

Update on the GEF Knowledge Management & Learning Strategy

Dr. Yasemin Biro Kirtman
GEF Knowledge and Learning Coordinator

GEF KM Advisory Group Meeting
June 15, 2022

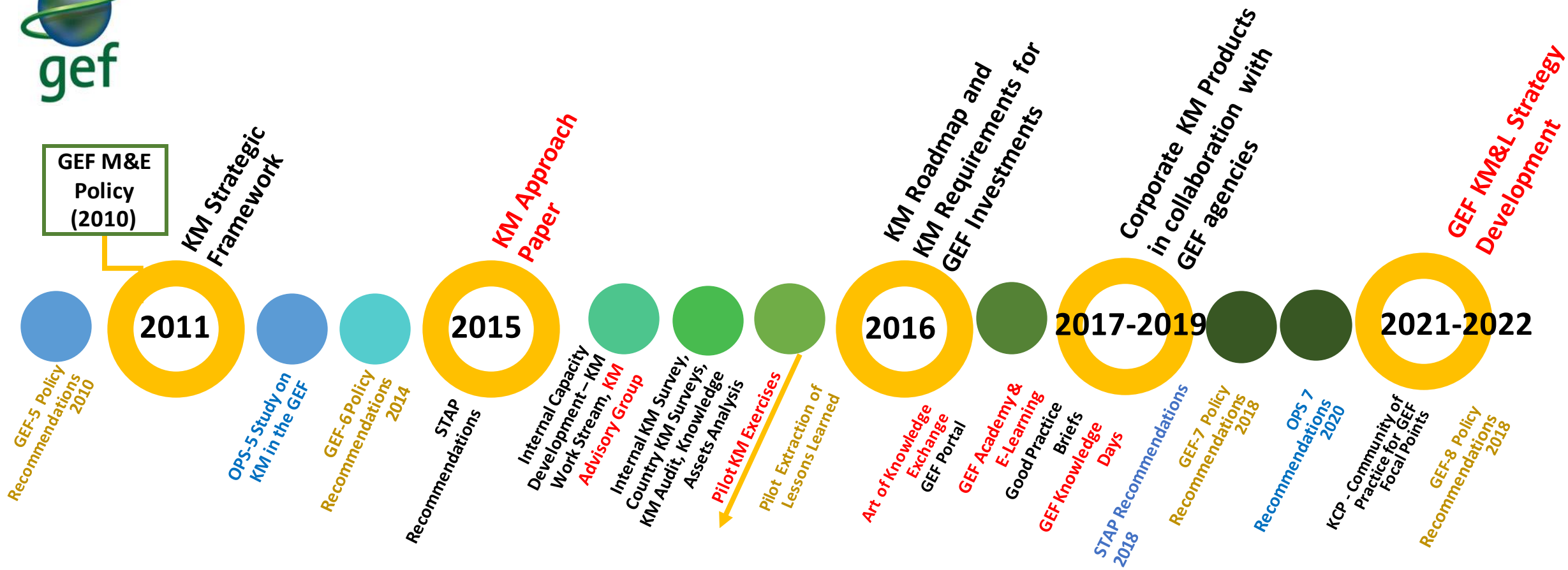
Knowledge is a primary asset of the GEF Partnership and supports its strategic objectives.
It is an essential ingredient for GEF investments to make a lasting impact.

GEF's Knowledge Management & Learning Objectives

Improve quality and impact of GEF funded projects
and programs

&

Inform global, regional and national **policy
dialogues** to reverse global environmental
degradation



Knowledge Management and Learning Efforts Timeline & Progress

GEF Knowledge Approach

1. Facilitates “systematic processes” at both project and corporate levels that

generate,

capture,

transfer,

use

critical knowledge across the Partnership and beyond;

2. Aims to

- inform and enhance project design, portfolio management, policy development, resource mobilization, outreach, etc. , and
- build capacity and foster collaboration, innovation and scale-up through demonstration and learning.

Two Pathways for Implementing the GEF KM Approach

1 - Mainstreaming KM&L in GEF Project/Program Design and Implementation by integrating KM&L into GEF Project/Program Cycle Requirements.

Project/Program Proposal Reviews by GPU and KM teams

2 - Corporate Initiatives/Products/Tools to Capture, Store, Share and Disseminate Knowledge and Information in collaboration with key GEF stakeholders (Agencies, Countries, STAP, IEO, CSOs...)

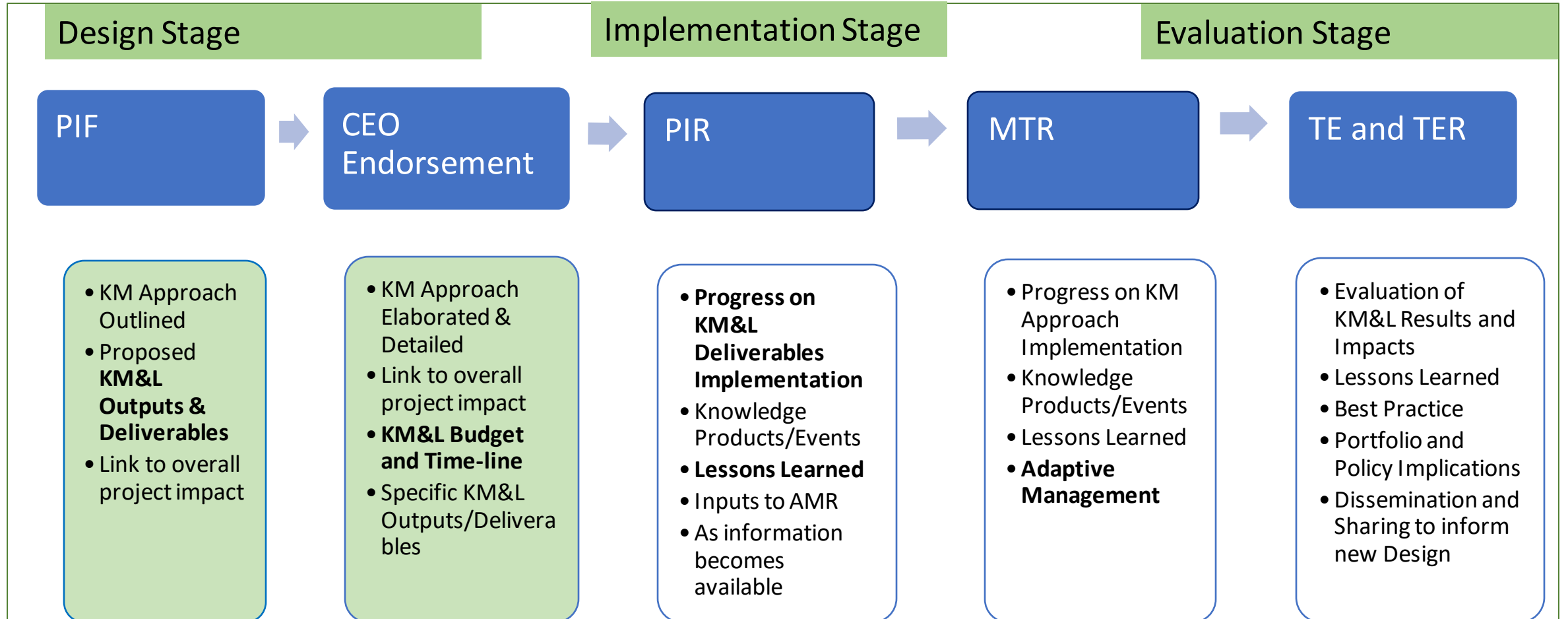
GEFSEC K&L Initiatives by:

- *KM Team*
- *Comms Team*
- *CSP Team*
- *GPU Teams*
- *Front Office*



Pathway 1: GEF Project Cycle – KM & L Requirements

Capturing and Sharing Knowledge by FSPs and IPs/Child Projects

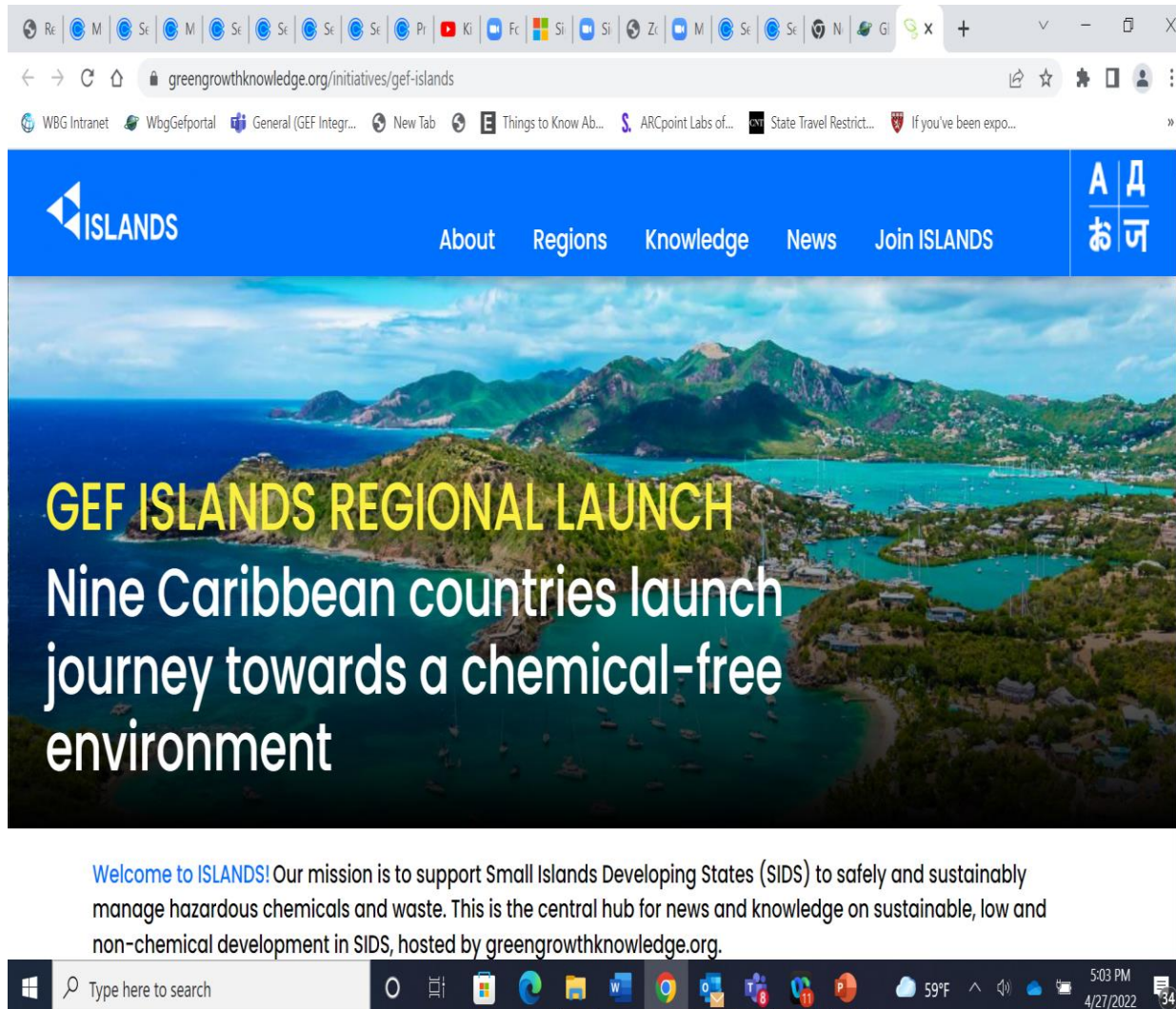


KM&L Screening at PIF/CEO Endorsement Stages

Every GEF project/program must have a *Knowledge Management (KM) Approach* which includes the following requirements:

1. an overview of *existing lessons and best practice* that inform the project/program concept
2. plans to learn from relevant projects, programs, initiatives & evaluations
3. processes to capture, assess and document info, lessons, best practice & expertise generated during implementation
4. tools and methods for knowledge exchange, learning & collaboration (at both program & project levels if a PFD), including knowledge platforms and websites
5. knowledge outputs to be produced and shared with stakeholders (at both program & project levels if a PFD)
6. a discussion on how knowledge and learning will contribute to overall project/program impact and sustainability
7. plans for strategic communications
8. budget and timelines for KM approach implementation/delivery (required at CEO endorsement stage).

We are seeing KM&L results!



Breaking News:

[Gefislands.org](https://gefislands.org) is now live.

The GEF funded ISLANDS program which brings together 33 SIDS to improve the management of chemicals and waste has launched its **knowledge platform** to facilitate information exchange and learning.

Developed by the Communication, Coordination and Knowledge Management (CCKM) project, under the GEF funded *Implementing Sustainable Low and Non-Chemical Development in Small Island Developing States* (ISLANDS)

Program, [Gefislands.org](https://gefislands.org) is intended to serve as a knowledge hub and repository for SIDS knowledge on chemicals and waste.

Pathway 2: GEF Corporate Knowledge & Learning Toolbox – across GEFSEC for Capturing, Storing, Sharing and Disseminating Knowledge and Info



Capture, Store & Access:

GEF Portal
GEF Kaleo

Knowledge Exchange:

Regional ECWs, Country Dialogue
Workshops, CSO Forums, etc.

GEF Knowledge Days – on site peer
to peer learning

Pilot Knowledge and Collaboration
Platform (KCP) for GEF Focal Points

GEF GPU Presentations/Side Events
at COPs, etc.

Agency Retreats

GEF Gender Partnership

GEF BBLs

Reporting:

GEF Score Card

Annual Monitoring Report

GEF Reports to Conventions

Dissemination:

GEF Website

GEF Publications and Videos

Good Practice Briefs

Social Media Tools (Blogs,
Twitter, etc.)

GEF Booths at COPs and
other events

Training & Capacity Building:

GEF Academy

Art of Knowledge Exchange
Guidebook and Workshops

Targeted Workshops (GEF Intro
Seminar, etc.)

Internal Training Events

Towards a GEF KM&L Strategy: Steps to Date

GEF IEO Evaluation of KM (OPS 7) – December 2020

- a. Progress has been made in KM.
- b. The GEF partnership should now develop a clear KM Strategy,
- b. The GEF partnership should invest in a technical solution that strengthens the KM system.

Management Response – December 2020

- a. A partnership-wide KM Strategy and Action Plan should be developed,
- b. Technical KM capabilities can be strengthened.

Council Decisions – December 2020

- a. The GEF partnership should develop a clear KM strategy,
- b. The GEF partnership should invest in a technical solution that strengthens the KM system.

Agency Retreat KM&L Session – April 2021

- Insights by World Bank, FAO, STAP & IEO
- System to extract and share knowledge and lessons learned; increased knowledge flow among GEF investments/partners; better application of existing knowledge to improve GEF investments

GEF KM Advisory Group Meeting – December 2021

- Launch of the GEF KM&L Strategy Development Process
- Presentations by GCF, ADB and IFAD on their journey to design/implement KM strategies
- Insight by former WBG Director (Ede Ijjasz-Vasquez) on how to think about a KM strategy

Towards a GEF KM&L Strategy

Process launched at the GEF KM Advisory Group Meeting in December 2021

Principles:

- Broad engagement
- Highly consultative
- Evidence-based
- Practical & utility oriented
- Responsive to stakeholder needs
- Cost-effective
- Informed by industry best practice
- Aligned with GEF-8 Replenishment Goals

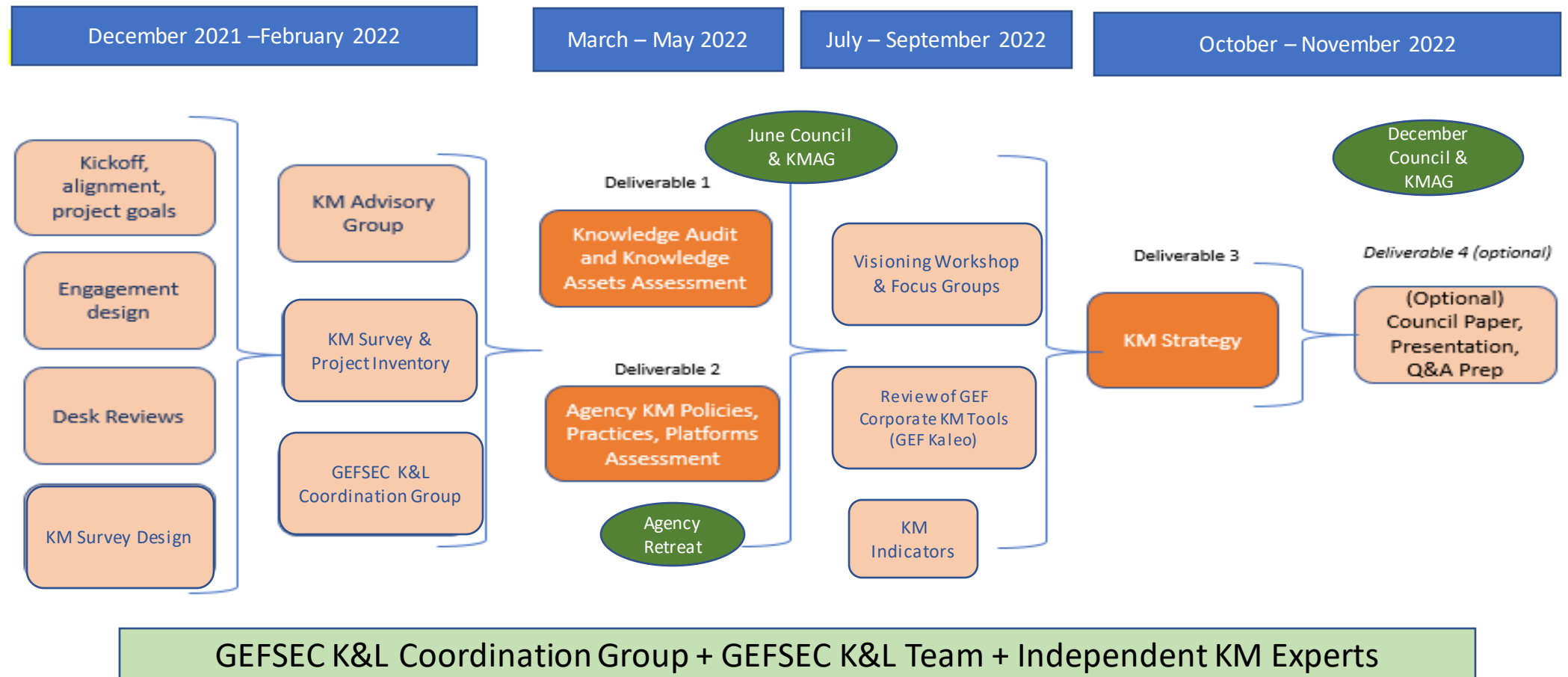


Step-wise Process:

1. KM Audit/Stocktaking & Assessment of GEF Knowledge Assets
2. Assessment of Agency Policies, Practices & Platforms
3. Collaborative Strategy and Action Plan Development
4. Council Discussion and Adoption
5. Resource Allocation
6. Partnership-wide Implementation

Step-wise Approach: Key Deliverables and Timeline

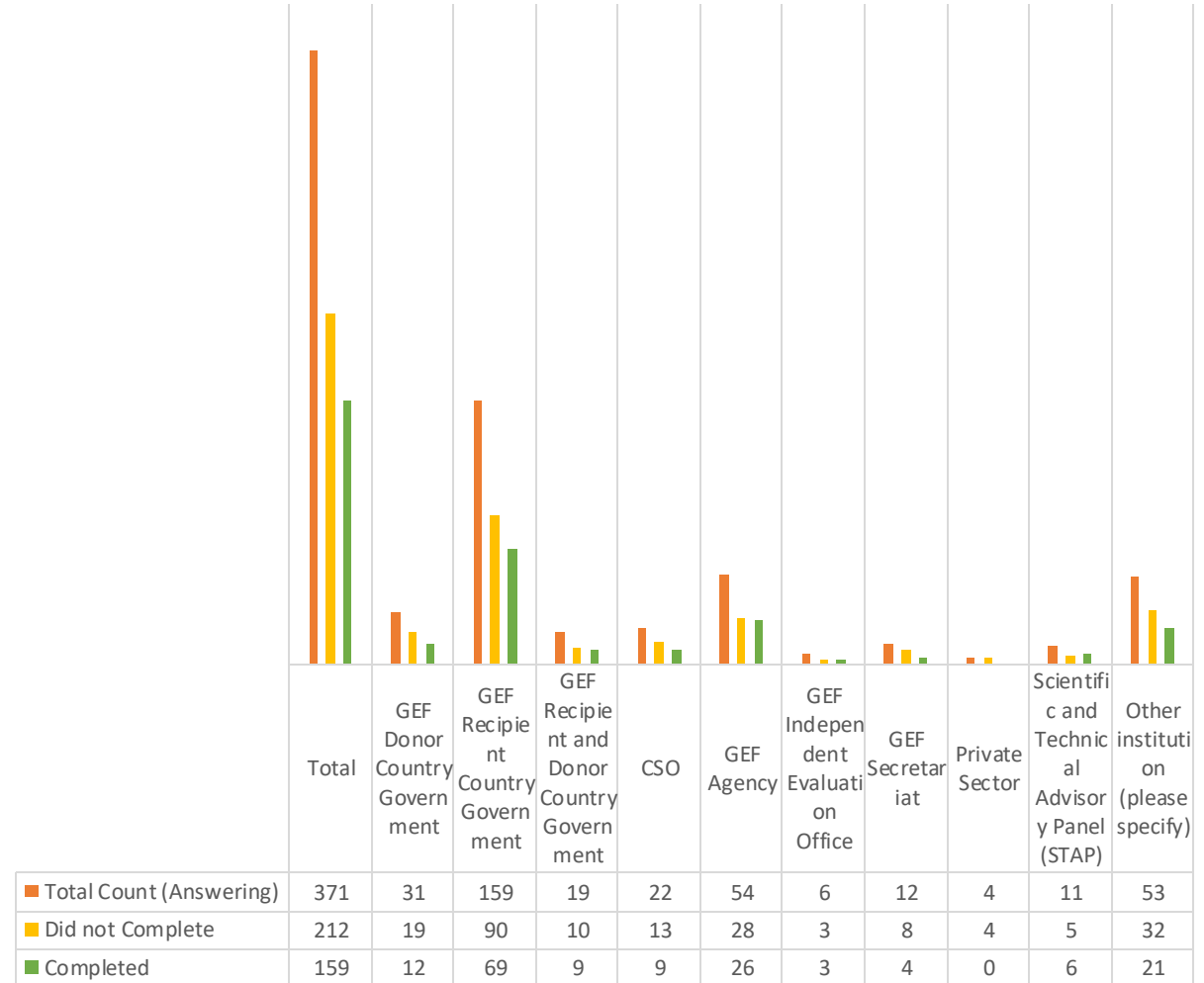
Deliverable Sequencing



GEF KM Survey Overview

- Feb 24 - Mar 14, 2022
- Invitation was sent to 2095 people in all GEF stakeholder groups
- 526 individuals accessed the survey
- 371 (71%) respondents partially completed the survey
- 159 (30%) completed the survey in its entirety

STAKEHOLDER GROUPS COMPLETION RATE (N=371)



KM Survey – Preliminary Findings

- Theme 1 – Taking Stock
 - Seminars/webinars, conferences, technical training workshops, and stakeholder consultations are the most frequently implemented activities.
 - While networking, communities of practice, exchange visits, and peer to peer exchanges are highly valued as a useful activity, the actual implementation of these activities does not reflect this sentiment.
 - Lowest usage Secretariat tools are GEF Kaleo, likely due to awareness and complexity of access.
 - Participants place significant emphasis on products/tools with practical utility rather than promotional content.
- Theme 2 – KM Maturity
 - Current GEF KM&L processes are generally rated as working well overall.
 - Most respondents (over two-thirds) rate their organization at medium or high KM capacity.
 - **MTR is seen as a tool for learning:** Over 85% of the respondents in the agency and focal point group consider the MTR as a tool for learning.
 - Areas for Improvement
 - Identify and share best practices and lessons learned from investments
 - Improve governance and resources for KM at the Secretariat
 - Create incentives to codify and share knowledge across the GEF partnership

KM Survey Findings

- Theme 3 – Knowledge Access and Flows
 - Across all key stakeholder groups, there was overwhelming agreement that the go-to public resource for GEF-related information is the GEF Website.
 - Top three public resources used to find GEF related knowledge and information are the GEF Website, GEF project websites, and web searches.
 - The OFP websites and IP platforms were rated as the least helpful. Open-ended responses reveal that many respondents are not aware of these resources.
 - In terms of ease of access for documented lessons, learned, stories, etc. most (67%) found the GEF Website easy to access and use; about 60% found the GEF Portal easy to access and use.

Preliminary Survey Recommendations & Conclusions

1. **Enhance quality and improve flow and accessibility** of existing GEF KM&L tools, products, methods, activities and platforms.
2. **Raise awareness** of KM&L tools/products that the GEF already has.
3. **Be more realistic about expectations** around KM&L for the GEF partnership.
4. **Invest more corporate resources** into KM&L governance, coordination and capacity at the GEF Secretariat.
5. **Prepare clear guidance** around KM&L products, tools, and methods found as most effective for project level knowledge sharing and learning.
6. **Create incentives** to better codify and share knowledge across the GEF partnership
7. **Build a shared understanding & capacity** and provide guidance around good knowledge and learning outcomes for GEF funded projects/programs to enhance their impact and sustainability.

Project KM Inventory – Preliminary Findings

Sample of 56 full-size “CEO-endorsed” GEF-7 projects

28 Stand-alone and 28 Child projects - 65 countries - 13 agencies – All focal areas

1. GEF 7 projects are still in their infancy, so this inventory evaluates only “proposed” and approved KM approaches which vary widely and often come with the use of the “right buzzwords.” The actual delivery may look quite different from what is proposed.
2. In this sample, there is a sincere attempt to integrate KM into the project cycle; but in many projects, there is a lack of a systematic approach to capturing, developing, sharing, and applying knowledge to enhance project impact and sustainability or to customize, replicate and scale up environmental solutions.
3. In some projects, proposed KM activities appear ad hoc or disconnected and a clear “theory of change” is missing.
4. There is a “lot of KM” without a clear strategy to drive the KM. Projects need to internalize that a “lot of KM” does not necessarily translate into higher impact. What they need to focus on is “strategic KM.”
5. K&L information is spread throughout project documentation in addition to the KM section and provided in varied formats. So, it can be challenging to get a coherent view of a project’s KM Approach and how it will enhance or catalyze progress towards project outcomes.
6. In this sample, dissemination/communication stage of the KM cycle was universally mentioned and included. There was a clear sense that communication was important. Some included more disciplined communication strategies than others, but awareness and intention was consistent.
7. There was a consistent focus on the need for (and importance of capacity building) and a sincere attempt to include capacity building in different components of the project document.
8. Documenting & sharing experiences and lessons learned was another area of consistent focus across most projects.

Project KM Inventory

Preliminary Recommendations

1. **Provide KM guidance and support to Agencies.** Clear guidelines from GEFSEC are necessary to assist agencies when developing KM approaches for GEF projects/programs.
2. **Build capacity in projects/programs to design/manage KM deliverables:** Agencies need to designate/hire a KM lead for each project from the start. GEFSEC could consider a requirement to ensure that part of KM budget is allocated to hiring a KM lead and an M&E specialist.
3. **Target capacity building towards KM that is results-focused and strategic.** In addition to designating or hiring a KM lead, agencies need to build the capacity of a larger set of stakeholders involved in the planning and implementation of the KM components of each project/program.
4. **Enhance the usefulness of Section 8 (KM Approach) of GEF PIF/CEO Endorsement Templates** by introducing a KM template for agencies to fill out in the Portal, including prompts and questions which encourage a systematic and results-focused approach to KM and how it can support project outcomes.
5. **For future project inventory work, unless it is a formative evaluation, consider focusing on projects that have completed an MTR or PIR.** Evaluating projects that are in their infancy has limited usefulness for understanding the reality, good practices, actual deliverables, and lessons learned from project level KM
6. **Introduce KM indicators** that can help track and measure progress in implementing K&L components/deliverables in GEF investments.
7. **For any future work related to Portal effectiveness, GEF should seek feedback from a broad group of users, stakeholders, and key informants** to provide a holistic picture on the effectiveness of the portal as a key K&L tool for the GEF as ease of use and usefulness is going to vary depending on the role of the user.

GEF/C.62/Inf.08

*UPDATE ON PROGRESS TOWARDS THE DEVELOPMENT OF A GEF
KNOWLEDGE MANAGEMENT AND LEARNING STRATEGY*

GEF Council Meeting

June 21 - 23, 2022

Washington D.C