

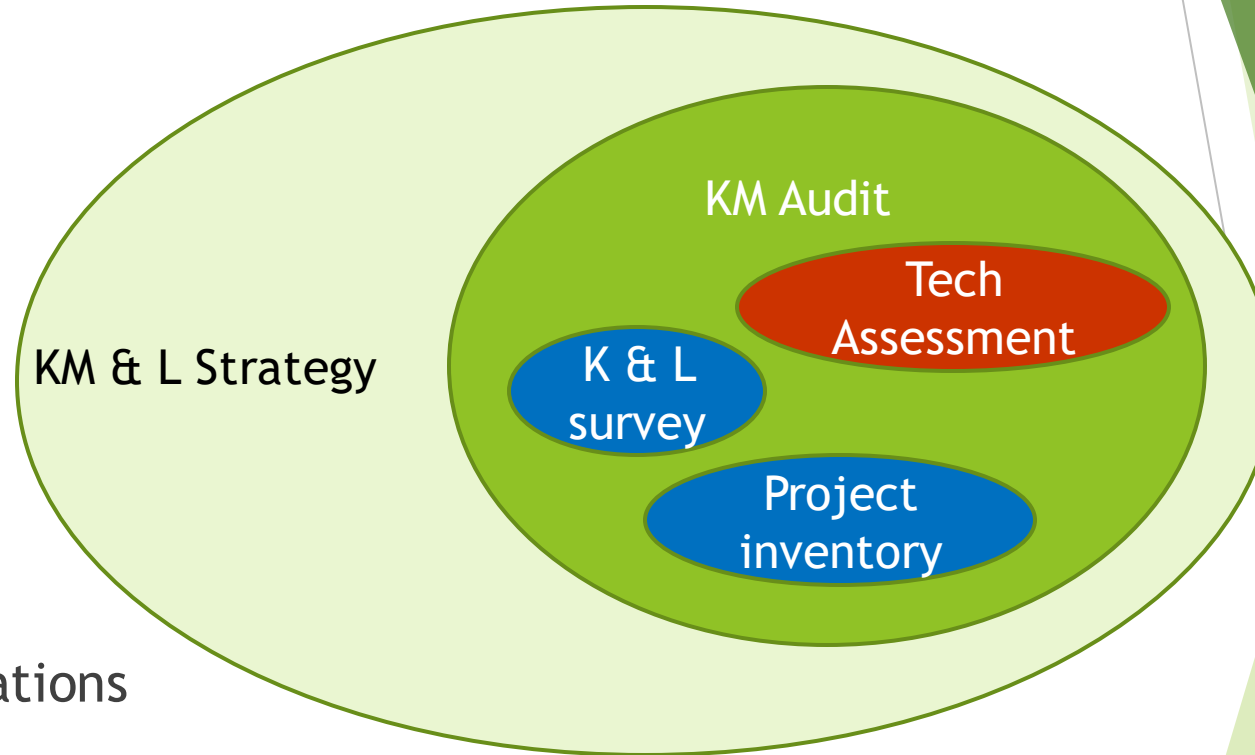


Knowledge Exchange Hub/Platform

Technological Feasibility Assessment

Overview

- ▶ Purpose
- ▶ Approach
- ▶ Participants
 - ▶ Agencies
 - ▶ Conventions
- ▶ Key Findings
- ▶ Preliminary Recommendations
- ▶ Resources
 - ▶ Questionnaires
 - ▶ Interview recordings and summaries
 - ▶ Draft report



Purpose

Tech Assessment

- ▶ To understand the technical feasibility of creating a GEF partnership-wide hub/platform for knowledge exchange that would link and leverage the various existing knowledge platforms and key resources of institutions and key partners.
 - ▶ What platforms are currently in use? Can these platforms be strengthened to extract and share knowledge (e.g., lessons learned, best practices, innovations) from GEF investments?
- ▶ Or to create a GEF Knowledge Exchange Hub/Platform to
 - ▶ facilitate capture and storage of knowledge in a uniform and accessible form; exchange of knowledge between the GEF Secretariat and institutions; collation and curation of knowledge in comparable and usable formats to increase accessibility and avoid fragmentation.”

Analysis of GEF partner knowledge platforms

Approach

- ▶ Questionnaire
- ▶ Interview
- ▶ 17 agencies*
- ▶ 5 conventions

**WWF-US pending*


Agencies		Conventions
AfDB	FUNBIO	Minamata Convention
ADB	IDB	BRS
BOAD	IFAD	UNCCD
CAF	IUCN	UNFCCC
Conservation Intl	UNDP	CBD
DBSA	UNEP/InforMEA	
EBRD	UNIDO	
FAO	World Bank Group	
FECO		

Key Findings (preliminary)

- **Diverse user needs**
 - There is a need to assess user needs in more detail for existing and proposed IT solutions
 - All institutions had differing needs for internal vs. external-facing systems with related security/privacy requirements
- **Fragmented existing content**
 - Reflection is needed to identify what existing content is pertinent
 - “The KM components have to talk to each other.
- **Desired content**
 - A report on lessons learned from all institutions by domain, by country, etc.
 - Information on other institutions (what are they working on? Pipeline)
 - Who are the focal points at the other institutions?

Key Findings (preliminary) ...2

- **Presentation of content**

- The GEF website needs some visualizations so users can better see where projects are implemented. Not just table-based data. More multimedia
- Need to see results but with the accompanying narrative/story (not just a corporate scorecard).
- More interactive, two-way interactions (not just accessing & submitting, more feedback)
- The retrieval of of explicit and tacit knowledge is so different (URBANSHIFT) 

- **Good examples of knowledge sharing**

- EBRD identify topic leads which to improve access to valuable knowledge (often in project database silos).
- Using social media to share and collaborate (e.g., IUCN, ADB LinkedIn)
- UNEP established consensus on formats, ontology and mapped synonyms

Key Findings (preliminary) ...3

- **Desired functionalities for a GEF knowledge exchange hub/platform**

- Multilingual (automated translation, Google translate used by many institutions, smart IP switch used by UNIDO)
- Real-time collaboration, community of practice support (best for **tacit** knowledge management)
- Digital Library/Lessons Learned repository for longer term preservation (best for **explicit** knowledge)
- Avoid duplication of effort, reduce manual effort needed (e.g., automated population based on cross-references); Interoperability with or links to existing systems in use (many noted that they manually add GEF content such as reports to their repository)
- Publicly accessible sections and internal restricted sections (secure access)
- Dashboard?

Key Findings (preliminary) ...4

Potential obstacles to creating a GEF Knowledge Exchange Hub/Platform:

- Cost of (and funding for) knowledge capture/documenting (to add content); some content still only in paper format
- Not everyone has access or uses the GEF Portal, and it is not user friendly for conducting research (CI)
- Security restrictions (e.g., World Bank Group)
- Firewalls, access policies (e.g., UN)
- Copyright
- Linguistic barriers (not all content available in multiple languages (UNEP))
- Timeline/deadlines: There is a need to improve how and when information is captured and then stored in the GEF Portal. For example, PIF's are completed every Sept and annual reports are done two months later.

Preliminary Recommendations

1. Different needs across the partnership given institutions are at different levels of organizational maturity in sharing Lessons Learned from GEF projects

Lower level of maturity

- ▶ Fewer projects
- ▶ More inclined to have an IT resource that can curate knowledge and learning

More advanced level of maturity

- ▶ Looking for a solution that will automate tasks more
- ▶ Want to avoid having to re-enter the same content into multiple systems

If a GEF Knowledge Exchange Hub/Platform is developed, it should live on the GEF website which is already heavily used

Preliminary Recommendations

2. Need a better definition of Lessons Learned (LL)

“Would be useful to define what data, information and knowledge actually means. In this context is it project data, the analysis, the report or other collateral” (UNEP)

The initial content that will be on the proposed GEF Knowledge Exchange Hub/Platform needs to be defined

LL Definition: “The knowledge acquired from an innovation or an adverse experience that causes a worker or an organization to improve a process or activity to work safer, more efficiently or with higher quality”

McIntyre, S., Dalkir, K., Perry, P. & Kitimbo, I. (2015) *Utilizing Evidence-Based Lessons Learned for Enhanced Organizational Innovation and Change*. Hershey, PA: IGI Global, 2015, page 2.

Preliminary Recommendations

3. Need to improve operational processes.

- ▶ Examples include
 - ▶ Modifying the terminal evaluation report, which is currently donor focused, to include more knowledge components
 - ▶ Standardization of templates on multi-agency engagements was also mentioned as well as the possibility of having more brief outcome statements
 - ▶ While not the focus of this IT assessment, this point was brought up by many institutions and this confirms the findings from the online poll at the last agency retreat's KM session

“There is an opportunity to standardize the three key outputs at the end of each project” (UNIDO)

Preliminary Recommendations

4. Need to organize knowledge better

- ▶ Some features that greatly improve searching for and accessing content, notably, having a strong system of mapping regions with mapping by country, area of work and other fields would be very useful.
- ▶ Understanding which partner has a strong capability to do this and potentially leveraging that would be a significant improvement (e.g., taxonomies, ontologies, thesauri)
- ▶ Improve reports (more visual, more interactive as mentioned in desired features in key findings)

It would be beneficial to leverage existing proven practices by institutions even if GEF partner-wide Knowledge Exchange Hub/Platform is not implemented

Preliminary Recommendations

5. Connection to GEF systems

- ▶ Some partners are ready to link to existing GEF knowledge systems (Portal, website) while others are more reticent.
- ▶ Many replied some variation of “it depends” on such things as scope, how much it would impact their work processes and identifying more specifically the type of content that would need to be connected.

There needs to be more definition of scope and requirements before most partners can connect

Next steps

- ▶ Continue audit (interviews, focus groups, as needed)
- ▶ Leverage existing systems
 - ▶ Some examples include (but are not limited to):
 - ▶ InforMEA website (UNEP)
 - ▶ Roster of Experts, PoolParty s/w (BRS)
 - ▶ SparkBlue (UNDP)
 - ▶ Panorama (IUCN)
 - ▶ And many others...

Investigate how the GEF website can be enhanced
to serve as a GEF Knowledge Exchange
Hub/Platform



Questions?

▶ Thank you

Rita Kumar, Consultant

Prof. Kimiz Dalkir, Contributor