Update on Knowledge Management for the GEF Partnership

GEF KM Advisory Group Meeting

Presented by Yasemin Biro Kirtman
Knowledge and Learning Coordinator, GEFSEC
Washington, DC
November 30, 2017
Knowledge Management Timeline & Progress

2011
- KM Strategic Framework
- GEFS Policy Recommendations
- Learn from Projects & Programs
- Share Data, Info and Knowledge with Stakeholders

2015
- KM Approach Paper
- Improve Uptake of Lessons Learned through a Learning Platform
- Develop Comprehensive Work Plan for Building a Knowledge Management (KM) System

2017
- KM Roadmap
- KM Roadmap:
  - Create KM Team
  - Prepare a Detailed KM Implementation Plan
  - Embed KM Tools into IT Upgrading and Embrace Open Access Approach
  - Incorporate KM platforms into IAPs
  - KM Requirements for PIFs and CEO Endorsement

2018-2019
- Boost GEF's efforts to:
  1. Improve impact of its projects and programs
  2. Inform global, regional and national policy dialogues to reverse global environmental degradation

KM Roadmap:
- Extraction of Lessons Learned from the MFA Portfolio
- GEF Knowledge Days
- GEF Kaleo On-line Knowledgebase and Ask-the Expert Tool
- Improve (1) information management and sharing, and (2) collaboration and learning across the Partnership.
- Strengthen/Expand communities of practice for uptake of lessons and best practices
- More systematically integrate knowledge capture, dissemination and learning into GEF project design, implementation and reporting
Knowledge and Learning in the GEF Partnership – ongoing process
Kaleo Report
October 31, 2017

TOTALS SINCE INCEPTION
+1,728 QUESTIONS
+285 USERS
+1,712 VIEWS
+57 this month

Most popular question this month:
What is required for a gender analysis of projects funded under gef 6?

BOARDS WITH MOST VIEWS THIS MONTH
37 – OPERATIONS AND PROCEDURES
12 – INSTITUTIONAL
4 – TECHNICAL

Number of people who have asked a new question this month: 5
Number of people who have viewed an existing question this month: 8

<1 day RESPONSE TIME

VIEW TREND MONTH over MONTH

NEW QUESTION TREND MONTH over MONTH

EXPERT LEADERBOARD
1st GEF Kaleo Admin +236
2nd Expert 1 +42
3rd Expert 5 +12
4th Expert 4 +1

MEMBER LEADERBOARD
1st Gina Belle +23
2nd Denis Nabuyi +14
2nd Lumka Mabanga +13
2nd Anjali Nair +6
3rd Alexandra Ortega +2

For further analytics contact the Customer Success team at Kaleo. cs@kaleosoftware.com
Enhancing Knowledge Flow throughout the GEF Project Cycle
Who Knows What?

Do we know “what” we know?

Do we know “what we ought to know”?

How do we know “who knows what”?
“What We Know”

• Where is it?
• How do we access it?
• What do we do with it once we find it?
• Can we find it again?
Knowledge Management

![Diagram showing the benefits of Knowledge Management]

- Access to best / latest thinking
- Novel approaches
- New ideas
- Better / faster innovation
- Faster access to knowledge
- Faster Problem-Solving
- Improved Customer Service
- Better sharing
- New Hires
- Effective Quicker
- Reducing Knowledge Loss
- Knowing who’s doing what
- Minimizes Duplication / Re-invention
- Productivity / Performance

Knowledge Benefits

Intermediate Benefits

Organizational Benefits
Learning from Experience

“There is only one thing more painful than learning from experience, and that is not learning from experience.“

-Laurence J. Peter, Canadian educator

IISD Video on GEF IAP Lessons: https://vimeo.com/242813837
GEF Project Knowledge $\rightarrow$ GEF Portfolio Knowledge $\rightarrow$ **Value**

- GEF Project 1 Knowledge (Lessons)
- GEF Project 2 Knowledge (Lessons)
- GEF Project 3 Knowledge (Lessons)

**GEF Portfolio Level Knowledge and Learning (GEFSEC, Agencies, Countries)**

- Scientific and Other Publicly Available Knowledge
- Opportunity for Innovation and Public/Private Scale-up
- Improved Design for New GEF Projects
- Improved GEFSEC, Agency, Country Staff Capacity & Expertise
- Communication, Outreach, Fundraising
- Better Informed Corporate Decisions on Existing & Future GEF Portfolio
GEF Project Cycle

Step 1
GEFSEC review
For PIF clearance
(and PPG approval
if requested)

Step 2
Council Review
and approval
of PIF in work
program

Step 3
GEFSEC review
for CEO
endorsement

Step 4
Performance
monitoring &
reporting to GEFSEC
during implementation
(PIR; MTR)

Step 5
GF EIO review of
Evaluation of
completed project

Other Agencies’
comments
(if any)

Convention Secretariats’
comments, if any

Council members
Comments, if any

Trustee sets aside
financial resources

Agency’s
project preparation
and appraisal

Selective Council
Review as requested

Agency’s
project approval,
implementation,
and supervision

Trustee commits
financial resources

Agency’s
project closing
and evaluation (TE)

In-country
project concept
identification

GEF Project Cycle

11
<table>
<thead>
<tr>
<th>Project Cycle Stages</th>
<th>GEF Requirements for KM</th>
<th>How to Meet KM Requirements</th>
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<tr>
<td><strong>Project Design</strong></td>
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<td><strong>Step 1: GEFSEC Review for PIF Clearance</strong></td>
<td>Part II. Project Justification Q 7. Outline the <strong>KM approach</strong> for the project, including, if any, plans for the project to learn from other relevant projects and initiatives, to assess and document in a user friendly form, and share these experiences and expertise with relevant stakeholders.</td>
<td>Demonstrate learning through the use/consideration of relevant knowledge products by similar projects and initiatives, evaluations of previous projects, data sets, research, publications, stakeholder input, expert assessments, lessons learned/best practice; etc. with clear references.</td>
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<td><strong>Step 3: GEFSEC Review for CEO Endorsement</strong></td>
<td>Part II. Project Justification Q A8. Elaborate on the <strong>KM approach</strong> for the project, including, if any, plans for the project to learn from other projects and initiatives (e.g. participate in trainings, conferences, stakeholder exchanges, virtual networks, project twinning), and plans for the project to assess and document in a user friendly form (e.g. lessons learned briefs, engaging websites, guidebooks based on experience) and share these experiences and expertise (e.g. participate in communities of practice, organize seminars, trainings and conferences) with relevant stakeholders.</td>
<td>Present <strong>KM approach</strong> for the project, defining specific plans, tasks, deliverables (knowledge products, including websites), roles and responsibilities, expected outputs and impact as well as the corresponding <strong>KM budget</strong> for the project. These KM plans and activities could be presented as part of the project’s M&amp;E plan. (pg. 15 of Guidelines on the Project and Program Cycle Policy, 2016). They are also eligible for <strong>GEF funding</strong> under PMC - project management cost. (pg. 42 of Guidelines on the Project and Program Cycle Policy, 2016)</td>
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<td><strong>Project Implementation</strong></td>
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<td><strong>Step 4: Performance Monitoring &amp; Reporting during Implementation (PIR; MTR)</strong></td>
<td><strong>Project Knowledge &amp; Learning Registry through GEF Portal (Under Development)</strong> - Yearly track and register in the GEF portal, if any, <strong>lessons learned</strong> from the project. Yearly register and upload, if any, <strong>Knowledge Products</strong> produced by the project.</td>
<td>• Upload project <strong>lessons and/or best practice</strong>, if any, into the GEF Portal – as they become available or annually, in conjunction with PIRs and MTRs • Upload <strong>knowledge products</strong>, if any, produced by the project – as they become available or annually, in conjunction with PIRs and MTRs • Compile/analyze/report lessons for consolidated portfolio-wide GEFSEC presentation to Council as part of AMPR-2.</td>
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<td><strong>Annual Portfolio Reporting Requirement (AMPR) – Part 2</strong></td>
<td><strong>An annual report on lessons learned</strong> and overall results presented to the May/June Council. (pg. 55 of Guidelines on the Project and Program Cycle Policy, 2016)</td>
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<td><strong>Project Closure and Aftermath</strong></td>
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<td><strong>Step 5: Project Closure &amp; Evaluation</strong></td>
<td><strong>Terminal Evaluation</strong> (pg. 85 of Guidelines on the Project and Program Cycle Policy, 2016) - Provide well-formulated <strong>lessons</strong> based on project experience and applicable to the type of project at hand, to the GEF’s overall portfolio, and/or to GEF systems and processes. Include <strong>good practices</strong> that have led to effective stakeholder engagement, successful broader adoption of GEF initiatives by stakeholders, large-scale environmental impacts. Describe aspects of project performance that worked well along with reasons for it, and discuss where these good practices may or may not be replicated</td>
<td>Evaluate, draw out and <strong>disseminate</strong> knowledge; Provide the necessary inputs for TERs by the GEF IEO; Leave and sustain the legacy of knowledge;</td>
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GEF Portal

• A new tool that will make it all happen:
  • captures, stores and helps find what we know!
GEF Academy / E-Curriculum

Self-paced and Interactive E-Learning Modules
User recognition (certificate, etc.) upon successful completion
Cross-support from WBG Open Learning Campus

WBG Examples:
• Re-thinking Gender in Social Development(Self-paced)
  https://olc.worldbank.org/content/re-thinking-gender-social-development-self-paced
GEF Art of Knowledge Exchange Workshops and Knowledge Days

Knowledge and Learning at GEF CSP Workshops - 2017

- 14 Art of KE Training Sessions
- 12 Knowledge Days at ECWs
- More than 1000 participants from over 120 countries.
Knowledge Tree

from Vietnam ECW

Harvesting our knowledge!
Why Knowledge Exchange?

A powerful way to:

- share, replicate, scale up environmental development solutions
- learn from peers who have overcome similar challenges
- access practical knowledge and environment development solutions
Knowledge Days at ECWs

- Swaziland: IFAD
- Brazil: SGP
- Ukraine: UNIDO
- Vietnam: PEMSEA, SGP
- Seychelles: UNEP
- Grenada: UNEP, UNDP, SGP
- Mexico: UNDP, SGP
Knowledge Days Continued

- Congo, Brazzaville: SGP
- Tunisia: World Bank
- Tonga: SGP, UNDP
- Uzbekistan: UNDP, UNEP
- Ghana: SGP
Knowledge Days
How are we doing?

**Art of KE Training:**
- Importance of topic: 4.3/5
- Presentation: 4.4/5

**Knowledge Days:**
- Knowledge Sharing Format was effective: 2.6/3
- Exposed to relevant information: 2.3/3
- Learning Stations were well designed: 2.5/3
GEF Knowledge Days and Training: Going Forward

- GEF Assembly
- NDIs as well as country and regional meetings
- GEF 7 Workshops and activities
- Online Tools, Courses and Training