF portfolios, either. This is especially apparent in terms of documenting project outcomes and how lessons from past GEF investments contribute to country decisions on future GEF allocations and project design.

44. While the GEF website provides a wealth of general knowledge regarding the GEF and enables access to the project portfolio, the GEF lacks a comprehensive knowledge platform with user-friendly tools (for analytics and visualization) to facilitate learning, collaboration and

knowledge exchange among its stakeholders. There is also no repository of knowledge products (such as websites, publications, reports, manuals, videos) generated by GEF projects throughout their life-time. The Secretariat does continuously produce a number of KM and communications materials (publications, brochures, articles, videos, etc.). However, these products are not catalogued and there is no central document management system or a repository where all GEF-branded documents are stored.

45. Furthermore, there is no dedicated GEF funding window or instrument to support projects that explicitly target research, knowledge generation, sharing and learning in recipient countries around key issues. There is also no mechanism for the GEF to identify and reward projects with good practice/achievements around knowledge generation, sharing and learning. And while the GEF is linked to a number of global partnerships around environmental knowledge flow and exchange, it is not actively present in many such initiatives or platforms where it would be beneficial for the GEF to play a role.

Key Opportunities in KM:

46. The audit found a number of opportunities for the GEF in the KM space, which can be realized in three spheres: GEF Projects, GEF Partnership and the GEF Secretariat.

(a) Related to the GEF Project Portfolio:

- Integrate knowledge generation, use and dissemination goals into GEF project design and implementation as part of key project deliverables by introducing design and reporting requirements as well as by providing access to information, incentives and guidance.
- Improve portfolio-level knowledge exchanges with key partners at the country level and regularly inform countries on lessons, good practice and results emerging from the GEF portfolio, promoting allocation decisions based on these lessons, good practice and results.
- Identify and reward GEF-financed projects with good KM features and outcomes; publicize good performance; and give public visibility and recognition to lessons and good practice.
- Finance a strategic portfolio of targeted knowledge projects that capture, synthesize and disseminate GEF-relevant knowledge in countries and globally, with an eye towards scaling-up of good practice, and promote South-South and North-South learning and knowledge exchange in support of the GEF's mission.

(b) Related to GEF Partnership and other stakeholders

- Develop, in response to GEF-6 Replenishment policy recommendations, an optimized and user-friendly IT-based Knowledge Exchange Hub for Collaboration and Learning for the Partnership.

- Create awareness of (and easy access to) knowledge products produced by GEF projects.
- Create broader awareness of the outcomes of completed GEF projects in various focal areas and regions, showcasing GEF impact and highlighting lessons learned and best practice.
- Better use the knowledge networks that exist within the GEF Partnership to promote collaboration, learning and knowledge exchange.
- Create opportunities (and provide tools and training) for collaboration and knowledge exchange both at the Secretariat and GEF partner level, including agencies, countries and conventions.
- Facilitate and support the creation and maintenance of Communities of Practice in GEF-relevant areas, including cross-cutting areas such as gender. This process should build on the experiences of IW: Learn, a GEF-financed Community of Practice in International Waters Focal Area.
- Connect to and actively participate in existing global partnerships around environmental data/knowledge capture, analysis and sharing.

(c) Related to the GEF Secretariat

- Improve and modernize data and knowledge infrastructure (PMIS, website, intranet, etc.) within the GEFSEC. These should be comprehensive, reliable, up-to-date, easily accessible and meet the daily knowledge needs of the GEF Secretariat effectively.
- Systemize internal processes to streamline knowledge product development in alignment with the broader needs and strategic goals of the GEF.
- Clarify governance and processes, as well as roles and responsibilities, related to information management, document management and innovation.
- Introduce a cataloguing system for all GEF knowledge products.
- Embed knowledge use, creation and sharing into Secretariat staff job descriptions and objectives at every level, as appropriate and in support of the GEF mission.
- Create learning and knowledge exchange opportunities for staff, such as learning missions, BBLs, back to office briefings, publications, newsletters, blogs, etc.
- Reward and incentivize staff for consistently engaging in effective learning, knowledge creation, use and sharing.

- Create an on-boarding/exiting process for GEFSEC staff to capture and codify tacit knowledge from departing staff for storage in institutional memory/archives and for transfer to new staff.

47. **KM Roadmap:** Based on the findings of the Knowledge Audit, as well as the feedback received from the Advisory Group and key GEF partners, a KM Roadmap has been developed for the GEF. It outlines key steps towards implementing the KM Approach in line with GEF-6 Replenishment policy recommendations. Taking into consideration key strengths, gaps and opportunities identified by the audit, the Roadmap presents a path for the GEF to follow in order to improve its institutional maturity in KM and to reach a maturity level of 3 (or even 4) within about three years.

48. The key elements of the KM Roadmap can be grouped into two areas: (a) actions that relate to “Information Management”, and (b) actions that relate to “Collaboration and Learning”.

- (a) **Information Management:** Proposed Information Management activities pertain to the user-friendly, timely and transparent capture, organization, storage, governance, use and dissemination/flow of GEF-relevant content. These activities include technological (systems and infrastructure), as well as procedural enhancements to upgrade and better use the GEF’s existing KM tools and processes. They also aim to develop and put in place new tools, such as a comprehensive KM System, including a GEF Knowledge Repository and a GEF Document Management System. The Roadmap also details both infrastructure/process and behavioral changes needed to mainstream knowledge in the core business of the GEF and to realize a centralized GEF Knowledge Exchange Hub with sound governance to enable effective knowledge capture, storage and sharing.
- (b) **Collaboration and Learning:** People are the most critical component of any KM program. Accordingly, the Collaboration and Learning component of the Roadmap proposes activities that build on existing networks within the GEF Partnership. It also seeks to develop new ones where needed, creating awareness of, as well as confidence in, GEF-relevant content that is actionable. It focuses on key steps related to putting in place knowledge exchange platforms, processes and practices, including thematic and cross-cutting communities of practice. These are intended to promote learning, knowledge sharing, use and dissemination, both internally at the GEF Secretariat and among GEF Partners and other key stakeholders.

49. According to the Roadmap, the GEF’s KM initiatives should build on and leverage existing relationships among GEF Partners, including the GEF Agencies, the Council, countries, STAP, GEFIEO, CSO Network, Conventions and other stakeholders. For greater impact, the GEFSEC, with its global convening power, must focus KM initiatives on creating opportunities to share and transfer both explicit and tacit knowledge. Furthermore, learning and sharing should

be organized in knowledge networks/communities via knowledge exchange/transfer facilitated by a designated administrator/knowledge manager/broker for each community, supported by the GEF. The GEF should connect with, and participate in, existing global platforms and partnerships around environmental knowledge and data sharing.

50. The KM Roadmap presents a number of tactical initiatives. It also details the necessary resources and timelines required to achieve them. The key deliverables envisioned within the next three years are:

- (a) **GEF Knowledge Repository (or Knowledge Bank)** – to be built within the PMIS, containing lessons learned and good practice from projects, submitted by GEF Agencies on a regular basis;
- (b) **GEF Document Management System and Library** – organizing, cataloguing and storing GEF knowledge products, including those generated by GEF projects, for access and reference;
- (c) **GEF Knowledge Exchange Hub – a Collaboration and Learning Platform**, accessed via the GEF website, linked to PMIS and partner KM platforms, and providing a home for thematic and cross-cutting GEF communities of practice;
- (d) **GEF Communities of Practice** – to facilitate uptake of lessons and best practices, especially in cross-cutting areas such as gender, building on lessons from implementing IW:Learn (a GEF-financed Community of Practice in the International Waters Focal Area); and
- (e) **Targeted GEF Knowledge Products and Events** – meeting GEF stakeholder knowledge and learning needs in line with the GEF mission and strategic priorities.

#### **NEXT STEPS**

51. In FY18, the Secretariat KM team will lead the implementation of the KM Roadmap for the GEF Partnership (with clear targets, roles and budgets), building on the assessments and pilots above. This may include further specificity on the design of a GEF KM Platform, a forward publications plan including in-depth technical studies conducted jointly by GEF partners, a detailed plan for a GEF knowledge products repository and document management system, development of GEF Communities of Practice, and a Partnership-wide awards program for best practice on knowledge and learning.

Ongoing and Planned Activities:

52. In line with recommendations of the KM Roadmap, several new actions have been initiated in FY17 and will continue into FY18. These include:

- (a) replication of *GEF Knowledge Days* for all ECWs throughout 2017 and 2018, based on positive feedback received from participants.

- (b) organization of the Art of Knowledge Exchange Training Workshops at all ECWs throughout 2017, based on the Art of Knowledge Exchange Guide: A Results-based Planning Guide for the GEF Partnership, and targeting country counterparts.
- (c) contribution to STAP's work on developing a Practitioners' Guide to Incorporating KM into Project Design and Implementation.
- (d) design and development of an IT-based *GEF Knowledge and Learning Platform*, in collaboration with GEF partners, to facilitate the capture, curation, analysis and sharing of information on best practices and lessons learned from GEF-financed projects and programs.
- (e) engagement with the IT upgrade for PMIS to ensure KM support tools are part of the future vision and implementation, with the "open-access" approach to information fully embedded.
- (f) engagement on the RBM action plan implementation to ensure strong synergy and support in these actions.
- (g) strengthening/expansion of communities of practice to facilitate uptake of lessons and best practices, especially in cross-cutting issue areas such as gender.

53. The Secretariat is working, with guidance from the GEF KM Advisory Group, to identify good practice examples and cost-effective options for putting in place an IT-based GEF Knowledge and Learning Platform that would be functional in GEF-7.

**ANNEX 1. IMPLEMENTATION STATUS — INITIAL ACTION PLAN AND ADDITIONAL ACTIVITIES — GEF KM APPROACH**

<b>Initial Actions</b> (as per the KM Approach Paper approved by Council in June 2015 – GEF/C.48/07/Rev.1 – listed on Table 1 on page 13)	<b>Implementation Status as of April 2016</b>
1. Set up a new KM team in the GEF Secretariat	Completed as of September 2015.
2. Establish an inter-agency KM Working Group to support the GEF KM Agenda	Completed as of October 2015.  A KM Advisory Group with membership across the GEF partnership was formed in October 2015 and has met three times since.
3. Hold GEF Secretariat internal workshop on KM forward planning	Several internal BBLs and discussions were organized in 2015 and 2016 to present plans, findings and progress to GEFSEC staff and to solicit their feedback on ongoing and proposed work.  Four deep dive meetings were held with the CEO to solicit her feedback: one in 2015 and three in 2016.  A GEF Leadership Team workshop on KM was organized in April 2016 with participation from NASA’s Chief Knowledge Officer as keynote speaker.  Three targeted meetings were held with GPU management and staff to understand their KM-related needs and to develop a collaborative approach to KM implementation: two 2015 and one 2016.
4. With the KM Working Group, prepare a more detailed implementation plan (with clear targets and roles) that builds on the initial actions above.  This may include: . Presentation and assessment of STAP KM papers as guide to future GEF KM efforts . A baseline analysis of demand for actual and potential GEF-generated knowledge within and outside of the GEF Partnership, including	Completed as of August 2016.  A KM Roadmap for the GEF Partnership has been developed, taking into consideration: <ul style="list-style-type: none"> <li>- GEF-6 Replenishment Policy Recommendations</li> <li>- Council-approved KM Approach Paper</li> <li>- Findings of the <u>Knowledge Audit</u> conducted across the partnership, based on an inventory of existing KM-relevant</li> </ul>

<p>consultation with external stakeholders</p> <ul style="list-style-type: none"> <li>. Key learning questions identified and discussed in the group – taking into consideration relevant ongoing work by academic institutions.<sup>12</sup></li> <li>. A critical inventory of current KM initiatives</li> <li>. A forward publication plan</li> <li>. A consultation on use of learning tools (including IT platforms)</li> <li>. A detailed plan for the knowledge products repository</li> <li>. A review of current and potential think-tank and academic partnerships, with plans for any new efforts.</li> </ul>	<p>activities, review of existing KM relevant documents, and consultations with key GEF partners on their KM related needs and existing KM practices and systems</p> <ul style="list-style-type: none"> <li>- Findings of the <u>KM Survey</u> conducted within GEFSEC</li> <li>- Findings of <u>Country KM Surveys</u> conducted at ECWs</li> <li>- Findings of the <u>GEF Knowledge Assets Assessment</u> that looked into the PMIS and sources of GEF-relevant data and knowledge</li> <li>- <u>STAP recommendations</u> on KM</li> <li>- Feedback from the KM Advisory Group</li> <li>- <u>Industry standards</u> for KM in organizations similar to the GEF.</li> </ul>
<p>5. Engage with IT upgrading effort to ensure KM support tools are part of future vision and implementation (paragraph 13g), with the open-access approach fully embedded.</p>	<p>Completed as of December 2016.</p> <p>KM-relevant inputs have been provided to the IT team during BRD development for the PMIS upgrade exercise. Consultations will continue as the PMIS upgrade is implemented.</p>
<p>6. Engage on RBM Action Plan implementation, including contributing to development of 2016 Annual Results and Monitoring Report planning.</p>	<p>Completed as of September 2016.</p> <p>Comments and inputs were provided to the RBM team on various occasions when requested.</p>
<p>7. Present progress report to Fall 2015 GEF Council Meeting.</p>	<p>Completed.</p> <p>Two progress reports have been presented to Council: in Fall 2015 and in June 2016.</p>
<p><b>Additional KM Actions</b></p> <p>(Designed and undertaken as pilots in response to demand identified during consultations with key stakeholders and the KM Advisory Group and based on results from Country KM Surveys conducted during ECWs.)</p>	<p><b>Status</b></p>
<p>1. GEF Knowledge Days</p> <p>Designed to enhance South-South, peer to peer knowledge exchange and learning from GEF projects in the field.</p>	<p>Completed in October 2016. (Will be undertaken in 2017 as well.)</p> <p>Designed by the GEF’s KM team with cross-support from the World Bank Group; implemented by the GEF’s KM and CSP teams.</p>

	<p>GEF Knowledge Days were organized as part of 13 regional ECWs held in 2016, showcasing good practice from GEF projects and enabling knowledge exchange among hundreds of ECW participants from more than 120 countries in the field around key project management principles.</p> <p>Excellent exit surveys were received from participants, encouraging continuation of this exercise. Therefore, GEF Knowledge Days will be implemented as part of ECWs in 2017 as well.</p> <p>Two videos were prepared and web-posted to showcase the “Learning Stations” methodology developed by the GEF for the GEF Knowledge Days.</p>
<p>2. KALEO – a pilot on-line “Ask the Expert” Tool</p> <p>Designed to create a GEF Knowledgebase and an on-line “Q&amp;A” tool on GEF operations in an effort to more effectively address the operational knowledge needs of GEF countries, Agencies and other partners, enabling access to (and exchange of) both tacit and explicit knowledge within the Partnership.</p>	<p>Ongoing.</p> <p>Customized for the GEF in 2016.</p> <p>Internal testing was conducted in 2016 and 2017.</p> <p>Dedicated project manager was hired in December 2016.</p> <p>A marketing video was developed.</p> <p>Public launch is planned for April 2017 after content and software updates.</p>
<p>3. Pilot Extraction of Lessons Learned from Completed Projects using Terminal Evaluations</p> <p>Designed to fill existing knowledge gaps in the GEF’s PMIS database and to populate lessons/good practice data fields in the PMIS for access and analysis by GEF partners.</p> <p>Multi-focal area project portfolio was selected as the initial focus of the pilot.</p>	<p>Completed in July 2016.</p> <p>Proposal to expand the pilot into other focal areas and extract lessons from the rest of the GEF portfolio of completed projects is pending management approval.</p>
<p>4. The Art of Knowledge Exchange Guidebook and Training Workshops</p>	<p>The Secretariat’s KM team developed this guidebook/toolkit between October 2016 and February 2017 with cross-support from the World Bank Group, as well as content contributions from various GEF Agencies.</p>

	<p>The interactive training workshops, targeting country counterparts, were launched in February 2017 during the first ECW in Swaziland. They are being repeated at each ECW thereafter by the CSP team with cross-support from the World Bank Group, throughout 2017.</p>
<p>5. Pilot GEF Communities of Practice in cross-cutting areas</p> <p>Two communities of practice have been proposed as pilots: gender and conservation finance.</p>	<p>Ongoing.</p> <p>Concept development began in January 2017, with cross-support from the World Bank Group.</p>
<p>6. GEF Practitioner’s Guide to Incorporating KM into Project Design and Implementation</p>	<p>Ongoing, in collaboration with STAP.</p>
<p>7. “Knowledge and Learning” Page on the GEF website</p> <p>This web page will be the precursor to the GEF Knowledge Platform/Hub and will contain GEF-specific knowledge such as project snap shots, good practice examples, links to technical documents and presentations, specific KM activities organized by the GEF, webinars, etc.</p>	<p>Completed, in collaboration with the GEF communications team.</p> <p>The Page is now up on the GEF website, with content being regularly updated.</p>
<p>8. GEF Document Management System</p> <p>Design and implementation of a GEF Document Management System for the GEF to better catalogue, organize and access GEF-produced knowledge products.</p>	<p>To begin in May 2017, in collaboration with the World Bank Group’s Image Bank.</p>

## ANNEX 2. GEF-FINANCED PROJECTS SHOWCASED DURING GEF KNOWLEDGE DAYS IN 2016

Project Title	Agency	Type	Country	Status
Monoga Syndicate Water Reticulation for Rehabilitation of Degraded Rangeland	UNDP/ SGP	SGP <sup>1</sup>	Botswana	Completed
Building Capacity of Asa Wright Nature Centre to Facilitate Conservation, Ecotourism and Community Development	UNDP/ SGP	SGP	Trinidad and Tobago	Completed
Enabling Trans-boundary Cooperation and Integrated Water Resources Management in the Extended Drin River Basin	UNDP	FSP <sup>2</sup>	Albania, FYR Macedonia and Montenegro	Approved
CF: Industrial Energy Efficiency	UNIDO	FSP	Philippines	Approved
SFM Sustainable Forest Management in the Transboundary Gran Chaco American Ecosystem	UNEP	FSP	Regional	Closed
Conservation and Sustainable Use of Biodiversity in Coastal and Marine Protected Areas (MPAs)	UNDP	FSP	Guatemala	Approved
Promotion and Upgrade of Ecotourism Products of the Western Area Peninsula Forest Reserve in Sierra Leone & Educational and Interactive Exhibits that Inform, Inspire and Empower Individuals to Protect and Restore the Environment for the Benefit of Future Generations	UNDP/ SGP	SGP	Sierra Leone	Completed
Cities-IAP: Sustainable Cities Initiative	World Bank	IAP <sup>3</sup>	Senegal	Approved

<sup>1</sup> Small Grants Project

<sup>2</sup> Full Size Project

<sup>3</sup> Integrated Approach Pilot Project

Energy Efficient Design & Construction in Residential Sector	UNDP	FSP	Kazakhstan	Approved
Integrated Conservation of Priority Globally Significant Migratory Bird Wetland Habitat	UNDP	FSP	Kazakhstan	Completed
LGGE Promotion of Energy Efficient Lighting in Kazakhstan	UNDP	FSP	Kazakhstan	Approved
Madagascar's Network of Managed Resource Protected Areas	UNDP	FSP	Madagascar	Approved
Biodiversity Conservation through Ecotourism in the Analamazaotra Forest	UNDP/ SGP	SGP	Madagascar	Completed
C BSP Sustainable Community Based Management and Conservation of Mangrove Ecosystems in Cameroon	FAO	FSP	Cameroon	Approved
Safeguarding and Restoring Lebanon's Woodland Resources Project	UNEP	MSP <sup>4</sup>	Lebanon	Approved
Integrated Management of Cedar Forests in Lebanon in Cooperation with Other Mediterranean Countries	UNEP	MSP	Lebanon	Completed
Implementing a "Ridge to Reef" Approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji (Fiji R2R)	UNDP	FSP	Fiji	Approved

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<sup>4</sup> Medium Size Project

**ANNEX 3. PUBLICATIONS/KNOWLEDGE PRODUCTS PRODUCED AND DISSEMINATED BY THE SECRETARIAT BETWEEN MAY 2016 AND MARCH 2017**

<b>Title</b>	<b>Release Date</b>	<b>Author</b>	<b>Type of Media</b>
The A to Z of the SGP: A Guide to the GEF Small Grants Programme	27-Feb-17	GEF SGP	Book
GEF Kaleo - Online "Ask the Expert" tool	21-Feb-17	GEF Secretariat	Video
The Art of Knowledge Exchange: A Results-Focused Planning Guide for the GEF Partnership	16-Feb-17	GEF Secretariat and World Bank Group	Guidebook/Toolkit
Green Technology in Schools - Kazakhstan	7-Feb-17	GEF Secretariat	Video
Restored Seasonal Pastures Feed More Livestock in Kazakhstan	7-Feb-17	GEF Secretariat	Video
Marking the 50th Anniversary of UNIDO: UNIDO-GEF Cooperation	15-Dec-16	UNIDO and GEF Secretariat	Book
Global Commons in the Anthropocene	13-Dec-16	GEF Secretariat	Video
GEF GOLD Program	5-Dec-16	GEF Secretariat	Video
Biodiversity Mainstreaming in Practice: A Review of GEF Experience	28-Nov-16	GEF Secretariat	Brochure
A New Vision for Weather and Climate Services in Africa	11-Nov-16	UNDP and GEF Secretariat	Book
Analysis of International Funding to Tackle Illegal Wildlife Trade	9-Nov-16	World Bank Group	Book
The opportunity of the Commons	4-Nov-16	GEF Secretariat and Various Authors	Brochure
UNFCCC: Conference of the Parties Guidance and GEF Responses COP 1 - COP 21	4-Nov-16	GEF Secretariat	Book (Annual Publication)
Experience in Europe and the CIS region with clean energy: UNDP, GEF and UNECE	2-Nov-16	UNDP, UNECE, GEF Secretariat	Brochure
Results from the GEF Small Grants Programme 2015	1-Nov-16	GEF SGP, GEF Secretariat	Brochure
Voices of Impact: Speaking for the Global Commons	25-Oct-16	GEF SGP, GEF Secretariat	Book
25 Years of the GEF	21-Oct-16	GEF Secretariat	Book
GEF Knowledge Day	21-Oct-16	GEF Secretariat	Video
Silent Roar	20-Oct-16	GEF Secretariat and UNDP	Book

The Global Commons Conference	14-Oct-16	GEF Secretariat	Video
Kazakhstan: Saving the Korgalzhyn Wetland	29-Sep-16	GEF Secretariat	Video
Coastal Fisheries Initiative	28-Sep-16	GEF Secretariat	Brochure
25 Years of GEF: Civil Society Organizations	6-Sep-16	GEF Secretariat	Video
Energy Efficiency Success Stories in Kazakhstan	6-Sep-16	GEF Secretariat and UNDP	Brochure
Kazakhstan: Less Energy, More Comfort in Buildings	6-Sep-16	GEF Secretariat	Video
Removing Barriers to energy efficiency in municipal heat and hot water supply: Lessons learned	6-Sep-16	GEF Secretariat and UNDP	Book
Global Commons	2-Sep-16	GEF Secretariat	Video
Small Island Developing States and the GEF: Building Lasting Partnerships	1-Sep-16	GEF Secretariat	Brochure
What is biodiversity	29-Aug-16	GEF Secretariat	Video
25 Years of GEF: The Small Grants Programme	25-Aug-16	GEF Secretariat	Video
GEF achievements in Burkina Faso (French)	12-Jul-16	GEF Secretariat	Video
Designing Projects in a Rapidly Changing Work	8-Jun-16	GEF Secretariat, STAP, UNDP	Book
The Elephant in the Room	8-Jun-16	GEF Secretariat	Video
GEF SGP turns 25: Voices from the field	6-Jun-16	GEF SGP	Video
Time to Adapt: Insights from the GEF's Experience in Adaptation to Climate Change	5-Jun-16	GEF Secretariat	Book
Sustainable Commodities 2016	2-Jun-16	GEF Secretariat	Video
Multilateral Agreements 2016	2-Jun-16	GEF Secretariat	Video
Financing Green Growth 2016	2-Jun-16	GEF Secretariat	Video
Natural Capital 2016	2-Jun-16	GEF Secretariat	Video
Curbing the Drivers of Environmental Degradation: Legislation	2-Jun-16	GEF Secretariat	Video

Sustainable Cities 2016	2-Jun-16	GEF Secretariat	Video
Scaling up Community Actions for International Waters Management	21-May-16	GEF SGP, GEF Secretariat	Book
International Waters, IWC8	17-May-16	IW: LEARN	Video
User Guide: Indigenous Peoples and GEF Project Financing	12-May-16	GEF Secretariat	Brochure
Catalyzing climate-smart land use for a sustainable future.	6-May-16	GEF Secretariat	Video
Water-Food-Energy Nexus 2016	6-May-16	GEF Secretariat	Video
Catalyzing Climate-Smart Land Use For a Sustainable Future	4-May-16	GEF Secretariat, WBCSD	Book