



**Knowledge Management
and Learning:
everyone's business**

The issue

Knowledge can be both implicit (or tacit) and explicit; implicit knowledge may account for as much as 90% of an organization's knowledge and is often poorly managed.

More than platforms.....KM&L requires knowledge to be acted on, not just archived. This occurs in **GEF projects and programs** at the portfolio level and **throughout the whole GEF Partnership and recipient countries**: the strategy needs to pay attention to this whole process.

Passing on knowledge and learning also needs to be systematized, so that it is not lost when staff leave.

This suggests an integrated process **led from the highest level in GEF.**

Knowledge, action, and learning form a mutually reinforcing cycle

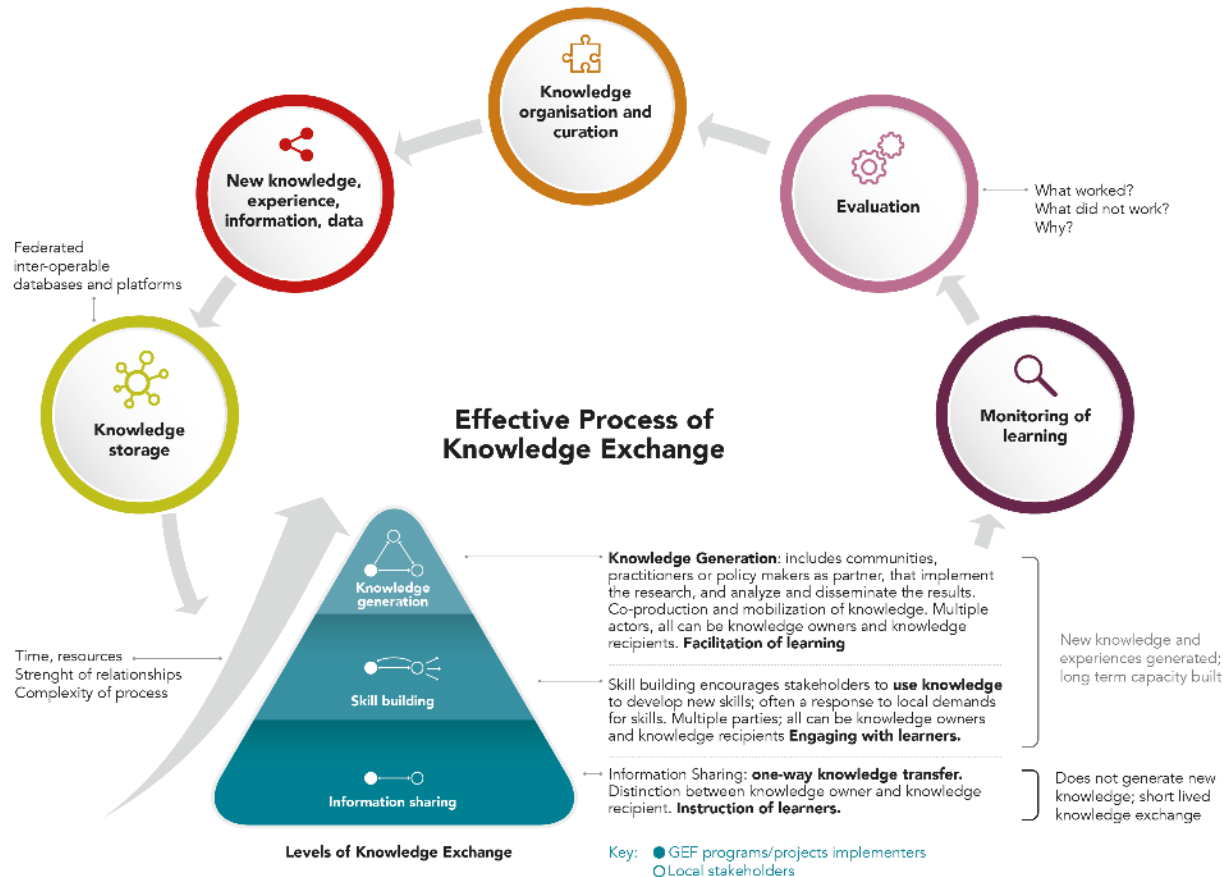


Fig.1 in STAP, 2021. *Understanding South-South Cooperation for Knowledge Exchange.*

GEF-8 vision and ambition:

Systems transformation to deliver global environmental benefits that ensure the GEF-8 **vision** of a healthy, productive, and resilient environment underpinning the well-being of human societies (GEF-8 Strategic Positioning Framework, 2022)

To deliver this GEF-8 goal, KM&L needs to:



- ☐ **Support more rapid learning and application.**
- ☐ **Ensure that innovation and learning is systematized, durable and up-to-date**
- ☐ **Work across internal and external silos, horizontally and vertically**
- ☐ **Demonstrate that GEF investments are delivering greater impact**

This calls for a **KM&L Strategy with its own Theory of Change** that identifies the major challenges and opportunities, and works back from the GEF-8 goal to define the longer and shorter-term outcomes, and major outputs that are therefore needed.

Suggests **5 causal pathways**:

1. Governance and leadership
2. Durable learning
3. Empowerment and exchange
4. Design and application
5. Tracking and adapting

Challenges & opportunities

Major outputs

Short and longer-term outcomes

Impacts

Goal

Vision

Accelerating environmental change

Internal & external silos inhibit learning

Limited funding for GEBs

Limited policy coherence at national level

New technologies & KM&L design logics available

Strong leadership towards KM&L becoming systemic to GEF (and the GEF partnership)

Systems capturing explicit knowledge from all GEF investments in contextually structured way

KM&L systems designed to be easily used at various levels of knowledge and stakeholders

KM&L systems mined to find what combinations of contexts and responses give best RoIs

Effectiveness of KM&L in increasing RoI is monitored and logic tested

KM&L systems are continuously improved (double loop learning)

GEF organisational culture supports common approach to KM&L

GEF succession processes ensure transfer of implicit learning

All GEF investments incentivised to access KMS in design and after completion

KM&L system enabling well-targeted scaling of learning
KM&L system supporting and being added to by SSC-KE

Intervention design processes access KM&L system effectively

GEF funding targeted towards highest RoI in collaboration with countries

Demonstrated and increasing RoI

More funding, more effective co-investment

GEF retains all valuable knowledge due to systemic, integrated KM&L culture

Rapid and consistent improvement in impact of GEF investments due to strengthened KM&L

More scaling & durability due to better flow & ownership of KM&L among partners

More impact and scaling of innovations due to better use of existing & new knowledge

Investment in GEBs rises due to GEF being seen as a leader in KM&L-supported high impact programs

1. Governance and leadership

2. Durable learning

3. Empowerment and exchange

4. Design and application

5. Tracking and adapting

Systems transformations to achieve more GEBs, more durably

Healthy, productive and resilient environment underpinning well-being of human societies

Conclusion

Good KM&L will allow better performance in the GEF Partnership, **delivering more, and more durable, global environmental benefits.**

KM&L requires **knowledge and learning through action**, not archiving.

KM&L is everyone's business, and every team member – from recipient countries, from GEF Agencies, and from the GEF Secretariat – is a knowledge worker: everyone needs to understand the importance of KM&L and good governance must help create a culture in which it flourishes.

Look for a **clear theory of change and strategy** that enables GEF to facilitate federated KM&L systems and processes among the whole partnership, to everyone's benefit.

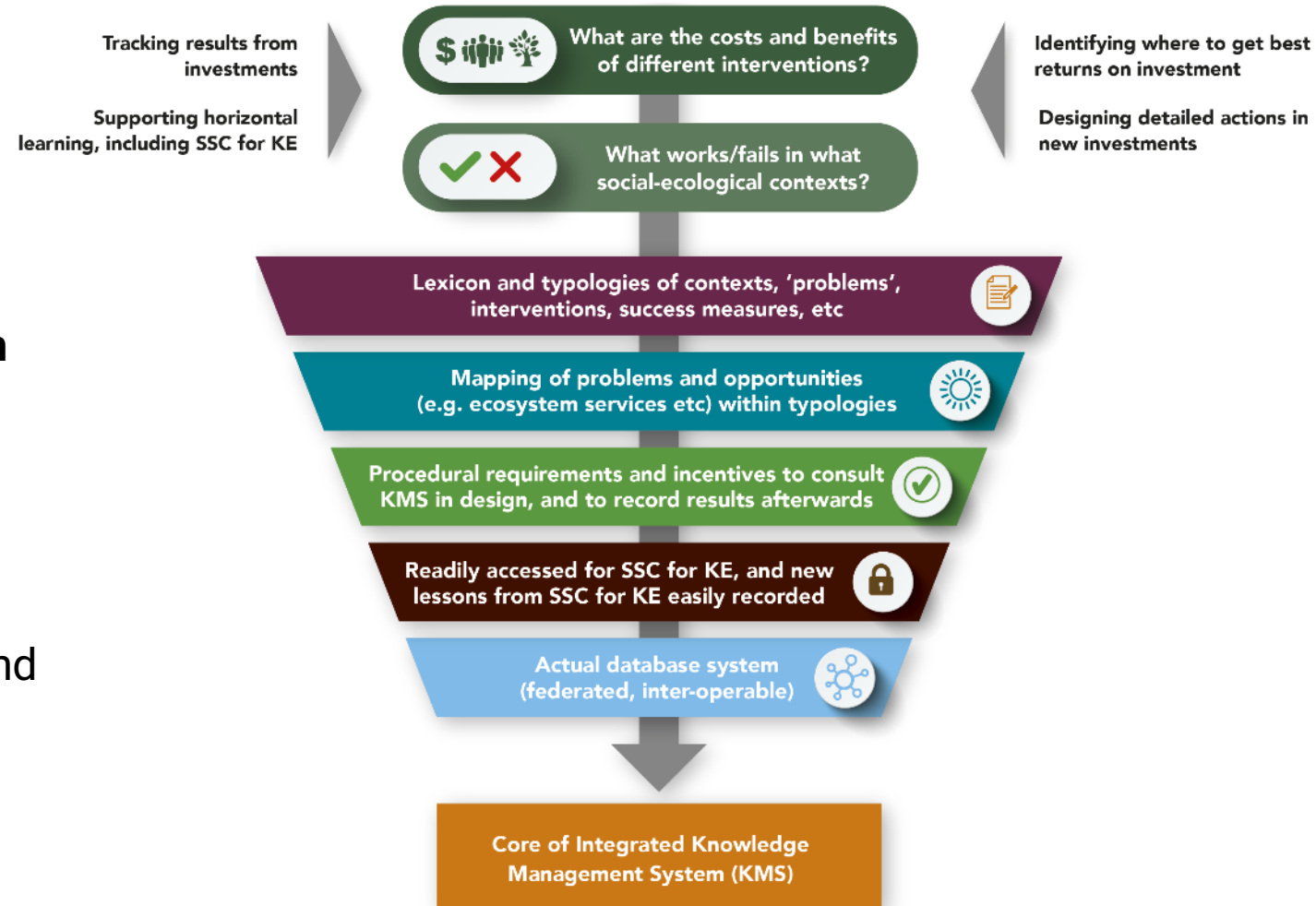


Fig.2 in STAP, 2021. *Understanding South-South Cooperation for Knowledge Exchange.*