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UNDERSTANDING SOUTH-SOUTH COOPERATION FOR KNOWLEDGE EXCHANGE

Understanding South-South Cooperation for Knowledge Exchange

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STAP SCIENTIFIC AND TECHNICAL ADVISORY PANEL

An independent group of scientists that advises the Global Environment Facility

gef

UN environment programme

Understanding South–South Cooperation for Knowledge Exchange

Executive summary

South–South cooperation (SSC) for knowledge exchange (KE) is not new to the Global Environment Facility (GEF). The GEF's experience provides emerging evidence that SSC for KE is important to scaling, that simply creating and accumulating more knowledge does not necessarily translate into good practice, and that the knowledge generated is often underexploited. This paper looks at the experience of SSC for KE in the GEF and its Agencies, and in other institutions, to elucidate what has been learned and what challenges exist and, at the CEO's request, to make recommendations for GEF-8 programming.

SSC, KE, and knowledge-sharing are important considerations in GEF-8 programming (e.g. Country Support Programs, GEF knowledge, and learning strategy), as well as in the ongoing Integrated Approach Pilots and Impact Programs. Enhanced efforts can serve to promote innovation, cooperation, and delivery of more durable solutions. The Scientific and Technical Advisory Panel recommends that the GEF should:

1. Organize knowledge in a coherent manner. Knowledge should be organized from the perspective of potential users, be easy to access and search, and be codified in terms of best practices and approaches, rather than by project or program.
2. Harvest the lessons learned in developing and implementing the current crop of integrated programs and apply these lessons in the formulation of the next generation of integrated programming.
3. Develop a database on lessons learned from projects in the Small Grants Programme that have involved SSC for KE. These lessons should be codified and easily accessible to the GEF Partnership and be available for deployment in developing medium- and full-size projects.
4. Empower GEF Operational Focal Points with the right skills and understanding of how to define KE needs and help develop, implement, measure, and report KE results.
5. Consider a partnership with global IT companies to develop a platform to support virtual SSC for KE events and activities across the new GEF-8 Impact Programs.

Introduction

South–South cooperation (SSC) is defined as the collaboration and sharing of knowledge and skills between countries of the Global South: a partnership of equals[1] based on shared experiences and understanding.[2] Reciprocal knowledge-sharing among peers who face similar challenges speeds up learning and capacity-building,[3] and helps in scaling up the outcomes of successful projects.[4]

SSC for knowledge exchange (KE) stems from a belief that development solutions work best when they are designed with peers and partners who have faced, or are facing, similar challenges. It provides decision makers with practical insights about approaches that work and pitfalls to avoid. At the political level, peer learning can inspire leaders to implement reforms and, at the technical level, can facilitate the exchange of practical "how-to" knowledge for solving problems.

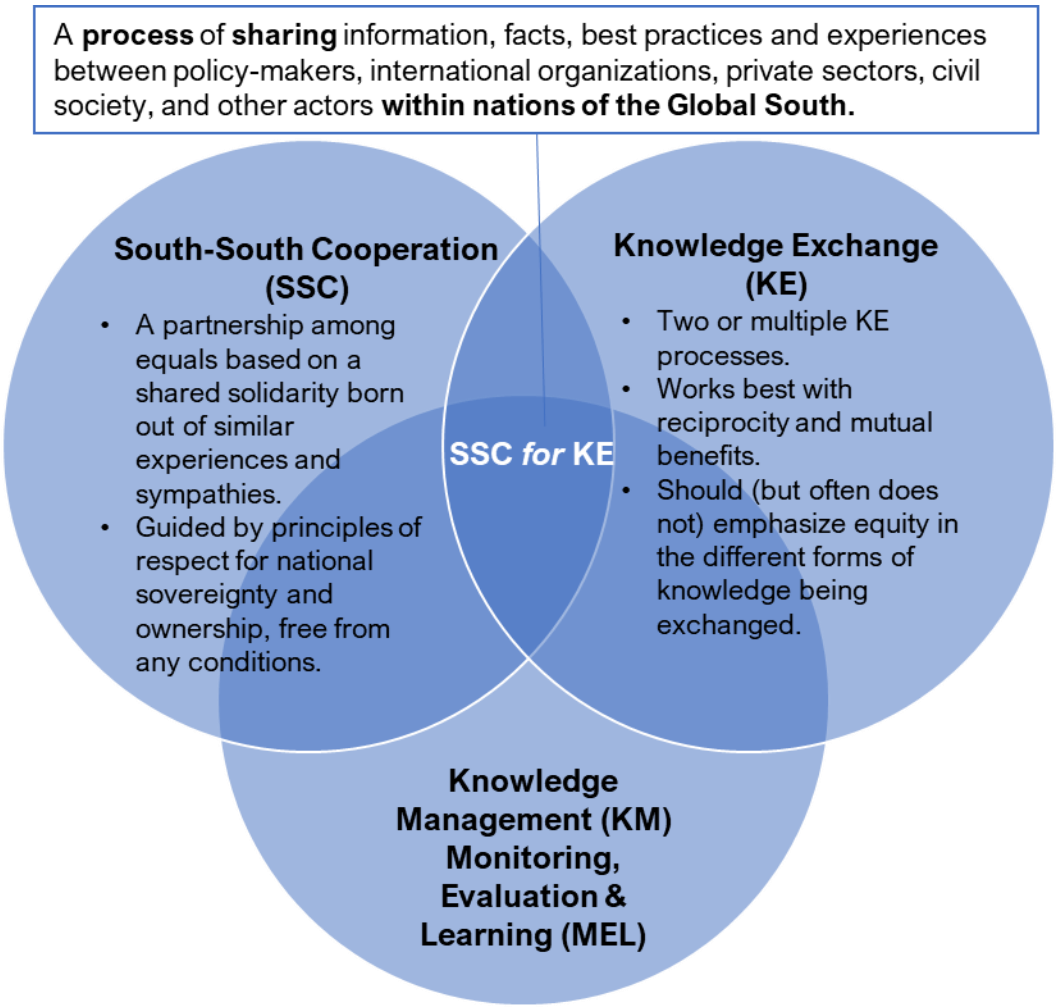


Figure 1: SSC for KE facilitates and depends on knowledge management, evaluation, and learning. It should be based on partnership among equals and be underpinned by respect for national sovereignty and ownership.[5]

This paper looks at the experience of SSC for KE in the Global Environment Facility (GEF) and its Agencies,[i] and in other institutions, to elucidate what has been learned and what challenges exist and, at the CEO's request, to make recommendations for GEF-8 programming.

The GEF has considerable experience with SSC for KE, for example in the South-South Community Innovation Exchange Platform (part of the Small Grants Programme (SGP)), in IW:LEARN (International Waters Focal Area), and in the Integrated Approach Pilots (IAPs) and the Impact Programs (IPs).

The GEF's experience provides emerging evidence that SSC for KE is important to scaling, that simply creating and accumulating more knowledge does not necessarily translate into good practice,[6] and that the knowledge generated is often underexploited. There has been little consolidation of what has already been learned and what needs to be done to improve the practice of KE via SSC. KE often occurs on an ad hoc basis,[7] based on "what seems to work", not necessarily considering that knowledge is context dependent nor actively learning from experience.

The South-South Community Innovation Exchange Platform provides dedicated support for KE between participating countries. Over 200 South–South and triangular cooperation[8] initiatives have been conducted, providing enhanced understanding about the enabling environment needed for peer-to-peer KE and technology transfer, as well as the successful replication and scaling up of locally tested innovative solutions.

The SGP[ii] offers some useful pointers on mechanisms for successful uptake and replication and for improvement of the impact and durability of exchanges. These mechanisms include bringing communities and government officials together to discuss common challenges and to share solutions that have worked; creating networks and establishing a community of practitioners; and using peer-to-peer exchanges to enable participants to learn about a previously applied solution and avoid repeating mistakes (Box A1).

The GEF's IW:LEARN is a community of practice and knowledge platform that promotes experience-sharing and learning globally in GEF-financed International Waters projects between countries, Agencies and other partners to help ensure durability of benefits beyond the project cycle. It includes a "twinning" program that matches countries seeking particular expertise with countries with more mature projects in their portfolio or with outside organizations with demonstrated experience, and provides financial support to facilitate exchanges (Box A2).

The IAPs each have a global coordinating component, with a remit that includes knowledge management, as do the IPs; the IPs are still under implementation and are developing arrangements for managing and sharing knowledge. The IAPs have developed program-level approaches to knowledge management and exchange, though not all KE is necessarily SSC for KE – often it is more traditional capacity-building, a very important part of KE, but not South–South per se.

For example, the Global Partnership for Sustainable Cities IAP has emphasized KE through dedicated platforms for collaborative learning, city academies, and peer-to-peer exchanges. Key lessons include the following (Box A3):

- Developing national platforms was more effective in disseminating information between cities and beyond, to more stakeholders, than a centralized hub-and-spoke model.
- Regional clustering for capacity-building was more effective than individual country training.

[i] Appendix 2 describes the methodology applied.
[ii] See Table A3.

- Resources needed to be earmarked to enable cities to participate in global platform capacity-building activities and exchanges.

All the IAPs and IPs have invested in knowledge-sharing and transfer to support overall program goals and expected outcomes, including training, capacity-building, stakeholder engagement, and active learning, with KE being achieved between country project teams through peer-to-peer learning and building communities of practice (Table A1, Table A2). This has been particularly useful when countries have faced common challenges of a thematic or regional nature. In the more established IAPs – for example, in the Good Growth Partnership, and in Food Security – there have been useful exchanges between programs and with countries outside the program.

Problems have been encountered with ensuring sufficient budgetary provision for child projects to support program-wide learning and KE; developing fit-for-purpose IT platforms to support online learning and KE; and getting enough support to guide, facilitate and promote learning and KE efforts across the GEF Partnership. Another challenge has been lead Agencies having limited influence over the design of individual country projects within the program when these projects were led by other Agencies (Table A1).

Other institutions have experience with SSC for KE, including international donors, scientific networks, non-governmental organizations (NGOs), and civil society organizations. These institutions – including the Scientific Panel for the Amazon, the SDG Academy Community of Practice, the World Overview of Conservation Approaches and Technologies (WOCAT), the Knowledge Bank of Norad, the Conservation Measures Partnership, and the Knowledge Hub of the United Nations Convention to Combat Desertification – could usefully inform how the GEF develops SSC for KE (Box A4). These initiatives are underpinned by South–South and/or triangular cooperation, which provides insights and good practice on how to catalyse knowledge (scientific as well as indigenous and local knowledge); connects new information, expertise, and opportunities at different levels of governance; facilitates the uptake of experience and good practice; and inspires collaboration between individuals, teams, institutions, cities, countries, and regions.

What could the GEF do to enhance SSC for KE?

Leading practice in SSC for KE around the globe is underpinned by (a) respecting national sovereignty and ownership, free from any conditions, (b) designing with respect for local leadership and knowledge (indigenous and local knowledge), (c) implementing with accountability among those involved, and (d) being driven by demands and needs (i.e. tailored responsiveness).

SSC for KE should also consider the three levels of KE (Figure 2): information-sharing, skill-building, and knowledge generation. The pyramid structure shows how these strategies build on one another, with the greatest opportunity for stakeholder engagement at the base level. The GEF's strategy for SSC for KE may be satisfied by the lowest level in some cases, but greater impact it is likely to be achieved by moving higher up the pyramid. GEF-8 could enhance its existing approaches to clearly reflect the four coequal elements of leading practice and seek to achieve the three levels of KE.

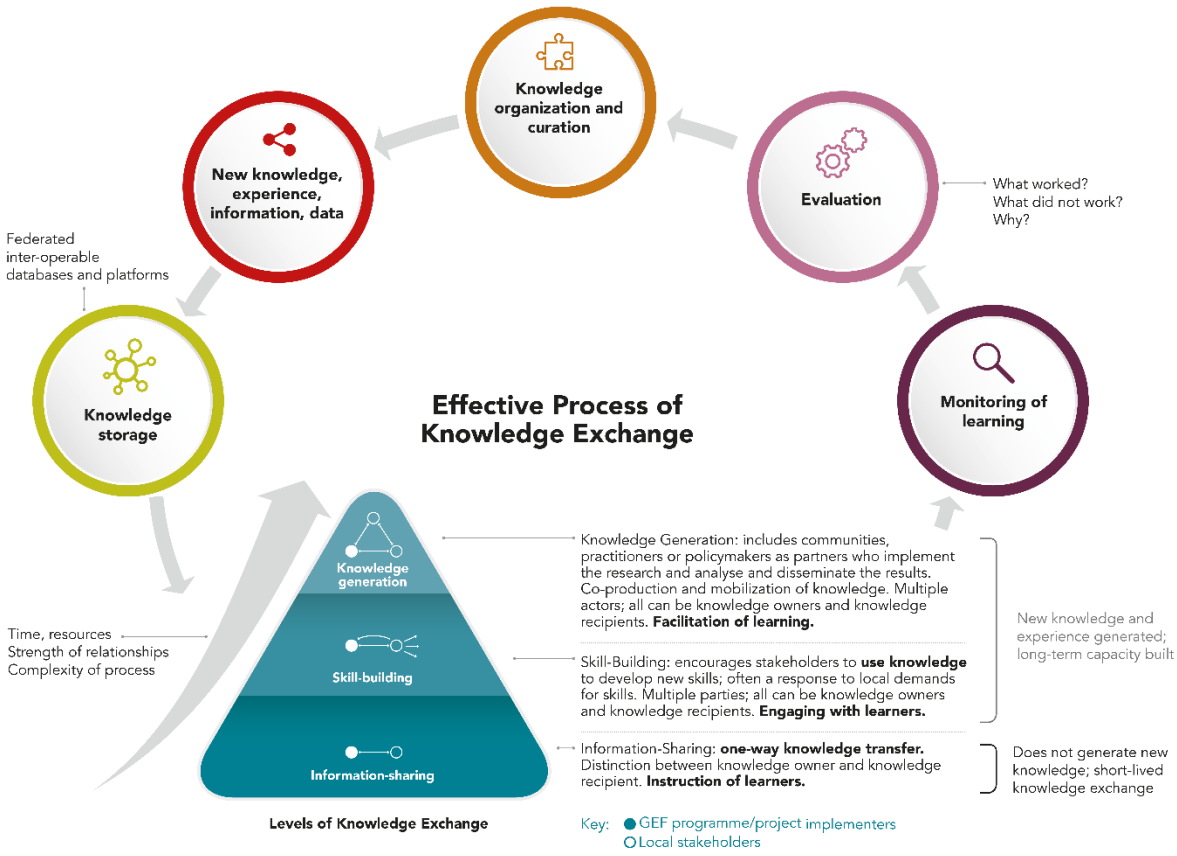


Figure 2: How the GEF could foster effective SSC for KE, accounting for the different levels of KE (the pyramid: from information-sharing to knowledge generation, modified from Duchelle et al., 2009[9]). The solid white circles represent the GEF program implementers (partners and Agencies), and white circles the local stakeholders (communities, practitioners, and policymakers).

In reality, SSC for KE should be deeply embedded within the GEF's wider knowledge management architecture, which ideally addresses strategic questions such as those noted in Figure 3 in order to link together KE, knowledge management, learning, and evaluation to achieve better outcomes. A federated system for storing and managing the knowledge (Figure 2) should be designed to support SSC for KE, and SSC for KE should be a key contributor to that system.

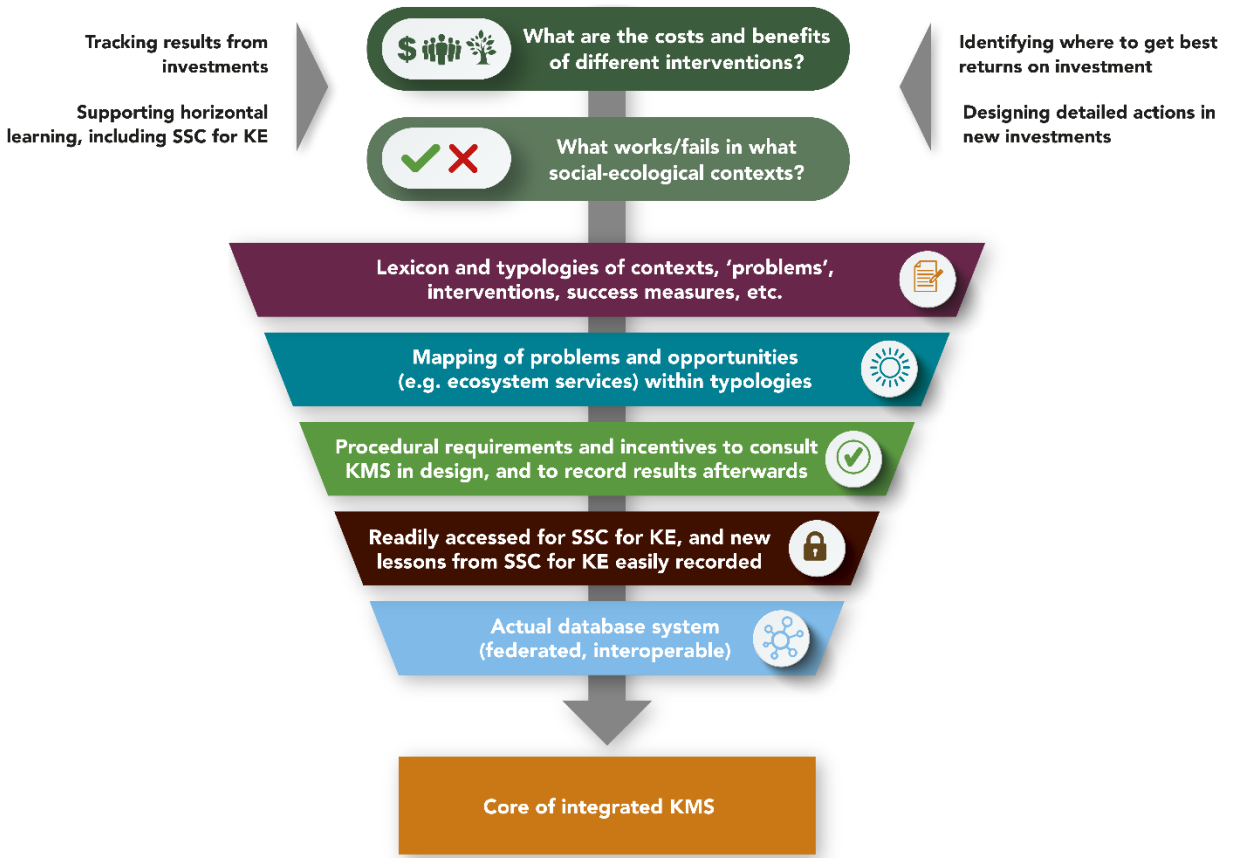


Figure 3: A possible framework for the GEF Partnership, within which to manage knowledge for policy coherence and frame SSC for KE: key purposes for knowledge management (top left and right black text) lead to key questions to be answered (centre, green boxes), which require various design elements (central rhomboids) of a knowledge management system (KMS) to deliver a focus on country support and on integration of knowledge management and monitoring, evaluation and learning for more effective KE in GEF-8. The KMS lexicon and typologies of contexts, problems, interventions, and success measures are open and evolve with feedback from new knowledge and experience generated by GEF projects. The design is intended to capture and acknowledge local learning, not to impose a particular design.

The forthcoming new GEF-8 Knowledge and Learning Strategy and Action Plan provides an opportunity to articulate this broader picture: it should offer strong support for SSC for KE and make such KE a major goal. However, this strategy and action plan will take time to develop, and in the interim, a number of actions could be adopted to improve SSC for KE. For example, the IPs currently being implemented, and the next generation of integrated programming, should clearly embed SSC for KE in their knowledge management and learning strategies, and efforts should be made to gather SSC for KE lessons from the IAPs and from IPs as they are implemented and evaluated. Furthermore, lessons learned from the SGP and other GEF projects focused on SCC for KE should be codified and made available to those developing medium- and full-size projects.

The renewed investment in the Country Support Program could provide an excellent platform for advancing this effort, with Operational Focal Points (OFPs) having a new and important role to play.[10]

Recommendation 1: Organize knowledge in a coherent manner.

"STAP's initial perspective on GEF-8"[11] recommended that the GEF should codify, monitor, and evaluate learning to "develop a knowledge management system that documents best practices, what works, what doesn't, and why" – how, and in what contexts (Figure 3). The GEF needs to learn from its past investments if it is to succeed in delivering transformational change.

Stakeholders want accessibility and curation of knowledge products in a way that enables them to be easily searched and accessed. Knowledge would be organized in terms of best practices and approaches – for example, circular economy and nature-based solutions – rather than by project or program.

The GEF should make it a priority to organize knowledge in a coherent manner; it is important to think carefully about how best to organize information from the perspective of potential users.

Multiple typologies and lexicons could be further developed to achieve this. Some such databases already exist. For example, the Conservation Measures Partnership (Box A4) establishes a lexicon of conservation threats and response actions, identifies monitoring actions that can test whether interventions are working in particular contexts, and builds the results of this evaluation into an evidence system for learning. And the WOCAT Global Database on Sustainable Land Management (Box A4) facilitates the exchange of knowledge on key challenges, approaches, and technologies on sustainable land management (SLM). The GEF could promote a federated approach to storing experience on SSC for KE (Figure 2) that can support the design of projects in its own portfolio, but also those of other organizations.

Recommendation 2: Harvest and apply lessons from integrated programs so far.

The future operating modality of the GEF will include more integrated programming, and the GEF-8 programming document sets out proposals for several new programs. Remits for the coordinating projects for the IAPs and IPs all include knowledge management. However, a new GEF knowledge management strategy may take some time to develop.

In the interim**, the lessons learned in developing and implementing the current crop of integrated programs should be harvested and applied in the formulation of the next generation of integrated programming.**

In designing the next generation of integrated programming (IPs in GEF-8 and beyond), SSC for KE should be embedded in knowledge management and learning strategies from the outset, built into results frameworks for child projects, and specifically budgeted for.

SSC for KE, and knowledge management more broadly, would be greatly assisted if all new IP platforms adopted the same basic approach to knowledge management and were compatible and linked, so that the learning could cross IP boundaries and endure beyond the lifespan of particular IPs. And it would be helpful if non-IP Agencies and countries were able to access IP platforms.

Recommendation 3: Harvest, codify and apply SSC for KE lessons from the SGP.

The GEF should develop a database on lessons learned from projects in the SGP that have involved SSC for KE.[12] These lessons should be codified and easily accessible to the GEF Partnership and available for deployment in developing medium- and full-size projects. This could also include, for instance, good examples from International Waters "twinning" practices and from the IAPs and IPs.

Recommendation 4: Empower Operational Focal Points for SSC for KE.

In GEF-8, more effort will be invested in SSC for KE to bolster support for country OFPs and to promote greater country ownership and engagement as part of a renewed Country Support Program[13] corporate strategy. South–South knowledge-sharing is one of the Country Support Program's three core objectives. The GEF proposes to use the expanded Country Support Program platform to promote forums for peer-to-peer learning among the OFPs in areas of common interest, as well as other forms for country-to-country support.

OFPs would need (a) clarification of the role of country projects in contributing to overall program objectives and (b) deployment of incentive funding from the set-aside within child project budgets to meet these objectives.

OFPs should be empowered with the right skills and understanding of how to define KE needs and help develop, implement, measure, and report KE results.

The Scientific and Technical Advisory Panel (STAP) is willing to provide relevant training, where needed, on its enabling conditions for good project design[14] – including on multi-stakeholder dialogue, theory of change, and durability of project outcomes – and to assist in identifying other relevant providers. An analysis of what OFPs need to build and strengthen their capacity would be a useful first step.

Recommendation 5: Consider IT partnerships for SSC for KE.

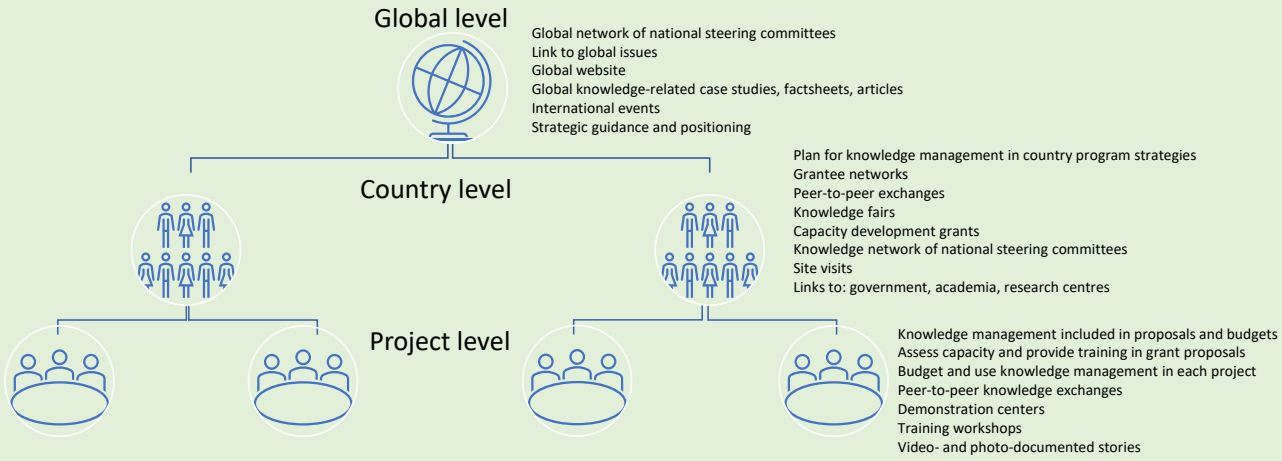
The GEF SGP, coordinated by the United Nations Development Programme (UNDP), is piloting a joint initiative with Microsoft's Project 15 to address global environmental issues by applying digital technology to accelerate community-owned innovation at the local level. **The GEF should consider a partnership with global IT companies to develop a platform to support virtual SSC for KE events and activities across the GEF-8 IPs.** Evaluation and learning from the SGP initiative (Box A5) and from other non-GEF initiatives can inform the design of such a platform.

Appendix 1:

Box A1: South–South Community Innovation Exchange Platform for replication and scaling up of good practices[15]

Learning from the South-South Community Innovation Exchange Platform can inform programmatic directions in GEF-8, specifically as regards **mechanisms for successful uptake and replication, and for enhancing impact and durability of the exchange.** The SGP shows the importance of (a) bringing communities and government officials together to discuss common challenges and to share solutions that have worked; (b) creating networks and establishing a community of practitioners to join in the exchanges; (c) using peer-to-peer exchanges to enable participants to learn about a solution, while absorbing the lessons necessary to avoid the mistakes made by early implementers of a solution.

On enablers of SSC for KE, the experience of the SGP projects suggests that (a) cooperation exchanges are horizontal partnerships based on trust, mutual understanding of the challenges, a desire for mutual learning, and the incentive to apply what has been learned; (b) long-term support is essential for uptake and replication of good practices and technology transfer; (c) successful exchanges rely on concrete action plans, strong leadership, and sustained financial and technical support to implement the solutions learned in the exchange. Source: UNDP (2017)



The knowledge management system of the GEF SGP. Knowledge exchange instruments can vary as a function of the level of implementation (global, country, project). Modified from World Bank Group and GEF, 2017.

Box A2: GEF International Waters Learning Exchange and Resource (IW:LEARN): a community of practice[16]Box A3: Key lessons about SSC for KE from the Global Partnership for Sustainable Cities IAP[17]

IW:LEARN is a community of practice and knowledge platform that promotes experience sharing and learning globally among GEF-financed international waters projects, country officials, implementing Agencies and other partners to help ensure **durability beyond project completion.** One component, the twinning program, is a demand-driven process and, hence, country-to-country in nature. At times, projects reach out to the GEF Secretariat looking for particular expertise in cases where they are not sure who can assist them. The Secretariat then matches them with other more mature projects in the portfolio or with outside organizations that have demonstrated relevant experience that can be drawn on.

Projects that have identified a suitable twinning partner fill out a questionnaire to explain why they wish to undertake the learning exchange and what impact this is expected to have on improving project implementation and results, natural resource management, and durability. Typically, IW:LEARN cost-shares with the individual projects by providing financial support to assist the participants of the twinning to visit the host country (or vice versa depending on the needs) in the form of per diem and/or airline tickets (most direct or economical). Once the exchange is completed, the parties contribute to a short report to capture the lessons to be shared, as this may ultimately benefit other projects in the portfolio that may encounter similar challenges or issues. Twinning arrangements slowed down during the COVID-19 pandemic, but the program is adapting by developing a hybrid approach and will facilitate virtual learning exchanges during the next phase of IW:LEARN. Since 2003, IW:LEARN has facilitated 37 twinning initiatives involving 287 beneficiaries (GEF International Waters project staff and their associated participating country staff).

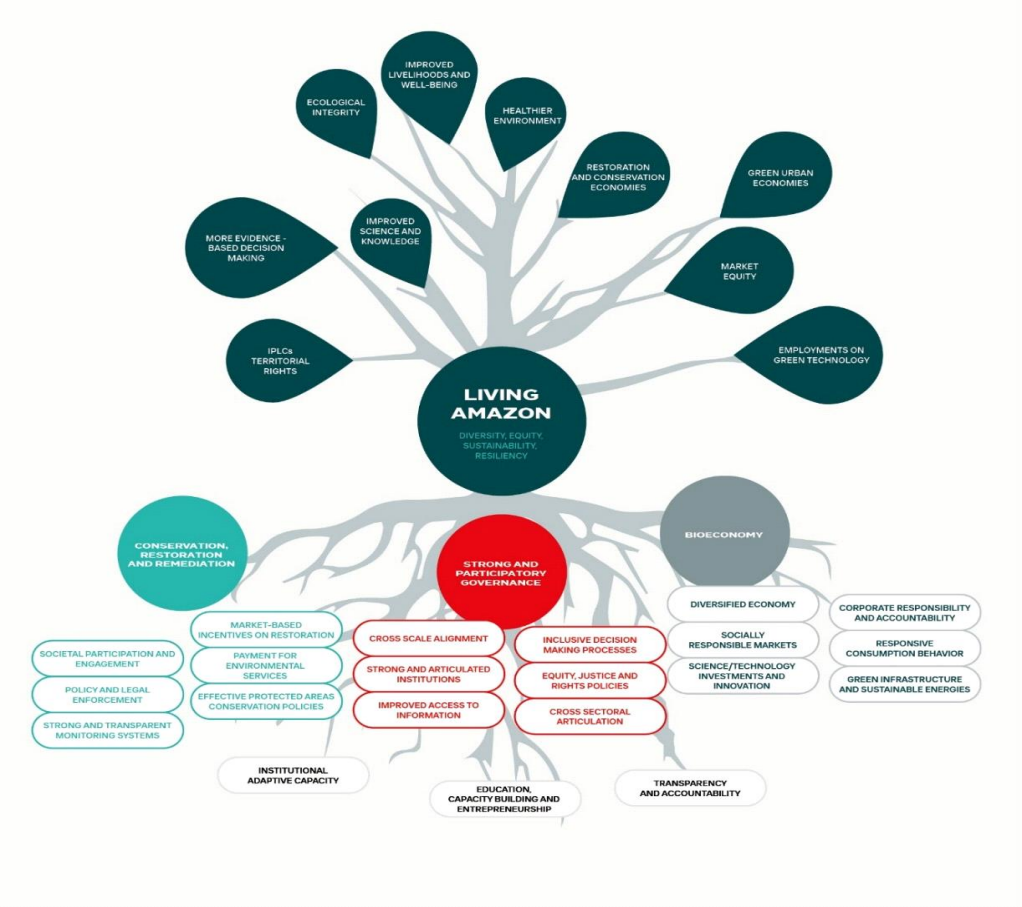
The Global Partnership for Sustainable Cities IAP demonstrates some interesting, innovative features, including an emphasis on KE through dedicated platforms for collaborative learning, city academies and peer-to-peer exchanges. Key lessons include:

- Developing national platforms enables project information to be disseminated to each child project's cities and beyond, to more stakeholders. Senegal is an example child project in which the web-based National Platform for Sustainable Cities in Senegal was developed to facilitate information exchange and knowledge-sharing.
- Regional clustering for capacity-building should be considered for some activities to further operationalize the global knowledge and learning benefits of future iterations of the Sustainable Cities Program. Clustering opportunities for cities can be effective for KE since regional languages may be similar, and cities may share a similar cultural context. Capacity-building events can be costly given the mix of participants and number of interpreted languages required. The higher the number of languages needing interpretation, the greater the reduction in meaningful dialogue and KE, as participants cannot freely communicate with one another and messages may be lost in interpretation.
- Having some events focused as regional exchanges should be considered in order to have deeper and more relevant participant interaction.
- Child projects should earmark resources to participate in global platform capacity-building activities and exchanges; the IAP evaluation showed that limited funding was set aside to send city-level beneficiaries to peer exchanges, city academies, and side or promotional events, hence hampering SSC for KE opportunities.
- It is important to encourage peer-to-peer visits and KE among the cities to share ideas and generate knowledge among the stakeholders.

Box A4: Non-GEF SSC for Knowledge Exchange

The **Science Panel for the Amazon** is an example SSC for KE. The Panel was established after the leaders of the Plurinational State of Bolivia, Brazil, Colombia, Guyana, Ecuador, Peru, and Suriname signed the Leticia Pact for the Amazon (September 2019), committing the governments of these seven nations to conserve the Amazon and its biodiverse treasures. The Panel highlights the importance of research, technology, and knowledge management to guide decision-making vis-à-vis the Amazon.

The Science Panel for the Amazon report (published November 2021; see www.theamazonwewant.org) was developed by over 200 scientists, two-thirds of whom are from Amazonian countries, including Indigenous scientists. In this way, it engages multiple views in the co-design and generation of knowledge, recognizing that Indigenous peoples and local communities play a critical role in the sustainable use and conservation of Amazonian biodiversity and hold long-term, experiential knowledge (defined as indigenous and local knowledge) of agricultural, aquatic and agroforestry systems. It synthesizes information on the current state of the Amazon and drivers of change, and – as importantly – provides a solution space for sustainable pathways for the Amazon.



The solution tree of sustainable pathways for the Amazon. Science Panel for the Amazon, 2021.[18]

Elements of the solution space include approaches towards conservation to counteract threats to Amazonian diversity; restoration options for the Amazon, including restoration priorities and benefits within landscapes and catchments and across the Amazon basin; a new bioeconomy for the Amazon; and strengthening of governance and management of land and natural resources. Knowledge is part of the solution space, with a focus on the importance of connecting and sharing diverse knowledge to support sustainable pathways, constructing and

expanding participatory intercultural education, and boosting relations between the Amazon forest and its globalizing cities (addressing cultural gaps).[19] IPLC refers to "indigenous peoples and local communities".

The **Global Network on Energy for Sustainable Development** operated for 13 years to support the agenda for increased access to clean energy as a key contribution to sustainable development. Objectives included enhancing national institutional capacities to develop policy and undertake planning and research efforts that integrate solutions to energy, environment, and development problems. Members were Southern research centres from across Africa, Asia, and Latin America, with support from the United Nations Environment Programme Secretariat. Recommendations for designers and operators of **similar global research and policy advocacy networks** include incorporating a clear theory of change, with a view to achieving specific outcomes, from the start; involving stakeholders, including policymakers, in the scoping as well as conduct of specific studies so as to secure higher levels of "buy-in", which in turn increases the likelihood that findings and recommendations are acted on, leading to observable change; and designing a monitoring and evaluation framework, ideally supported by some baseline data, so as to better understand and document outcomes.[20]

The Knowledge Bank of Norad is a platform that strives to increase support to SSC in Norwegian aid recipients by creating spaces for institutional learning and cooperation and for standardization and simplification (i.e. common routines and tools are developed for use in the knowledge programs). Established in 2018, it encompasses programs in several sectors (agriculture, gender equality, ocean and fish, etc.). It seeks long-term cooperation between Norwegian public institutions – government agencies, supervisory authorities, and universities – and similar institutions in partner countries. These stakeholders identify needs, formulate plans, and support interventions. The cooperation is based on a mutual relationship. By exchanging experiences and learning from one another, the partners can co-create something new together. The Knowledge Bank operates under three principles: the partners share knowledge and experiences, not ready-made solutions; cooperation is driven by demands and needs; and cooperation is knowledge-based and innovative.[21]

WOCAT is a global network established in 1992 to compile, document, evaluate, share, disseminate and apply SLM knowledge and practices. KE supports adaptation, innovation, and decision-making around SLM for cost-effective investments. WOCAT pursues building and maintaining an effective global network of SLM specialists; forming new partnerships and maximizing synergies; developing standardized tools and methods for knowledge management and decision support at the local, national and global levels; building and maintaining a global knowledge base on SLM; and enhancing the capacity and knowledge base of a range of actors to promote SLM adoption at different scales. It operates on a model of eight consortium partners (WOCAT International), with associated regional and national initiatives and members (e.g. BANCAT in Bangladesh, ETHIOCAT in Ethiopia). Biennial global WOCAT network meetings provide a basis for exchanges on progress with different initiatives and for directing future activities.[22]

The **Group on Earth Observations (GEO) Indigenous Peoples' Community of Practice** promotes knowledge-sharing to improve Indigenous peoples' access and inclusion in the development of geospatial tools for sustainable natural resource management. The community of practice aims to connect people working towards similar objectives; facilitate knowledge-sharing of data, tools, and capacity-building opportunities; integrate into GEO existing frameworks to engage Indigenous peoples (e.g. free and prior informed consent, rights-based approach); and build a supportive community to tackle data sovereignty challenges together.[23]

The **Nature-based Solutions Initiative** is an international, multilingual, and interdisciplinary team of natural and social scientists seeking to apply impactful research to shape policy and practice on nature-based solutions through research, teaching, and engagement with policymakers and practitioners. It works in partnership with international and local NGOs from the conservation and development sectors, as well as business and governments. It has two country hubs: NbS Bangladesh and NbS Peru.[24]

The **SDG Academy Community of Practice** operates under the umbrella of the Sustainable Development Solutions Network; it seeks to advance education for sustainable development through peer learning and the sharing of best practices, customized resource development, and opportunities for research and thought leadership. It has operated since 2017 through a range of engagement options (e.g. themed webinars, town halls, resource collections such as syllabi repositories, and best practice tutorials).[25]

The **Global Sustainable Development Report's Community of Practice for Latin America and the Caribbean** looks into how to use the pathways presented by the Global Sustainable Development Report 2019 and build connections and capacities among professionals from different backgrounds working on the implementation of the 2030 Agenda for Sustainable Development in the Latin America and Caribbean region. Participants include governmental officials, academia, NGO representatives, and representatives of educational institutions for public administration. It holds monthly meetings, and an online platform provides safe spaces for learning, exchange, and collaboration built on trust and equality among members. Participants share both their good practices and the challenges they face, and as such the peers themselves serve as coaches and drivers of the discussion. Co-creation and peer learning methods are used to draw out interests, insights, and learning from practice. Further individual formats, like stakeholder mapping and case studies, also invite guests for participation and joint learning.[26]

The **Knowledge Hub of the United Nations Convention to Combat Desertification** aims to support knowledge management tasks, together with the Committee on Science and Technology, by providing a framework for organizing scientific and technical information and access to best practices.[27]

The **Conservation Measures Partnership** is a partnership of conservation-oriented NGOs, government agencies, funders, and private businesses that work collectively to achieve greater impact. Members pool efforts and capitalize on collective experience to develop and recommend approaches that improve the effectiveness of conservation actions. The Partnership oversees the Open Standards for the Practice of Conservation, which includes the Conservation Actions & Measures Library. This library establishes a lexicon for conservation threats and response actions. It also identifies monitoring actions that can test whether the causal pathways are working in particular contexts and build the results of this evaluation into an evidence system for learning.[28]

Box A5: Accelerating local action and innovation through effective use of digital technologies: Project 15[29]

The GEF SGP, coordinated by UNDP, is expanding a joint initiative with Microsoft's Project 15 to address global environmental issues by applying digital technology to accelerate community-owned innovation at the local level. This collaboration began in 2020 in two pilot countries, with a focus on species and biodiversity conservation, but is now scaling up to more countries to implement innovative local actions related to sustainable cities, agriculture, fisheries and many other emerging environmental problems. For example, in Panama, a local organization (Yaguara) is creating cloud-enabled processes for jaguar monitoring and notifications, as well as to prevent and track human–wildlife conflict. This will allow the project team to spend less time collecting and processing data and instead focus on other aspects of its jaguar conservation and community work. These solutions can be **replicated and scaled up to other similar projects** in the SGP's global portfolio, such as those on snow leopard conservation in Asia.

Through these pilot projects, Project 15 from Microsoft developed the Open Platform for Environmental Conservation and Ecosystem Sustainability, an open-source software that helps organizations work towards a fully deployed and scalable solution by connecting their devices to the cloud and ingesting, storing, analysing and visualizing the data collected. Microsoft's vast network of partners, including universities and private companies, are also ready to provide technical assistance to support the work needed to customize the technology to the specific needs and local context of each initiative.

Project 15 builds the **capacity of partners by transferring to them the skills** needed to manage the technology on their own, making these solutions inherently sustainable and allowing them to scale up the work with other projects and communities.

Table A1: Strengths, weaknesses, challenges, and opportunities identified from interviews with GEF Agencies working in SSC

Recent efforts to enhance knowledge management and learning, including SSC, in GEF IPs, IAPs, and programmatic approaches	
Strengths	• All IPs and IAPs reflect significant investments in knowledge-sharing and transfer, where beneficial to supporting overall program goals and expected outcomes. Activities support training and capacity-building, stakeholder engagement, and active learning. KE between country project teams occurs through peer-to-peer learning and building communities of practice. • IAPs and IPs have invested in activities that directly or indirectly support knowledge management and learning. Many of these actions are pretty dynamic and adaptive in nature. A common feature of these actions is shared challenges that countries face – particularly of a thematic or regional nature. • More established IAPs (e.g. Good Growth Partnership, Global Wildlife Program, Food Security) show that investments have sometimes led to planned and spontaneous SSC for KE among country teams within a program, and between different IPs or programmatic approaches. Some exchanges included countries from outside the program but with similar interests and needs. • The global pandemic has increased the frequency of engagement and participation in online learning and KE events.
Weaknesses	• IPs, IAPs, and programmatic approaches usually lack formal SSC strategies per se.[30] • Issues highlighted by IAP coordinators included (a) ensuring that budget provisions had been made across child projects to support program-wide SSC for KE efforts; (b) fit-for-purpose IT platforms to support expansion in online learning and KE; and (c) renewed engagement and support from the GEF Secretariat to guide, facilitate and promote SSC for KE efforts across the GEF Partnership.[31]
Challenges	• Decrease in the richness and quality of learning events in comparison with pre-pandemic activities. • Lack of dedicated budget lines within most of the country child projects to support SSC for KE activities, including activities of a transboundary nature in general. This impacts the goals of regional and global programs, which are expected to deliver greater outcomes and global environmental benefits than the simple sum of individual country projects. On this point, Agencies leading the IPs and IAPs appear to have limited influence over the design of individual country projects within the program.[32]
Opportunities	• Consider a corporate effort to partner with global IT companies as part of implementing the GEF's Private Sector Engagement Strategy, to systematically develop robust platforms in support of virtual SSC for KE events and activities across the GEF-8 IPs (see Box A5). The trend towards online country-to-country learning activities will continue, and each of the programs is taking steps to address this new challenge independently. This could be an opportunity to explore synergies, economies of scale, and cost-sharing in advancing this new way of undertaking SSC for KE.
SSC in GEF Agencies	
Strengths	• Staff of Agency SSC units are interested in exploring partnerships with the GEF and collaborating in the planning of future GEF investments. • Investment in least developed countries is a common priority area for all Agency SSC units. • The SSC programme within UNDP[33] is exemplary in having a clear mandate, a well-developed strategy, and strong Secretariat support.
Weaknesses	• Many GEF Agencies lack formal SSC units and/or a formal organizational strategy on SSC. Significant variability exists in approach and level of effort among GEF Agencies that have a formal SSC.[34] • There is no tangible connection between the Agencies' SSC and GEF programs. • SSC strategies are too ambitious, and/or Agencies with a strategy developed are yet to secure resources for implementation.
Challenges	• GEF Agencies' SSC activities are significantly underfunded in comparison with the ambitions of their strategies; funding for SSC units is decreasing.[35]
Opportunities	• Potential to create a unique funding window to promote and fund SSC, learning, and KE in GEF-8 or as part of a Least Developed Countries Fund/Special Climate Change Fund strategy development process.[36] • GEF Secretariat to coordinate dialogue with key SSC donor countries, and GEF Agencies to actively explore how SSC resources could be better deployed as co-financing in future GEF projects, particularly in the Least Developed Countries Fund/Special Climate Change Fund portfolio. • Advocacy for SSC for KE through novel collaborations between the GEF Secretariat and the United Nations Office for South-South Cooperation, promoting the GEF's ambitions related to SSC in GEF-8.[37]

Table A2: Examples of KE instruments[38] applied in integrated programming

Integrated programming	KE instrument	Participating countries and description
Global Program on Sustainable Cities	Twinning and city academy	The first City Academy, held in Singapore and hosted by C40, the World Resources Institute, Local Governments for Sustainability, and the World Bank, highlighted climate action planning and transit-oriented development. Urban and transportation planners from 10 cities – Brasilia and Recife (Brazil); Ningbo, Shijiazhuang, and Tianjin (China); Abidjan (Côte d'Ivoire); Melaka (Malaysia); Asunción (Paraguay); Dakar (Senegal); and Johannesburg (South Africa) – discussed integrated approaches to climate action and urban and transport planning. Dakar and Melaka were formally twinned following this KE event and have continued collaborating on shared experience and challenges.[39]
Amazon Sustainable Landscapes Program	Study tour	Participants from Brazil, Colombia, and Peru travelled to Guatemala to see first hand how this country is protecting and managing 0.5 million ha of forest through community concessions while also generating economic and social benefits. Local participants and trainers were from communities working on forest management and governmental and non-governmental institutions and included specialists in forest management and conservation.[40]
Global Wildlife Program	Expert visits and training workshop	The Philippines participated in the first phase of GWP, and Indonesia is in the second phase. Wildlife trade is roughly equivalent to 1 billion USD annually in the Philippines, and it is similar in scale in Indonesia. Following a Global Wildlife Program training event on customs and international wildlife trade law enforcement in Asia, the Indonesia project team reached out to the Philippines project team for guidance and support. This interaction continues to date.[41]
Food Security IAP	Expert visit and workshop	Following the third Resilient Food Systems workshop, the Uganda project team requested a learning visit to the Kenya project, focusing on SLM, watershed management, and climate-smart agriculture technologies and practices.[42]

Table A3: Examples of SSC for KE under the SGP

Project name	Year	SSC and KE
Establishing an Organic Certification System in the Caribbean: Barbados, Grenada, and Jamaica	2014	The objective of the exchange between Barbados and Jamaica was to implement a national organic inspection and certification system in Barbados, based on the experience of the Jamaica Organic Agriculture Movement (JOAM) in implementing its own certification scheme. In supporting this initiative, JOAM reached out to connect the Barbadian NGO with the International Organic Inspectors Association. The exchange with JOAM helped Barbados speed up its processes by learning from the years of experience JOAM had in undertaking a certification process and meeting the international standard for certification requirements.
Promoting Seaweed Farming as a Sustainable Enterprise: Belize and Colombia	2009	The goal of this SSC exchange was to train fishers from Colombia in seaweed cultivation, harvesting, and processing techniques at the Placencia Producers Cooperative Society Limited (PPCSL) farms, located in the Gladden Spit and Silk Cayes Marine Reserve and Laughing Bird Caye National Park sites near Placencia Village, Belize. After the initial exchange in Belize, a member of the PPCSL travelled to Colombia to provide additional hands-on training to the Old Providence and Santa Catalina Fishing and Farming Cooperative. The initiative has been replicated by the Turneffe Seaweed Growers and the Sarteneja Fishermen Association in Belize.
How to Improve Shea Butter Production and Combat Land Degradation: Benin and Burkina Faso	2013	To improve its local shea production, Culture, Education et Recherche pour le Développement au Bénin (CERD-BENIN) requested support from the international NGO Tree Aid of Burkina Faso. During the exchange, the Beninese farmers learned how to significantly shorten the production cycle of shea – an exceedingly slow-growing species that takes about 25–30 years to reach productive maturity – through a grafting process. With the technical support of an agricultural engineer at Tree Aid, the Beninese farmers learned how to use assisted natural regeneration to improve their trees' productive capacity. Beninese producers also learned how to naturally control parasitic plants, which are a considerable hindrance to shea production. Finally, in Burkina Faso, farmers had come up with an idea of rigorously harvesting *Tapinanthus*, a genus of mistletoe. They taught the Beninese how to dry *Tapinanthus* and add it to ash to manufacture soaps.
Fostering Organic	2015	In May 2015, participants from Cuba, El Salvador, Fiji, Guatemala, and the Solomon Islands met in Havana to learn from Cuban farmers about low-cost and proven ecological farming practices that are easily

Agriculture across the Ocean: Cuba and the Pacific		adaptable and transferrable to the Pacific, as solutions to the pressing issue of food security and the environmental concerns shared by many small island States. During the training, the participants shared a fruitful dialogue on future SSC in the areas of organic farming, sustainability, and resilience development in the fragile ecosystems of small island developing States.

Table A4: Examples of GEF Projects involving SSC and KE

Project	Period	Countries involved	SCC and KE
Delivering Sustainable Development and Enabling the Transition to Greener Economies through Sustainable Public Procurement	2013–2018	Azerbaijan, Belarus, Brazil, Chile, Colombia, Costa Rica, Ecuador, India, Indonesia, Kazakhstan, Kenya, Republic of Korea, Malaysia, Mauritius, Morocco, Paraguay, Thailand, Turkey, Ukraine, Uruguay, Viet Nam	Facilitating the exchange of experiences and best practices through various KE instruments. Pilot countries have learned from one another's experience, particularly in the development of market readiness analysis and national actions plans for sustainable public procurement.
Strengthening of the Enabling Environment, Ecosystem-based Management, and Governance to Support Implementation of the Strategic Action Programme of the Guinea Current Large Marine Ecosystem	2018–2021	Benin, Cameroon, Congo, Democratic Republic of the Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Ghana, Guinea, Guinea-Bissau, Liberia, Nigeria, Sao Tome and Principe, Sierra Leone, Togo	Strengthening the capacity of national institutions in planning for adaptation, promoting South–South exchanges, and intersectoral planning. Knowledge shared will facilitate better involvement of national institutions and support other Agencies in coordinating with national institutions.
Mediterranean Sea Programme (MedProgramme): Enhancing Environmental Security	2017–2022	Albania, Bosnia-Herzegovina, Egypt, Lebanon, Libya, Montenegro, Morocco, Tunisia	The project is intended to provide opportunities for South–South learning; foster intergovernmental cooperation, use of monitoring and evaluation tools and geospatial services; apply best practices; and develop portfolio-wide training and communication strategies.
Knowledge for Action: Promoting Innovation among Environmental Funds	2015–2018	Global (Belize, Plurinational State of Bolivia, Botswana, Brazil, Cameroon, Colombia, Costa Rica, Côte d'Ivoire, Dominican Republic, Ecuador, El Salvador, Guatemala, Guinea-Bissau, Honduras, Jamaica, Kenya, Madagascar, Malawi, Mauritania, Mexico, Mozambique, Panama, Paraguay, Peru, South Africa, Suriname, Tanzania, Uganda)	Enhance documentation, knowledge-sharing, and collective learning through SSC within their networks.
Mapping Genetic Stock Structure to Facilitate Management of Transboundary Shared Fish Resources in the Bay of Bengal	2008–2016	Bangladesh, India, Indonesia, Malaysia, Maldives, Myanmar, Sri Lanka, and Thailand	Bay of Bengal Large Marine Ecosystem Project generated and made available knowledge on the genetic stock structure of Indian mackerel as a prerequisite for improved and joint fish resource management. The KE instruments used included community of practice, multi-stakeholder dialogue and consultations, and workshops. A community of practice was established by fisheries scientists of the Bay of Bengal countries and continues to function.[43]

Appendix 2: Methodology

A better understanding of how the promotion of SCC (either formally or informally) was currently taking place within the GEF Program was considered necessary to move forward in the GEF-8 in an informed manner. It was proposed that discussions be held with staff involved in SSC efforts among GEF Agencies (those with formal SSC units); Agency leads for many of the GEF-7 IPs, the GEF-6 IAPs and selected programmatic approaches (e.g. the Global Wildlife Program); and STAP members involved in the IAPs and the early stages of development of the GEF-7 IPs. The objectives were:

- To conduct a more thorough analysis of current practice with programmatic approaches, including IPs and IAPs with regard to their capacity-building, KE, and learning practice
- To present options for strengthening SSC for KE in the GEF-8, including through the Knowledge and Learning Strategy and Action Plan under development

Discussions were held with staff representing the formal SSC units of five GEF Agencies: UNDP, the United Nations Environment Programme, the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, and the World Bank. Following the assessment of preliminary results from the above discussions, the review was broadened to explore the South–South strategies or approaches within the existing GEF IPs, IAPs, and programmatic approaches. Formal discussions and information exchanges were held with either the coordinators or senior staff of the following programs:

- Food Systems, Land Use and Restoration – World Bank
- Amazon Sustainable Landscapes – World Bank
- Global Wildlife Program – World Bank
- Dryland Sustainable Landscapes – Food and Agriculture Organization of the United Nations
- Food Security for Africa – International Fund for Agricultural Development
- Good Growth Partnership – UNDP
- GEF-7 Sustainable Cities – United Nations Environment Programme
- GEF-6 Sustainable Cities – World Bank

The interviews were complemented with a review of SGP and IAP reports and of the 2018 Independent Evaluation Office evaluation on knowledge management.[44]

Endnotes

[1] Equals: among fellow countries of the Global South.

[2] The SSC way of doing things also includes donors engaging in triangular cooperation: Southern-driven partnerships between two or more developing countries, supported by developed countries or multilateral organizations, to implement development cooperation programs and projects or directly support South–South schemes. See the United Nations Office for South–South Cooperation's Global Portal for Triangular Cooperation: http://unossc1.undp.org/sscexpo/content/ssc/Global_Portal_for_Triangular_Cooperation.htm.

[3] Janus, S.S., 2016. *Becoming a knowledge-sharing organization: a handbook for scaling up solutions through knowledge capturing and sharing*. World Bank, Washington, D.C.; Beleboni, R., 2019. "The rise of the Global South: can South–South cooperation reshape development?" *Kennedy School Review* 19, pp. 108–110; Vazquez, K.C., 2019. "Learning from peers: how Brazil and Indonesia are structuring institutional and operational models for South-South knowledge exchange" in *Innovating South-South cooperation: policies, challenges and prospects*. University of Ottawa Press, pp. 329–348.

[4] A 2018 evaluation of knowledge management in Global Environment Facility projects and programs highlights that scaling up is supported by the exchange of knowledge between projects. GEF IEO, 2018. *Evaluation of knowledge management in the GEF*. Evaluation Report No. 123. Global Environment Facility Independent Evaluation Office, Washington, D.C., https://www.owlre.com/wp-content/uploads/2018/07/GEF_km-study-2017_1-1.pdf.

[5] United Nations General Assembly, 2019. A/RES/64/222; Korea Development Institute and World Bank Institute, 2011. *Using knowledge exchange for capacity development: What works in global practice?* World Bank, Washington, D.C., https://www.kdi.re.kr/data/download/attach/10038_refer-1.pdf.

[6] See Fazey, I., et al., 2014. "Evaluating knowledge exchange in interdisciplinary and multi-stakeholder research". *Global Environmental Change* 25, pp. 204–220.

[7] Interviews and analysis of IAPs and IPs show that not all KE activities in IPs and IAPs can be equated to being SSC for KE. There are some good examples, but many were unplanned. Using the United Nations definition as a benchmark, many KE activities in these programs would probably not be classified as South–South in nature, but as more traditional capacity-building exercises – a very important part of KE investment in the IPs and IAPs, but not South–South per se.

[8] Triangular cooperation is collaboration in which traditional donor countries and multilateral organizations facilitate South–South initiatives through the provision of funding, training, management and technological systems as well as other forms of support. United Nations Office for South–South Cooperation, "About South–South and triangular cooperation", https://www.unsouthsouth.org/about/about-sstc.

[9] Duchelle, A.E., 2009. "Graduate students and knowledge exchange with local stakeholders: possibilities and preparation". *Biotropica* 41(5), pp. 578–585.

[10] GEF, 2021. *GEF-8 programming directions*. Global Environment Facility, Washington, D.C., para. 646, p. 199, https://www.thegef.org/sites/default/files/council-meeting-documents/GEF-8%20Programming%20Directions_0.pdf. As part of a renewed Country Support Program corporate strategy, significant effort will be invested in SSC for KE activities to bolster support for country OFPs and promote greater country ownership in GEF-8. The GEF proposes to use the expanded Country Support Program platform to also promote forums of peer-to-peer learning among the OFPs in common areas of interest, as well as other forms of country-to-country support.

[11] STAP, 2020. *STAP's initial perspective on GEF-8*. Scientific and Technical Advisory Panel to the Global Environment Facility, Washington, D.C., https://www.thegef.org/council-meeting-documents/staps-initial-perspective-gef-8.

[12] The information could be organized by the objective of the exchange, the knowledge-providing or -receiving country, the topic of interest, and the results achieved. It could highlight the top knowledge-delivering and -receiving countries and the best institutions to deliver that knowledge as a way of encouraging implementing Agencies to embrace the initiative.

[13] A recent evaluation found that while the Country Support Program had achieved much over its more than two decades of implementation and consistently received high marks from country participants, SSC facilitated through the Program was limited and largely ad hoc in nature, and at best suboptimal in promoting the Program's objectives.

[14] STAP, 2021. *Enabling Elements for Good Project Design: a synthesis of STAP guidance for GEF project investment*. Scientific and Technical Advisory Panel to the Global Environment Facility, Washington, D.C.

[15] World Bank Group and GEF, 2017. *Art of knowledge exchange: a results-focused planning guide for the GEF partnership*. Washington, D.C., https://www.thegef.org/sites/default/files/publications/GEF_WB_AoKE_English.pdf; UNDP, 2017. *South-South Community Innovation Exchange Platform: the experience of the Global Environment Facility Small Grants Programme*. United Nations Development Programme, New York.

[16] https://www.iwlearn.net

[17] World Bank and GEF, 2021. *Emerging lessons from the Global Partnership for Sustainable Cities*, Washington, D.C., https://www.thegef.org/sites/default/files/publications/IAPs_Emerging_Lessons_Sustainable_Cities_2021_06.pdf.

[18] SPA, 2021. "Chapter 25" in *Amazon assessment report 2021*, Science Panel for the Amazon, New York.

[19] SPA, 2021. "Executive summary" in *Amazon assessment report 2021*, Science Panel for the Amazon, New York.

[20] Haselip, J.A., et al., 2017. "Reflections on experience with the global network on energy for sustainable development as a South–South global knowledge network". *Energy for Sustainable Development* 36, pp. 37–43.
[21] The Knowledge Bank, 2020. *We share knowledge and Norwegian experiences: strategy 2020–2025*. Norad, Oslo, https://www.norad.no/globalassets/publikasjoner/publikasjoner-2020/the-knowledge-bank---strategy-20202025.pdf.
[22] https://www.wocat.net/en/about
[23] https://geoipcop.org
[24] https://www.naturebasedsolutionsinitiative.org/what-is-the-nature-based-solutions-initiative
[25] https://www.unsdsn.org/sdg-academy/community-of-practice
[26] https://www.we-do-change.org/the-action/gsdr-community-of-practice-latin-america-and-caribbean
[27] https://knowledge.unccd.int
[28] https://www.conservationmeasures.org
[29] UNDP, 2021. "Accelerating local action and innovation with Microsoft's Project 15", United Nations Development Programme, 10 May, https://sgp.undp.org/resources-155/our-stories/653-accelerating-local-action-and-innovation-with-microsoft-s-project-15.html; Microsoft, "Project 15 Open Platform IoT sustainability", https://docs.microsoft.com/en-us/azure/architecture/solution-ideas/articles/project-15-iot-sustainability.
[30] Coordinators interviewed said that this is not considered within the context of the Agency's investments through their respective SSC programs (where these exist) or as a contribution to efforts under the United Nations Office for South-South Cooperation.
[31] Coordinators of IPs and IAPs expressed the need for clear guidance to countries and Agencies to support SSC for KE in the GEF-8 integrated programs to ensure that SSC for KE is built into child project results frameworks and is specifically budgeted for at country project level. This guidance should specify how the planning for SSC for KE activities at the IP level within the Program Framework Document should also be reflected in the planning for each of the child projects, as well in an iterative fashion between the child projects and global platforms. In particular, this guidance should specifically clarify the requirements and responsibilities for cost-sharing SSC for KE activities between the global platform projects and country projects (e.g. the Food Systems, Land Use and Restoration and the Drylands Sustainable Landscapes IPs have independently taken steps to do this).
[32] Coordinators of IPs mentioned this was particularly the case for those projects led by other GEF Agencies.
[33] The SSC unit in UNDP also hosts the Secretariat for the United Nations Office of South-South Cooperation (UNOSSC) and leads overall United Nations-wide coordination on this issue. UNOSSC's primary goal is to coordinate with sister United Nations agencies in the development of a system-wide strategy for SSC and, in partnership with these agencies, facilitate the implementation of the strategy. UNOSSC functions under the direction of the Office of the Secretary-General and is the global coordinating office and secretariat for efforts in implementing SSC across the United Nations system. The office also coordinates United Nations engagement on international events and meetings (e.g. the United Nations World Day for South-South Cooperation) and works to coordinate fundraising efforts for SSC activities in partnership with Member States. From the information gathered so far, it is difficult to gauge the success of this global coordination effort for SSC.
[34] For examples see United Nations, 2018. *Draft strategic framework of the United Nations Office for South-South Cooperation*, 2018-2021, https://digitallibrary.un.org/record/1617188?ln=en; UNEP, *United Nations Environment Programme strategy for South-South and triangular cooperation*, https://wedocs.unep.org/bitstream/handle/20.500.11822/31654/SSTC_Strategy.pdf; Food and Agriculture Organization of the United Nations, *South-South and triangular cooperation in FAO*, https://www.fao.org/3/ca3746en/CA3746EN.pdf; International Fund for Agricultural Development, *China-IFAD South-South and Triangular Cooperation Facility*, https://www.ifad.org/en/sstcf.
[35] The South–South Facility, a small trust fund within the World Bank that leads the World Bank's corporate-level SSC efforts, is in the process of being shut down, with no plans at the current time for a follow-up initiative.
[36] A well-articulated strategy for SSC for KE would be needed, along with a clear indication of how this strategy would support the GEF's ambitions on knowledge management and the proposed GEF-8 theory of change.
[37] The GEF Secretariat could participate in organization of an SSC day during the Fifth United Nations Conference on Least Developed Countries (in January 2022). Participation would also help create visibility among donors and recipient countries alike, particularly around the unique areas in which the GEF-8 and Least Developed Countries Fund/Special Climate Change Fund programs can support SSC.
[38] World Bank Group and GEF, 2017. *The art of knowledge exchange: A results-focused planning guide for the GEF Partnership*. Washington, D.C., Table 5.
[39] World Bank, 2019. *Melaka: pathway to urban sustainability*. World Bank, Washington, D.C., https://documents1.worldbank.org/curated/en/408101556608980667/pdf/Overview-Report-Pathway-to-Urban-Sustainability.pdf.
[40] World Bank, 2019. "Study tour: Community forestry – Selva Maya", 23 December, https://www.worldbank.org/en/news/video/2019/12/23/study-tour-community-forestry---selva-maya.
[41] Indah Oktavianti, T., 2020. "Indonesia repatriates 91 smuggled animals from Philippines", *Jakarta Post*, 31 July, https://www.thejakartapost.com/news/2020/07/31/indonesia-repatriates-91-smuggled-animals-from-philippines.html;

Indonesia-Philippines Cooperation (video); World Bank. *Addressing the illegal wildlife trade in the Philippines*. World Bank, Washington, D.C., https://thedocs.worldbank.org/en/doc/997621542735912298-0120022018/original/IllegalWildlifetradebrochureADBDENR18NovforWEB.pdf.

[42] Resilient Food Systems. *South-South learning: exchange visit between Uganda and Kenya country projects*. World Agroforestry, Nairobi, https://knowledgecentre.resilientfoodsystems.co/assets/resources/pdf/act_kenya-uganda-exchange-visit-report.pdf.

[43] World Bank and GEF, 2017. *The art of knowledge exchange: A results-focused planning guide for the GEF Partnership*. Washington, D.C., pp. 54–55.

[44] GEF IEO, 2018. *Evaluation of knowledge management in the GEF*. Evaluation Report No. 123. Global Environment Facility Independent Evaluation Office, Washington, D.C., https://www.owlre.com/wp-content/uploads/2018/07/GEF_km-study-2017_1-1.pdf.