

The GEF

Knowledge Needs Assessment

Study Report

December 2011

Final Draft



Executive Summary

The Global Environmental Facility (GEF) is an international institution that provides grants and concessional funds to developing countries and economies in transition for sustainable development projects that protect and enhance the global environment while improving local and regional economies. As of the beginning of 2012, the GEF has funded the implementation of almost 2,800 projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants, providing about \$10 billion in direct grants and leveraging an additional \$47 billion in co-financing to over 168 developing countries and countries with economies in transition. Through a separate Small Grants Programme (SGP), the GEF has made more than 13,000 small grants totalling \$634 million directly to civil society and community-based organizations.

Knowledge is a key resource of the GEF secretariat and partnership to support developing countries and countries with economies in transition in safeguarding the global environment. The GEF's unique mission calls for the development of cutting-edge, innovative and experimental programs and projects, making it fundamental that processes and results are continuously tracked and analyzed, and lessons learned disseminated and incorporated in the next generation of activities. Against this backdrop, the GEF launched in December 2010 the preparation of an approach for a Knowledge Management Initiative (KMI) with the goal of ensuring that GEF knowledge, information and data are identified, captured, and shared in their entirety and developed as a strategic asset in a coherent and comprehensive manner.

One of the first steps identified by the Knowledge Management Initiative has been to assess the knowledge sharing and learning needs of the GEF stakeholders. This study report presents the results and analysis of this knowledge needs assessment. The approach that has been taken is participatory. It has involved a quantitative analysis of a survey questionnaire filled by almost 300 respondents and qualitative interviews with 25 GEF staffs and partners. The study sample is believed to be well representative of the GEF. Study participants have quite equally come from the various entities composing the GEF –Secretariat, Focal Points, GEF agencies, CSO/NGO, other stakeholders-. Furthermore, the knowledge domains most reported by study participants are on a par with the focal areas and portfolio of GEF projects. Knowledge needs have been collected throughout all main pillars of the KM architecture and suggest a comprehensive and coherent action framework.

The report starts by planting the policy, institutional, and cultural KM environment. Compared to GEF staff, external study participants indicate benefiting in their own organization from a higher level of institutional KM adoption. GEF staff flag more especially a lack of incentives, inappropriate technologies, unclear vision and inadequate culture as institutional barriers towards effective KM. While most of the existing KM initiatives of the GEF are positively assessed by GEF staff and external participants, the study points out a demand for knowledge development on a number of areas, particularly in relation to access to GEF funds, capacity development, climate change adaptation, RBM & M&E, and biodiversity.

Referring to the project cycle, external participants concentrate most of the demand for further knowledge development at the project formulation stage. Very importantly, study participants recommend the GEF to mainstream and systematize KM at the project level, i.e. at every step of the project cycle: at the design stage, during the review and among the approval criteria, during



implementation, monitoring and evaluation, and closure. For instance, one of the needs that are conveyed is that project proposals should explicitly feature an ‘uptake pathway’ of project results.

Knowledge flows indicate an emphasis on transactions related to procedures and guidance notes, especially in relation to GEF funding. When such materials are already available, they are commented as being difficult to retrieve as well as too complex. When referring to communication patterns, study participants call the GEF for supporting a gradual shift from a distribution oriented and rather formal model to a more reactive and networked architecture that opens new rooms for mutual support and collaborations between GEF partners.

In terms of knowledge creation, participants demand the GEF to grow the pool of publications harnessing and disseminating best practices, success stories, case studies and fact sheets. Such materials seem to be less produced by the GEF than other content types, such as analytical papers, scientific information, evaluation reports and lessons learned. Participants also stressed that the comparative advantage of the GEF is at the portfolio and global levels. Furthermore, they expressed quite strongly the need to focus on GEF global results/impact and for shifting the GEF’s approach to content development, which should become a collaborative process embedding the GEF agencies.

Most technologies currently used were found to be largely inadequate for the collaborative work that is needed and for effectively supporting knowledge acquisition and dissemination. Technologies available at the GEF require a major overhaul, which is a process that should probably start with the development of a proper ICT strategy. More specifically and among the technologies that were found most missing is a federated search engine that could index and retrieve content across the partnership, including at national and project levels. Similarly, RSS feeds and news alerts, or workspaces enabling teams collaboration would help the GEF stakeholders to perform their work more efficiently.

In terms of overall cross-cutting priorities, survey participants called for a GEF Knowledge Platform with easy-to-retrieve information, data and lessons learned both at the project-level and at the portfolio-level, a collection and analysis of impact data within the focal areas of the GEF, and the expansion of the GEF website with improved and enriched content.

Building on the needs conveyed by the sample group of participants and referring to what other organizations have implemented in a similar context, the report suggests a select list of possible actions that a KM strategy could review and consider. These actions would aim at strengthening the leadership and KM governance of the GEF, helping to install a culture and working process supportive of KM, network the secretariat and the GEF partnership, develop missing policies and guidelines, embark in the creation of new knowledge products, define a robust content management structure, design an ICT environment favorable to knowledge sharing, invest more strongly in the development of staff and adequately resource the selected activities.

Obviously the overall KM action framework stemming from the needs assessment should be reviewed, complemented and compacted according to the GEF’s strategic priorities and resources available for KM. This is usually an activity that is conducted during the development of the KM Strategy. In any case, the study has shown that there is a real demand from GEF staff and partners to boost KM activities. KM is perceived as a genuine enabler of the overall effectiveness of the GEF. Study’s participants expect to learn from each other’s as a means to improve programmatic results and are eager to be equipped with



today's KM tools and approaches to support more effectively countries in safeguarding the global environment.



Acronyms and Abbreviations

ADB	Asian Development Bank
AfDB	African Development Bank
ASCLME	Agulhas and Somali Current Large Marine Ecosystems
EBRD	European Bank for Reconstruction and Development
EO	Evaluation Office
FAO	Food and Agriculture
FAQ	Frequently Asked Questions
GEF	Global Environment Facility
IADB	Inter-American Development Bank
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development
IW	International Waters
KM	Knowledge Management
KMI	Knowledge Management Initiative
NGO	Non-governmental Organization
PMIS	Project Management Information System
POP	Persistent Organic Pollutants
RBM	Results-Based Management
REDD	Reducing Emissions from Deforestation and Forest Degradation
STAP	Scientific and Technical Advisory Panel
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization



Table of Contents

Executive Summary	2
Acronyms and Abbreviations	5
1. Introduction.....	8
1.1. Purpose of the Knowledge Needs Assessment	8
1.2. Methodology	9
1.3. Structure of the Report and Deliverables	9
2. Outcomes of the Knowledge Needs Assessment.....	10
2.1. Survey Demographics.....	10
2.2. KM Policies and Practices	12
2.3. Thematic Knowledge Needs	16
2.4. Knowledge-based Processes	17
2.5. Knowledge Flows.....	18
2.6. Knowledge Content Development, Dissemination and Management.....	24
2.7. KM Technologies	27
2.8. Cross-cutting priorities	29
3. KM Action Framework.....	31
3.1. People.....	31
3.2. Policies and Processes	32
3.3. Technologies.....	35
3.4. Capacity	36
4. Conclusion	37
Annex 1: List of Persons Consulted	38
Annex 2: List of Documents Reviewed	39
Annex 3: Input from Interviews.....	40
Annex 4: Survey Open-ended Questions.....	49
Annex 5: Knowledge Maps	88
Annex 6: KM Glossary.....	97
Annex 7: Survey Questionnaire	103
Annex 8: TOR	114



Acknowledgements

We are grateful to the GEF and to Ms. Patrizia Cocca, GEF Communications Officer, for providing careful and day-to-day guidance throughout the course of this study. This report has also substantially benefited from the oversight, advice and feedback provided by the core members of the GEF KM Task Force (Mr. Ramesh Ramankutty, OBS team Leader; Mr. Thomas Hammond, STAP Secretary, Ms. Dima Reda, Sr. Results Management Coordinator; Ms. Kseniya Temnenko, KM officer for the GEF EO)

We would like also to extend our gratitude to all GEF staff and partners who participated in phone interviews. They contributed very openly with information and ideas. Without their rich and frank input this study would not have been so precisely substantiated.

All survey respondents are to be commended for devoting time to bring their expectations and perspectives in the needs assessment. Thanks to their contribution their needs have been accounted for and made the survey a good proxy of the GEF partnership.

This study has been prepared and conducted by Dr. Patrick Breard.



1. Introduction

The **Global Environmental Facility (GEF)** is a financial mechanism that unites 182 member governments - in partnership with international institutions, civil society organizations (CSOs), and the private sector- to address global environmental issues. The GEF provides grants and concessional funds to recipient countries for projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. The **GEF partnership includes 10 agencies**: the UN Development Programme (UNDP); the UN Environment Programme (UNEP); the World Bank; the UN Food and Agriculture Organization (FAO); the UN Industrial Development Organization (UNIDO); the African Development Bank (AfDB); the Asian Development Bank (ADB); the European Bank for Reconstruction and Development (EBRD); the Inter-American Development Bank (IADB); and the International Fund for Agricultural Development (IFAD). The Scientific and Technical Advisory Panel (STAP) provides technical and scientific advice on the GEF's policies and projects.

Since 1991 the GEF has funded the implementation of **2,750 projects**. Climate Change had the largest share of total GEF funds, utilizing \$3,167 million, slightly surpassing Biodiversity, which utilized \$3,095 million, and International Waters utilizing 1,146 million. In terms of the number of projects implemented, Biodiversity had the greater proportion with 1,073, compared to 784 for Climate Change, and 189 projects for International Waters.

The GEF's unique mission to support countries in safeguarding the global environment calls for the development of cutting-edge, innovative and experimental programs and projects, making it fundamental that processes and results are continuously tracked and analyzed, and lessons learned disseminated and incorporated in the next generation of activities. In December 2010, the Secretariat launched the KMI with the goal of ensuring that GEF knowledge, information and data are identified, captured, and shared in their entirety and developed as a strategic asset in a coherent and comprehensive manner. The GEF Secretariat has consequently elaborated a draft corporate Knowledge Management Strategy ([GEF/C.40/Inf.03](#)) that outlines how the GEF will work toward developing a strong knowledge management system at a corporate level. To guide this effort, the GEF has established a KM Task Force coordinated by the Secretariat and comprising of members of the STAP, the Evaluation Office, partner agencies and the NGO Network. During negotiations for the Fifth Replenishment of the GEF Trust Fund (GEF-5) concluded in May 2010, Participants requested that the GEF Council review a work-plan, prepared by the GEF Secretariat in consultation with the GEF Evaluation Office (EO), the GEF Agencies, and STAP, to: (i) implement the GEF Results-Based Management (RBM) framework; and (ii) to establish a GEF-wide **Knowledge Management Initiative (KMI)**.

1.1. Purpose of the Knowledge Needs Assessment

The development of a GEF KM strategy requires undertaking a KM analysis that provides the KM Task Force with information about the **knowledge sharing and learning needs** of the GEF stakeholders. The key objectives of the GEF's knowledge needs assessment were, therefore, to:

1. Identify the current knowledge needs of the members of the GEF Secretariat, STAP, Evaluation Office, Partner Agencies and the GEF NGO Network.
2. Assess current learning practices, identifying obstacles and weaknesses and proposing solutions on how to overcome them.



3. Benchmark the GEF KM Initiative against partner institution KM activities and suggest how to position the GEF as an authoritative source of information, data and knowledge.

The third objective –benchmarking GEF KM activities and efforts against the ones of partner agencies and few major environmental organizations-, has not been completed due to a lack of time. It has been replaced by the circulation to the KM Task Force of a recent study on KM in UNDG member agencies¹ and by the provision of expert knowledge encapsulated in the second part of the report through implicit reference to KM good practices from UN organizations.

The study has also carried out a collection of the most recommended environmental knowledge assets from the GEF's main stakeholders and presented them in the form of environmental **Knowledge Maps**.

1.2. Methodology

The study has comprised consultations with the GEF KM Task Force, an online survey questionnaire, semi-structured phone interviews, a desk review of information materials and documents, and a review of publicly accessible ICT platforms.

The sample group for qualitative data collection has been composed of GEF staff and partners. A total of **25 interviews** have been conducted with participants based in Argentina, Austria, Colombia, Great Britain, India, Kenya, Nigeria, Switzerland, Tunisia, and USA. Interviewees have included secretariat staff, EO staff, STAP staff, GEF Council members, staff in GEF agencies, and national GEF project staff. As a key component of the assessment, almost **300 people have responded in full or in part to an online questionnaire**, providing a total response rate slightly above 40%. From a statistical standpoint, this result can be considered as representative of the GEF and its partnership. We also believe it shows genuine expectations for GEF-wide Knowledge Management Initiative.

The analysis of the survey has been conducted on the basis of the number of respondents per question and not according to the overall number of respondents to the questionnaire. Survey results are presented in different forms (e.g. totals, percentage, and index) according to the type of question and format that makes key patterns more easily visible. Data analysis has been qualitative as well as quantitative. The approach adopted throughout the study is action research.

Three main shortcomings stemming from the methodology have to be noted. First the consultations did not involve any direct observation of the work environment and did not rely on any field visit. Secondly the online survey was available only in English, which may have deterred some of the staff from participating. Thirdly, access to internal ICT platforms was not granted to the consultant.

1.3. Structure of the Report and Deliverables

The knowledge needs assessment has resulted in this study report. The document is structured around two main parts. The first part relates to the quantitative and qualitative assessments. It describes knowledge building and retrieving practices as well as knowledge needs from the studied population.

¹ UNDG DOCO & P. Breard, *UNDG Knowledge Management Mapping – Analysis*, December 2010.

The second part of the report provides recommendations for enhancing environmental knowledge and knowledge sharing. The analysis recommends in particular policies and procedures for managing knowledge products and formulates recommendations to develop and implement a Knowledge Platform that supports the various knowledge management requirements of GEF stakeholders. Topologies of knowledge products and themes have also been circumscribed and any implications on a horizontal taxonomy elicited. Approaches to mainstreaming KM in GEF's partner organizations have also been investigated and rooms for stronger synergies proposed.

To keep the report light and easy to read, some of the findings have been put in the annexes. The detailed survey results are provided in a separate Excel file.

2. Outcomes of the Knowledge Needs Assessment

The focus of this section is on presenting and interpreting the main results from the online survey questionnaire. Findings from the qualitative assessment have also been regularly tapped in order to complement quantitative data with people's perspectives. The comprehensive results of the qualitative inputs can be found in the annexes of this report.

2.1. Survey Demographics

The survey has elicited a high level of interest with participation from 299 people who responded in full or in part to the questionnaire. The different instances of the GEF partnership are rather equally represented (Figure 1).

Among the GEF agencies, the participation has been particularly high in UNDP (19 respondents), UNEP (13) and UNIDO (12). Few contributions came from the World Bank (4), AfDB (2), IADB (2), IFAD (2), and EBRD (1).

Among the GEF Focal Points (FP), a total of 40 GEF Operational FP and 16 Political FP participated to the online survey.

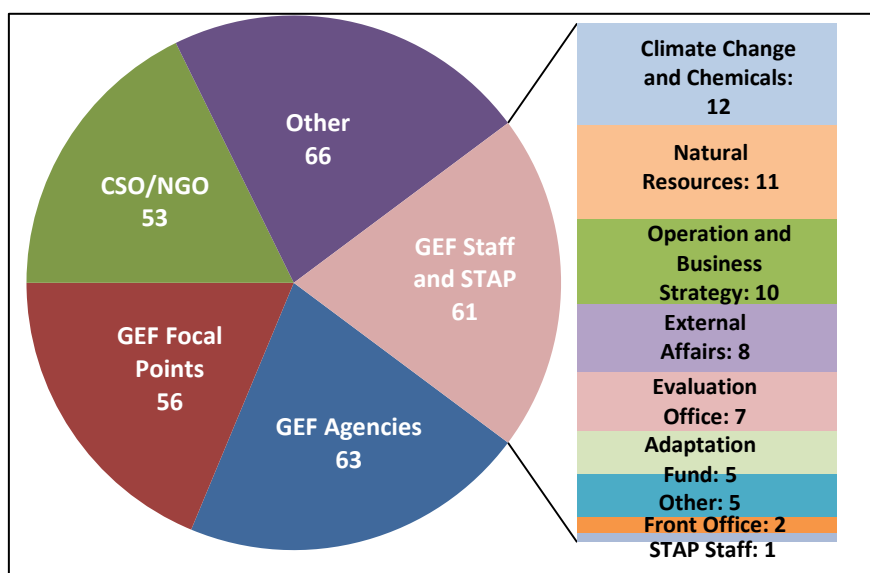
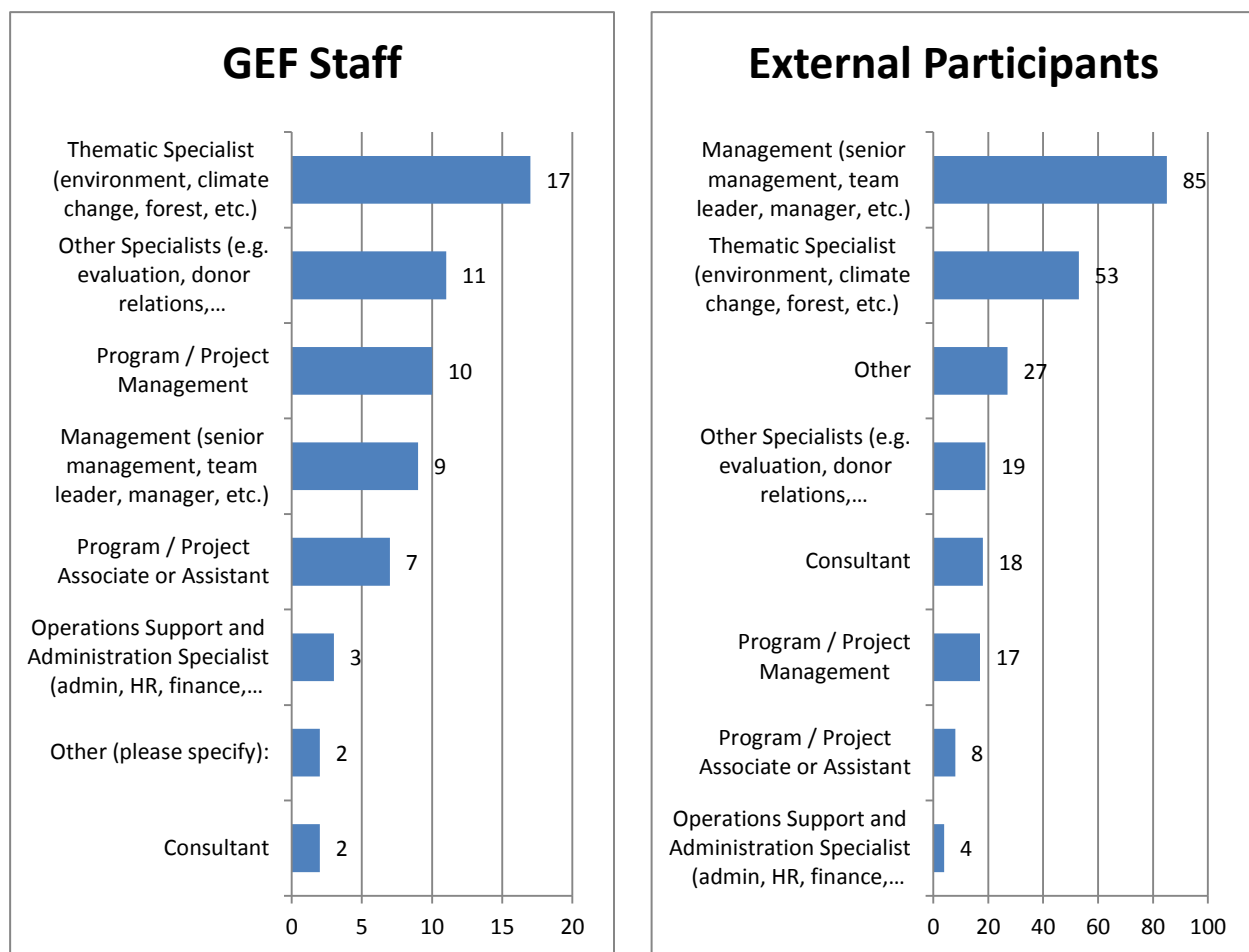


Figure 1: What is your relationship to the GEF?

The job functions that are most referred by participating GEF staff are those of specialists -*Thematic Specialists* and *Other Specialists*-, followed by *Management* roles (Figure 2a). Conversely, few secretariat participants come from the *Operations*

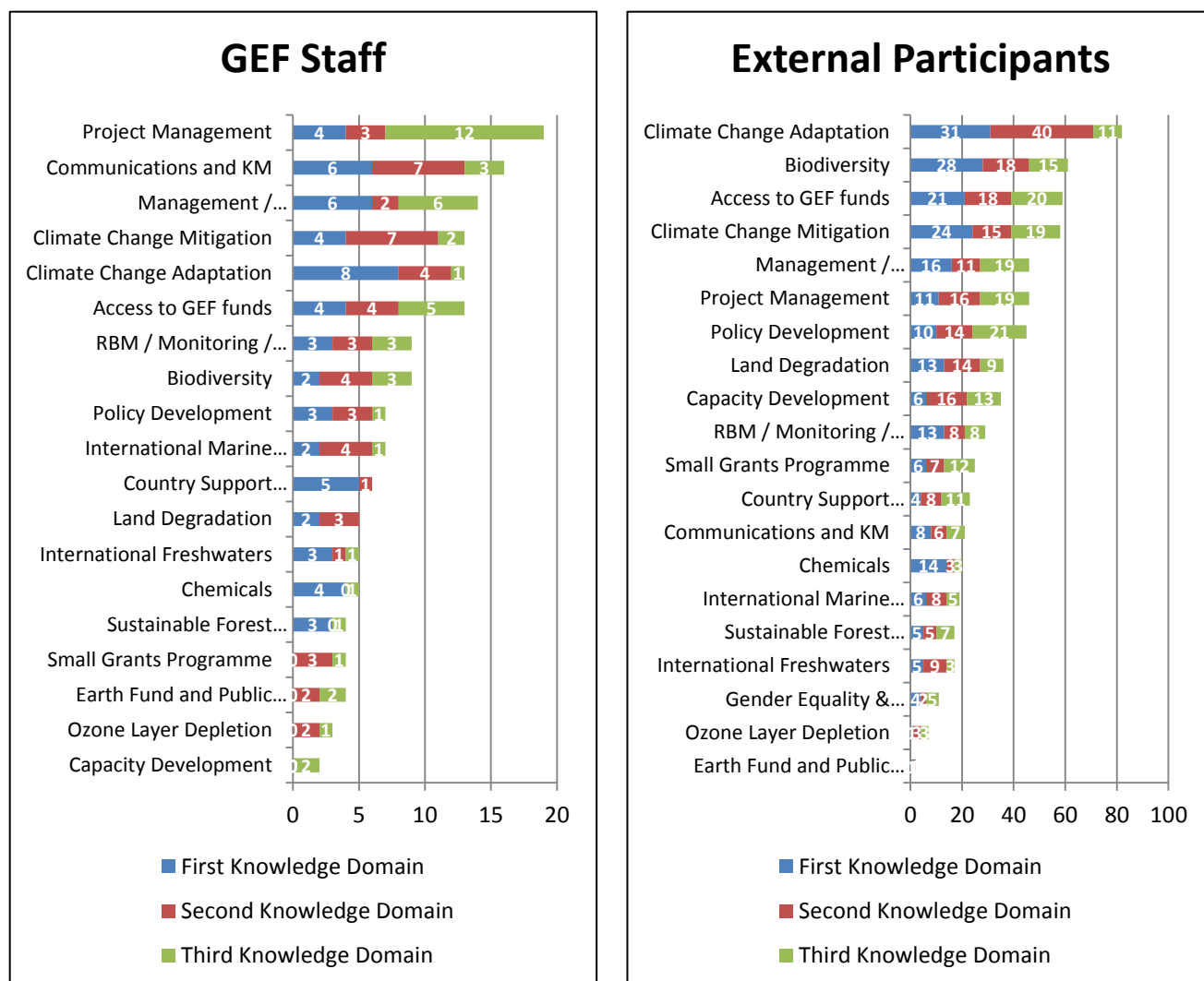
Support and Administration Specialist (admin, HR, finance, procurement, ICT, etc.) functions. The statistical relevance of this category may not be established.

Among the pool of external survey participants, the *Management* function is more prominently represented followed by *Thematic Specialists* (Figure 2b). As with the secretariat, few *Operations Support and Administration Specialists* have participated due to the fact that they were not invited directly by the GEF to take the survey.



Figures 2a & 2b: What is your main job function?

Survey participants were invited to indicate their areas of knowledge strength and the primary knowledge domain most featured for both GEF staff and external respondents is *Climate Change Adaptation* (Figures 3a & 3b). However, when considering that multiple knowledge strengths could be reported by survey participants, the areas of *Project Management*, *Communications and KM*, and *Management / Coordination* become the most prevalent ones for secretariat respondents.



Figures 3a & 3b: What are your main knowledge strengths?

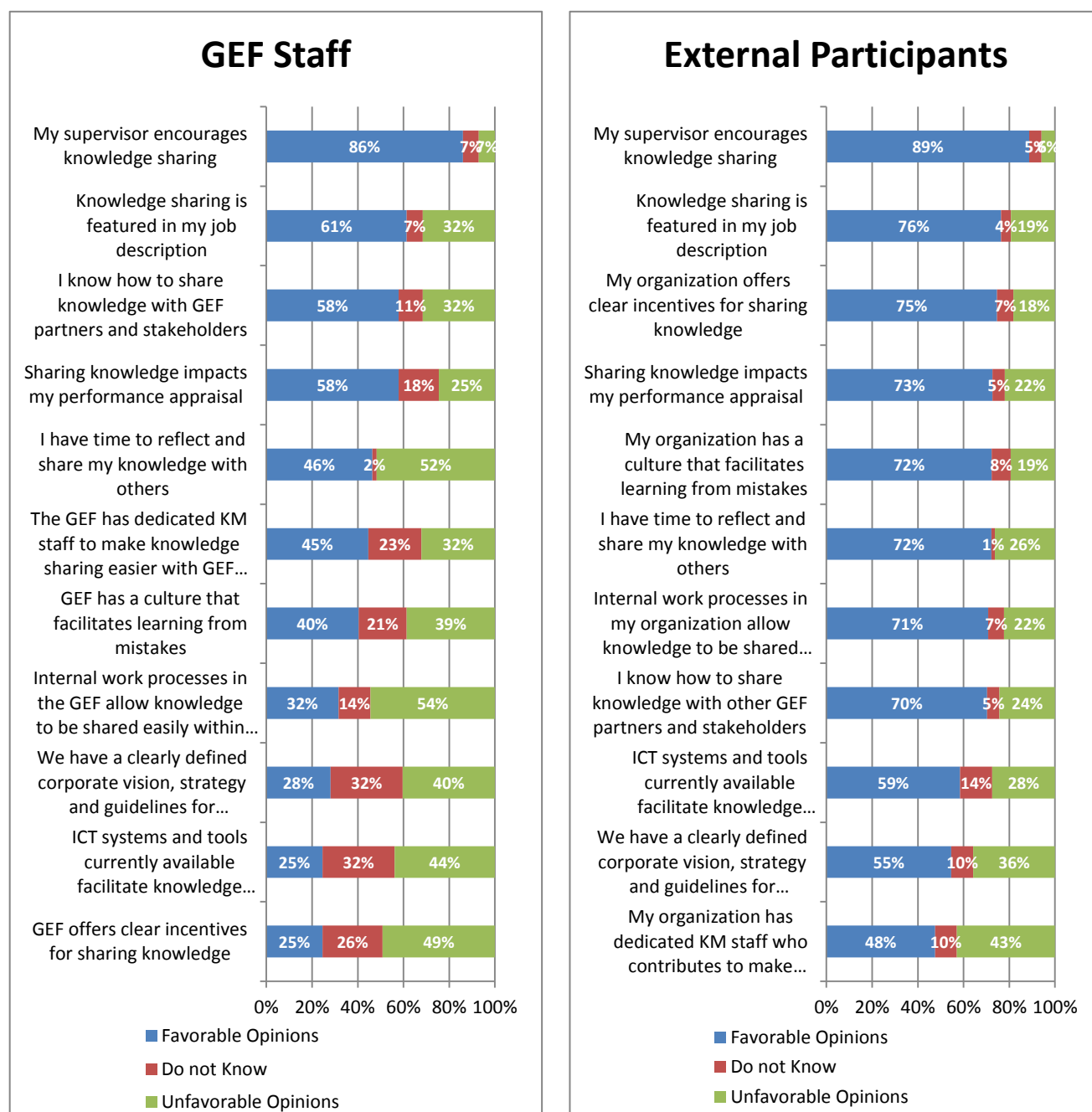
It is to be noted that few respondents indicated having strong knowledge of *Gender Equality & Women's Empowerment* matters. The survey may not be in a position to strongly witness the realization of a recommendation made earlier by the GEF to “Establish and strengthen networks with partners that have substantive experience working on gender issues, and utilize their expertise to develop and implement GEF projects”².

2.2. KM Policies and Practices

The survey offered participants an opportunity to indicate the level of KM institutionalization in their organization. A first pattern to highlight is the fact that in comparison to GEF staff, external survey

² GEF, *Mainstreaming Gender at the GEF*, October 2008

participants describe systematically their working environment as more supportive of KM (Figures 4a & 4b).



Figures 4a & 4b: From your experience, please indicate if any of the following currently supports information / knowledge exchanges with the GEF and GEF stakeholders?

Although the survey indicates that staff's management encourages knowledge sharing in the secretariat, a number of qualitative inputs suggested that **stronger buy-in and advocacy for KM at senior management level could certainly benefit the KM agenda** of the GEF. This is certainly a key enabler and



facilitator of overall KM adoption, which may be supported by the provision of a business case for KM, talking points, regular assistance from KM officers to mainstream KM in messages or statements from senior executives, etc. The recent adoption by the GEF Council of the Knowledge Management Initiative may be a strong lever in that respect.

Another interesting and complementary perspective regards the positive assessment that survey participants in the secretariat made of *knowledge sharing is featured in my job description* and *sharing knowledge impacts my performance appraisal*. A review of a random sample of 13 TORs of GEF staff in the secretariat and GEF project staff tends to indicate the opposite, i.e. KM is not explicitly mainstreamed in job descriptions. Furthermore, interviews and open ended survey responses indicate that KM is not exactly part of the annual objectives and performance appraisal of the staff. According to a secretariat staff with previous World Bank experience “There is a need for more dedicated KM staff, but there is also a need to **include KM in the performance appraisal of every staff member**. Staff should spend 2 weeks per year on KM related activities, e.g. generate knowledge, organize, facilitate or attend workshops, publish resources in a repository, synthesize papers, etc. This is how it started at the World Bank, i.e. by committing staff time to KM activities”. Similarly, according to a GEF partner, “The GEF should collaborate more with the agencies, this should be mainstreamed at all levels within the GEF Secretariat including how the GEF staff performance is evaluated”. The difference between such statements and the results of the survey comes primarily from the limited understanding that staffs have of knowledge sharing and of KM.

When looking more specifically at the results of the survey for the ten GEF agencies (ADB, AfDB, EBRD, FAO, IADB, IFAD, UNDP, UNEP, UNIDO, World Bank), survey respondents rank consistently more favourably the internal KM state of their

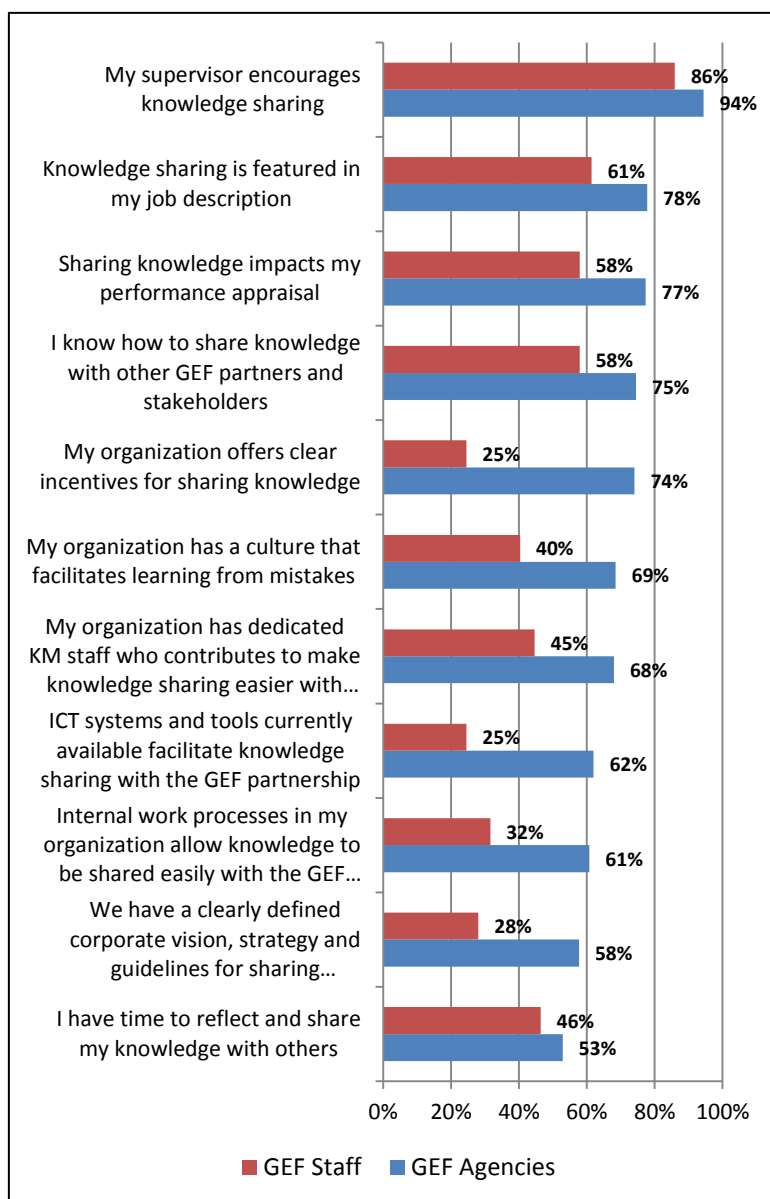
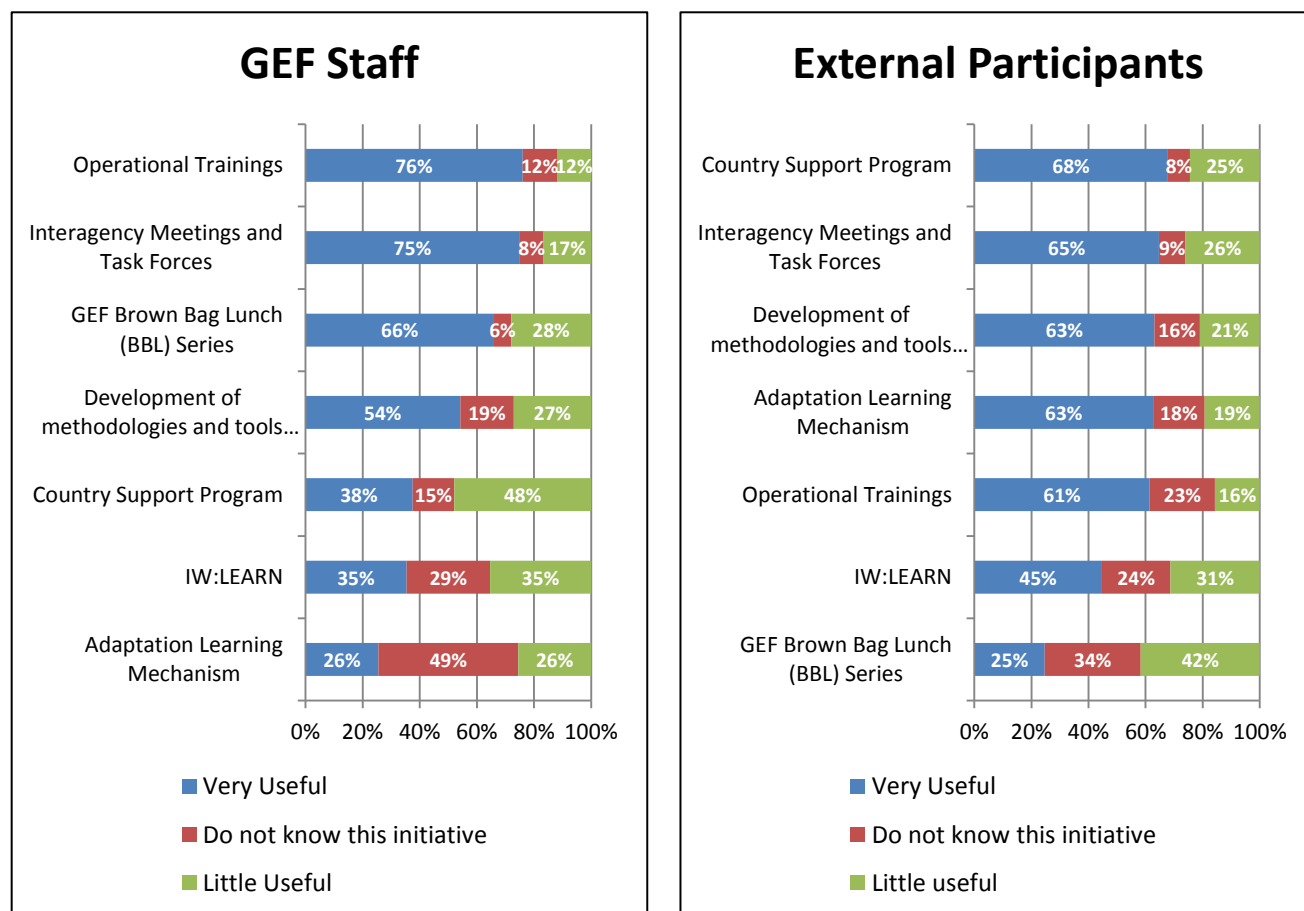


Figure 5: Percentage of respondents who agree with these statements

organization compared to GEF staff in the secretariat (Figure 5). The GEF KM initiative could seek reducing the largest gaps, including the one on KM capacity. The issues of staffing as well as resources for KM were stressed in a number of ways. According to a secretariat staff, “the first priority for **KM should be to get sufficient financial resources**. KM is an important subject, the CEO and the GEF council should allocate adequate resources to KM. A second priority is on human resources, people need to dedicate time to KM.” On the same note, a GEF partner staff indicated that while USD100 million may go to projects in a given country, national level communications and capacity building activities rely on USD9,000 per year, i.e. limited resources are devoted to coordination and communication while KM is out of scope.

When looking more specifically at a few KM initiatives of the GEF (Figure 6a), staffs in the secretariat indicate that *Operational Trainings*, *Interagency Meetings & Task Forces*, and *Brown Bag Lunches* are among those most useful activities. External survey participants return a positive assessment of all GEF featured KM initiatives except *Brown Bag Lunches* (Figure 6b), which is normal as being an activity that is out of reach for most if not all of the external respondents. While IW:Learn is found to be very useful to only 35% of GEF staff and 45% of external respondents, this relatively low assessment needs to be mitigated. If we just consider the responses of participants having featured either *International Freshwaters* or *International Marine Waters* in their knowledge domains, then IW:Learn becomes a very useful initiative according to 100% of such GEF staff and 85% of such external participants.



Figures 6a & 6b: How useful to your daily work are the following KM related initiatives of the GEF?

2.3. Thematic Knowledge Needs

Survey participants were proposed to indicate if there were specific technical issues on which they would like to know more or questions that they find themselves asking repeatedly in the focal areas and business activities of the GEF. The number of questions collected point out high knowledge needs in relation to *Access to GEF funds*, *Capacity Development*, *Climate Change Adaptation*, *RBM / Monitoring / Evaluation*, and *Biodiversity* (Figure 7). When just considering the number of questions raised, these topics could be featured as priority areas for knowledge development, including by turning a selected number of these questions into a FAQ. While this result can help to identify some possible KM priorities, it does not exactly reflect the relative intensity of the participants' knowledge needs. A high number of questions on a given topic can directly result from a high number of participants working / knowledgeable on this topic. We can therefore compare the number of questions with the knowledge domains of the participants (Figure 8).

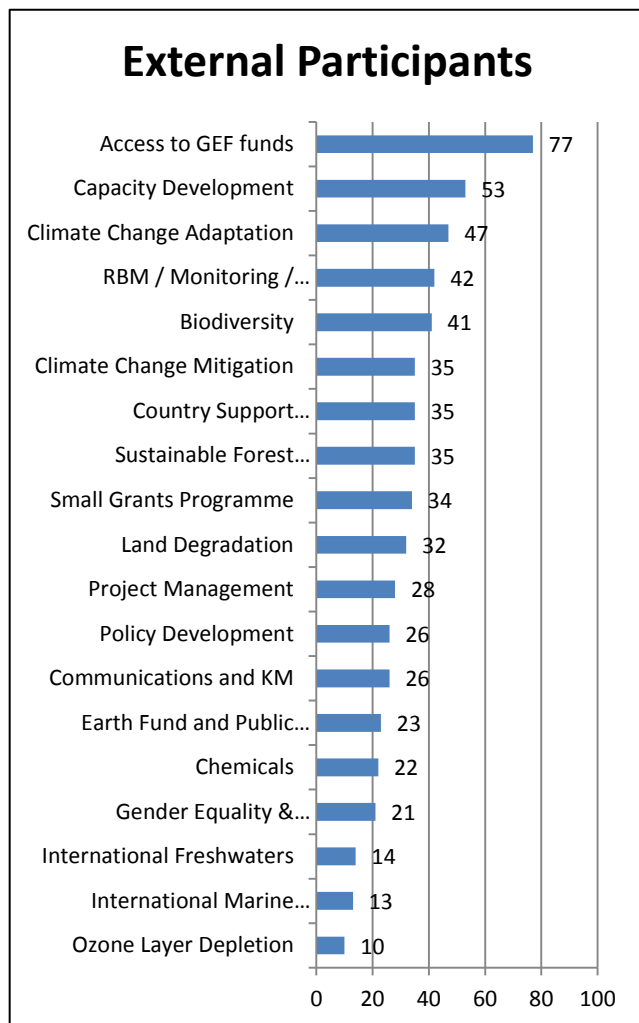


Figure 7: Total number of questions collected per topic

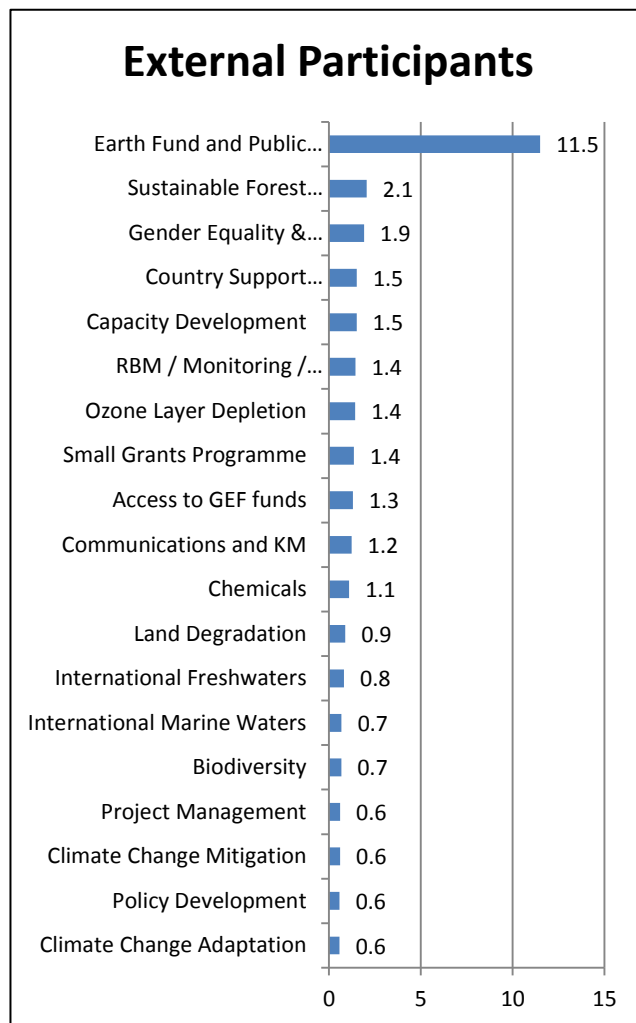


Figure 8: Average number of questions collected per topic per number of respondents knowledgeable on this topic

Relatively speaking, *Earth Fund & Public Private Partnerships*, *Sustainable Forest Management / REDD +*, and *Gender Equality & Women's Empowerment* collect much more responses from participants working on or having an interest for these areas than for any other topic. In other words, the intensity of the knowledge gaps on these topics is particularly high –e.g. *Earth Fund and Public Private Partnerships* collects 23 questions while just 2 respondents have featured this topic in their knowledge domains-. Whereas topics with high numbers of questions and high numbers of knowledgeable participants could benefit from networking these people so that they answer each other's questions (*Access to GEF funds*, *Capacity Development*, *Climate Change Adaptation*, *RBM / Monitoring / Evaluation*, and *Biodiversity*), themes with high levels of questions but few knowledgeable participants (*Earth Fund & Public Private Partnerships*, *Sustainable Forest Management / REDD +*, and *Gender Equality & Women's Empowerment*) could benefit from reaching out to external networks or conducting ad hoc knowledge development activities.

When considering the substance of the questions collected, it is difficult to provide a precise and fully accurate snapshot of the issues they convey but **some of the most recurring categories would include:**

- General knowledge development and dissemination on the subject matter
- Substantive of very technical questions on the subject matter
- Modalities to increase allocations for projects in relation to the subject matter
- Impact of funding in relation to the subject matter
- Good practices and success stories on the subject matter
- Cross-cutting knowledge development and approaches to increase cross-thematic programming

2.4. Knowledge-based Processes

Viewing KM as a process as well as mainstreaming KM into existing business processes are two different but complementary perspectives. Survey participants mapped their knowledge needs according to the GEF project cycle (Figure 9). GEF staff point out the phase of *Project Monitoring & Evaluation* as the first one on which they would require to gain additional knowledge. Except for *Project Approval*, altogether the needs of participants in the secretariat are rather evenly spread across the project cycle.

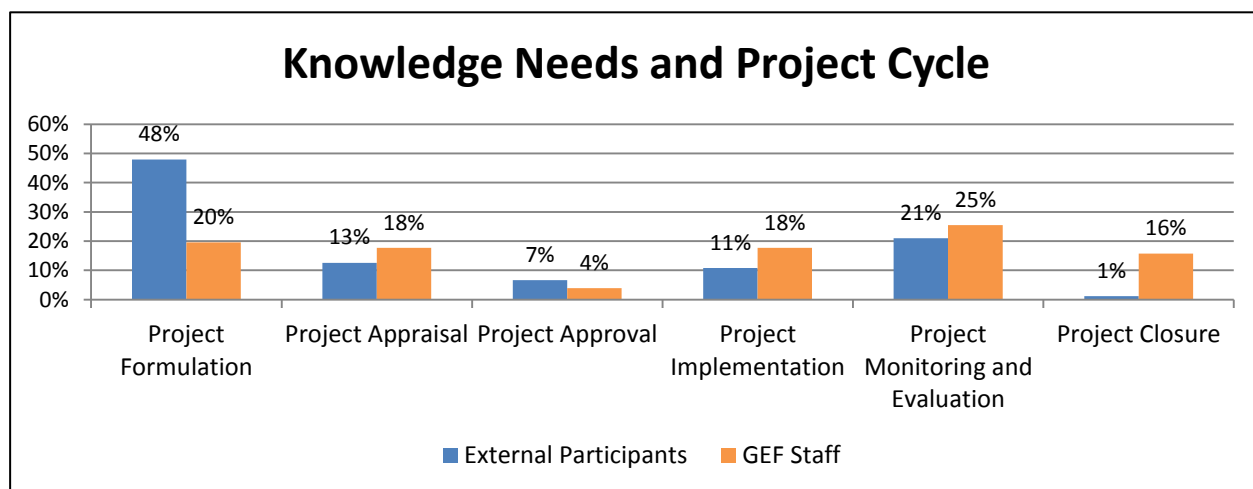


Figure 9: At which step of the GEF project cycle would you need more knowledge (e.g. comparable experiences, best practices, guidelines, etc.)?



For external participants, the *Project Formulation* phase concentrates almost half the requests for knowledge development (e.g. access to comparable experiences, best practices, guidelines, etc.). The second step most selected is then *Project Monitoring & Evaluation*. Very few participants require developing their knowledge on *Project Closure* procedures, although KM and exit strategies can well complement each other and form powerful synergies. Phone interviews called for specific knowledge codification improvements in relation to the project cycle, such as “simplification of procedures and clearer guidelines for accessing GEF funds”, for “policies that would be stable over time” and for “uniform and unified criteria throughout thematic areas and across project managers”. This is usually addressed through robust **publications policies** and well-designed **document management processes**.

From a different and more holistic standpoint, interviewees stressed that Knowledge Management must be mainstreamed at the project level. GEF “**projects should feature a KM component** that is based on the needs and interests of national stakeholders, and beyond”. This would imply to mainstream KM across the entire project cycle, i.e. at the design stage, during the review and among the approval criteria, throughout implementation, monitoring and evaluation, and closure –e.g. systematic capture of project files at closure-. Furthermore, “**project proposals should explicitly feature an ‘uptake pathway’ of project results**”. In order to enable such KM mainstreaming, “GEF projects should be linked to adequate resources and rely on a specific funding window –e.g. 1% à la IW:LEARN-“. Furthermore, the **GEF KM Officer –and/or KM Specialists in partner agencies- should contribute to project design and appraisal** in order to share advice on KM mainstreaming and to assess its effective implementation. This could be further supported by “guidelines on how to mainstream KM at the project level”, e.g. by reusing existing good practices –IW:LEARN, UNDP Teamworks, ASCLME & DLIST, etc.-. In addition, it was indicated that “a **precise mapping of the information that must be submitted during the course of a given project** would facilitate content collection and improve knowledge sharing within the GEF partnership”. “The Annual Project Implementation Review could feature questions that help staff to reflect on the KM components of the project and serve as an incentive for mainstreaming KM activities.”

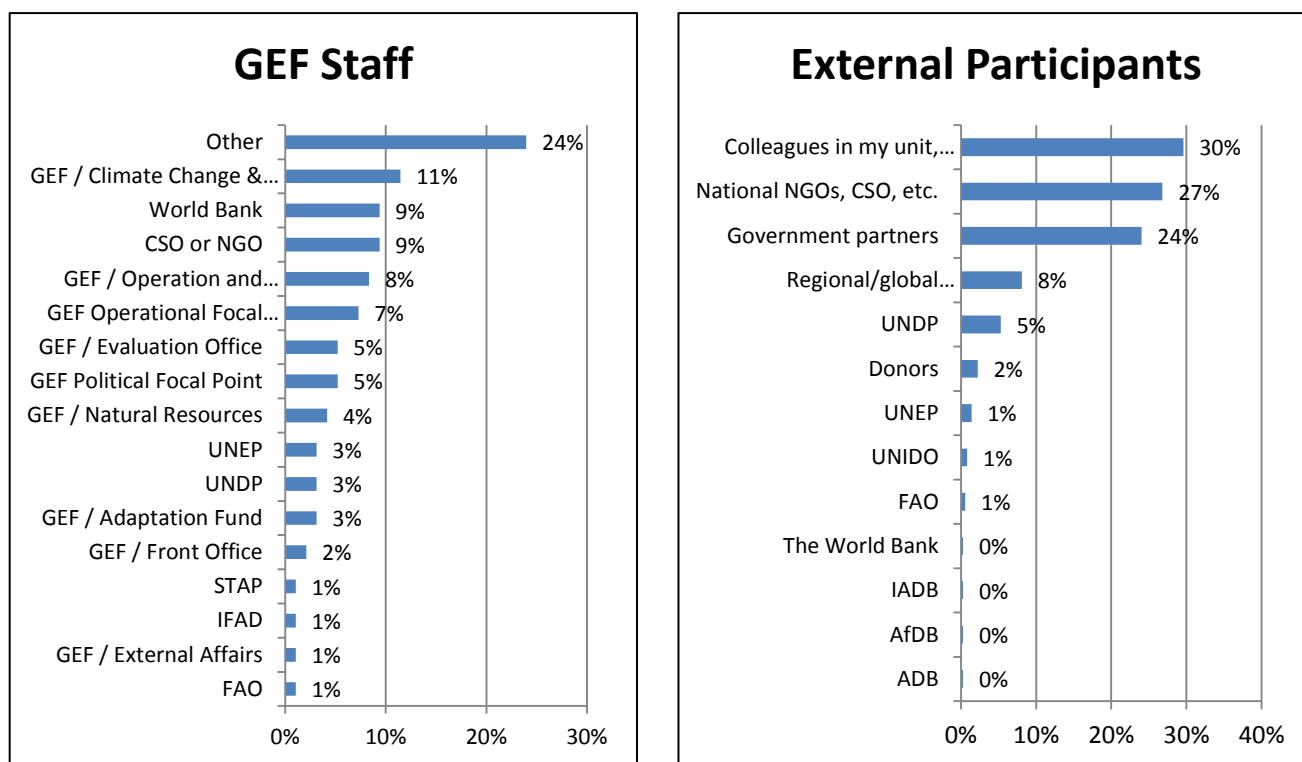
At a more discrete and targeted level, study participants also indicated that:

- “There is a need to increase visibility and predictability of what is coming, e.g. through an annual GEF work plan, or calendar. A more streamlined GEF work plan would help work planning across the partnership and avoid last minute calls.”
- “Internal processes and work flows for routing external reports within the GEF secretariat should be defined. Prescriptive procedures for internal content management would be useful.”
- “Procedures, methodologies and processes should be installed when GEF staff leaves or retires for systematic capture of knowledge –and files-.”

2.5. Knowledge Flows

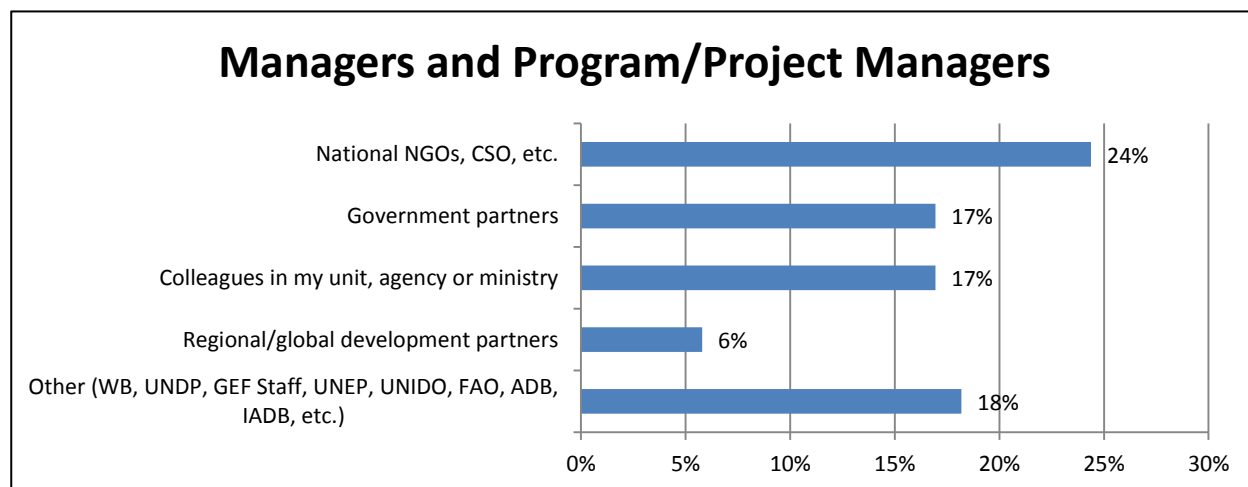
Knowledge networking practices and needs across the partnership was assessed across a number of dimensions, including in relation to who is requesting information to whom. For GEF staff, the highest single number of requests received for information and support do not come from the GEF partnership but from other sources (Figures 10a). However, a more thorough assessment would be needed to identify these sources –the survey did not collect them- and if an improvement in the GEF website and/or creating a GEF Intranet could help reducing the number of requests that is received. About 46% of the requests handled by secretariat staff are coming from other secretariat staff members. As for external survey participants, most requests come from national colleagues and partners (Figure 10b). As

further indicated in the survey open responses and during the interviews, the **development of national GEF web sites** could eventually contribute to create a self-service platform for information retrieval.



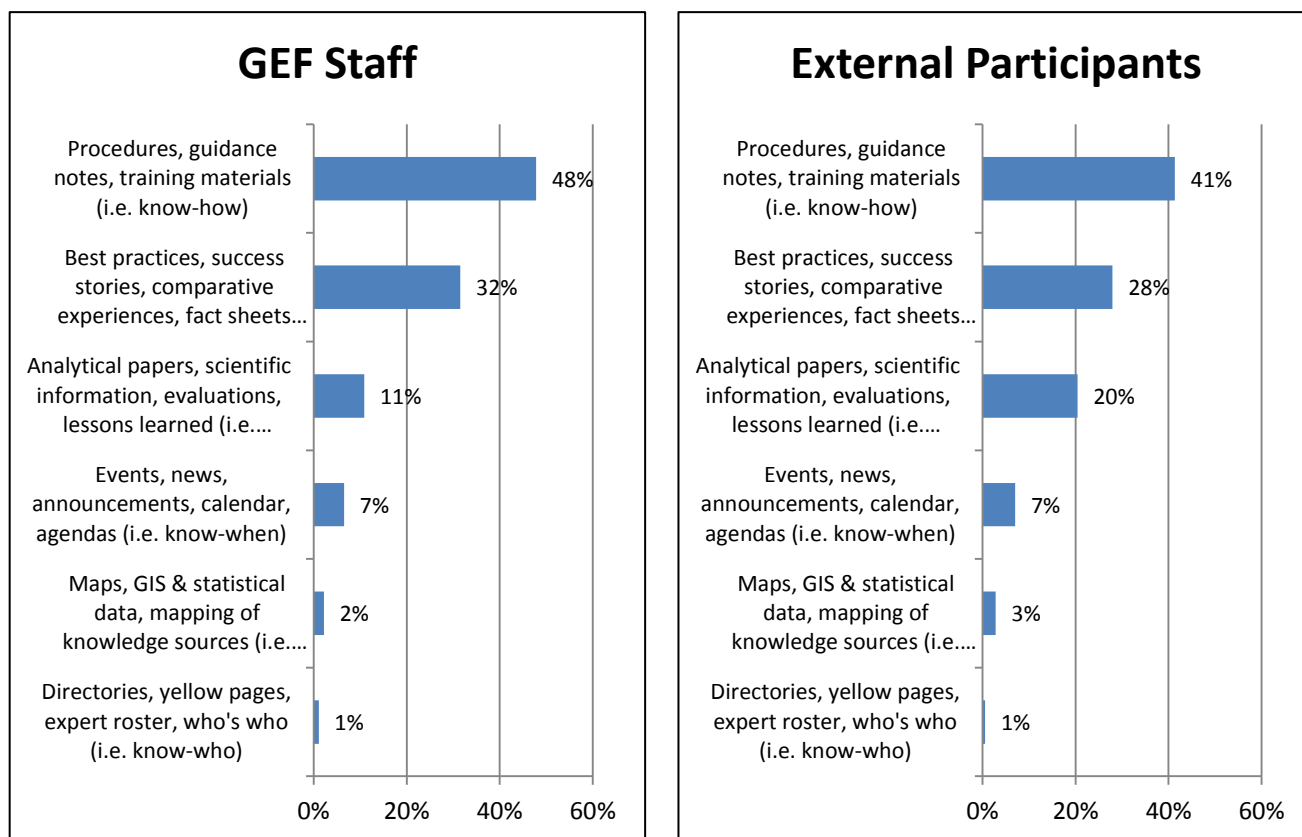
Figures 10a & 10b: In your current job position, who is most frequently asking you for GEF related information/knowledge?

If we look specifically at the population composed of both *Managers* and *Program/Project Managers* both in the GEF secretariat and externally, we observe that the primary source of requests is composed of the network of **national NGOs and CSOs** (Figure 11).



Figures 11: In your current job position, who is most frequently asking you for GEF related information/knowledge?

For both GEF staff and external survey participants, the type of information that is most often requested to them relates to GEF procedures, guidance notes, and training materials –i.e. know-how-. This is usually the type of information that is not complex to codify, is reusable over time, applies to global contexts and with little if any adaptation to local contexts, and is rather easily transferrable (Figures 12a & 12b). The second most requested types of information/knowledge would rather relate to the substantive areas of work of the GEF and may be, for some, more demanding to produce (e.g. best practices).

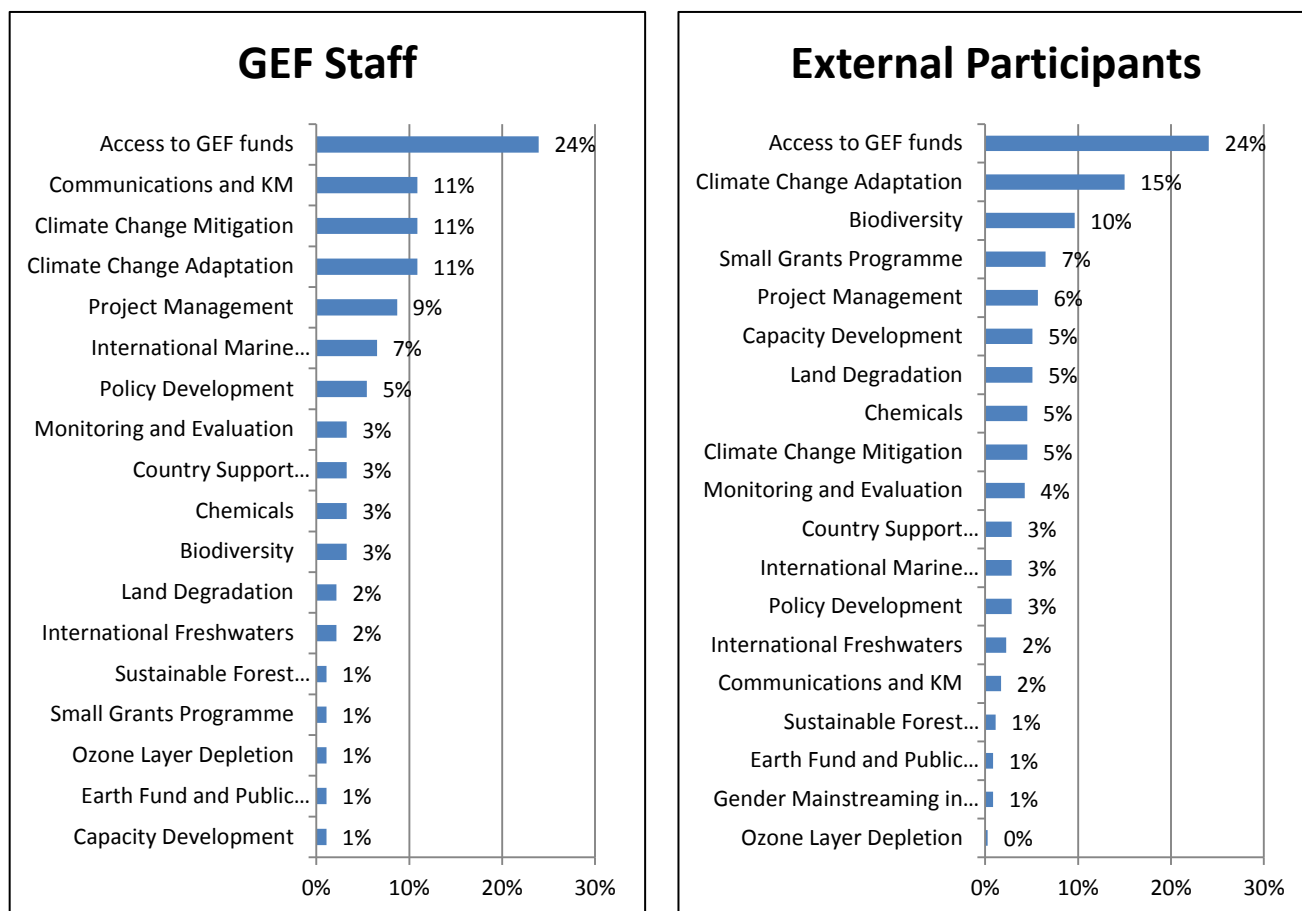


Figures 12a & 12b: In your current job position, what is the type of GEF related information/knowledge that is most requested to you?

If we focus on the populations of *Managers* and *Program/Project Managers* both in the GEF secretariat and externally, those patterns remain globally the same but stress even more acutely the prevalence of requests made for procedural materials and guidance. Clearly there is a window of opportunity for making procedural knowledge more easily accessible and retrievable: improving accessibility in the sense of simplifying administrative procedures and clarifying some of the support materials, and making content more easily searchable and retrievable in the GEF web site. As mentioned by a staff from a GEF agency, “GEF funding processes have become too complex and countries do not know any more how to apply for GEF funding, it has become over complicated. Simplification of procedures and clearer guidelines should be a priority –as a matter of fact, accessing EU, WB, and other donors’ funds has become much easier than accessing GEF funds-”. Furthermore, as indicated by a GEF Council member and political focal point, “The web site has improved but it is still challenging to find content when you do not know where it is; it is not uncommon to have to guide users to whom the site has been

mentioned and assist them in retrieving the content they are looking for; the site needs to be better organized”.

When considering the themes or topics on which requests are based, *Access to GEF funds* comes as the priority issue for both GEF staff and external participants (Figures 13a & 13b). Knowledge flows within the secretariat further concentrate on matters related to *Communications & KM* and *Climate Change*. Queries on *Climate Change Adaptation* are three times more prevalent for external survey participants than on *Climate Change Mitigation*.

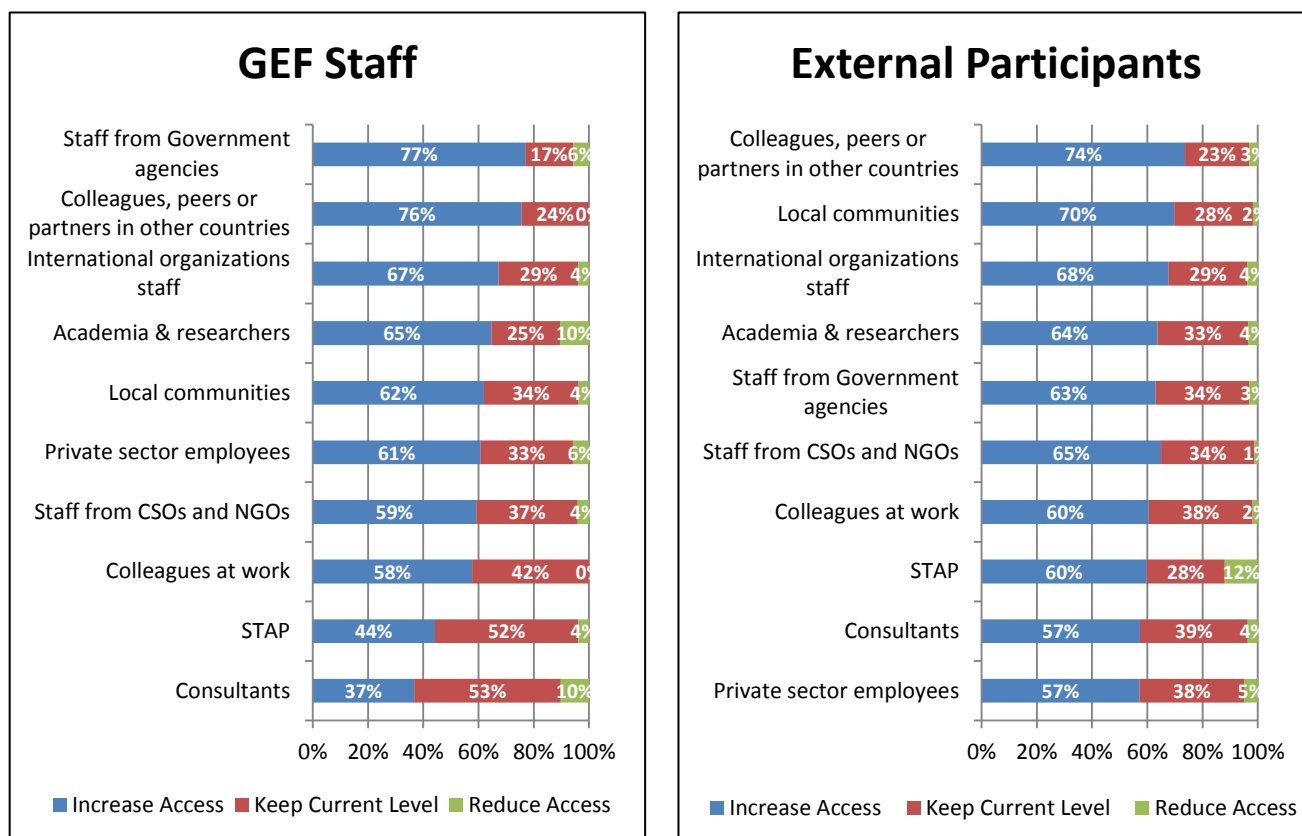


Figures 13a & 13b: In your current job position, what is the GEF related information/knowledge area that is most requested to you?

If we focus on the populations of *Managers* and *Program/Project Managers* both in the GEF secretariat and externally, we observe a **stronger concentration of request received for information and knowledge on accessing GEF funds**. As mentioned previously, information materials and knowledge support on such matters could be codified or made more easily accessible as they are procedural in nature and rather repetitive. The survey has collected on that matter a long list of questions that could be leveraged to build a FAQ or other resource materials –cf. next section–.

The knowledge flows evidenced by the survey do not imply that there is an excess of communications and networking within the secretariat and the GEF partnership. When requested if the access to various

sources of knowledge should be either expanded or reduced, a **majority of respondents call for greater connections**. Staff in the secretariat would rather welcome greater access to *government staffs, colleagues or partners in other countries, international organizations staff*, etc. (Figure 14a). Similarly, external survey respondents demand having greater access to *colleagues or peers in other countries, local communities, international organizations staff*, etc. (Figure 14b).

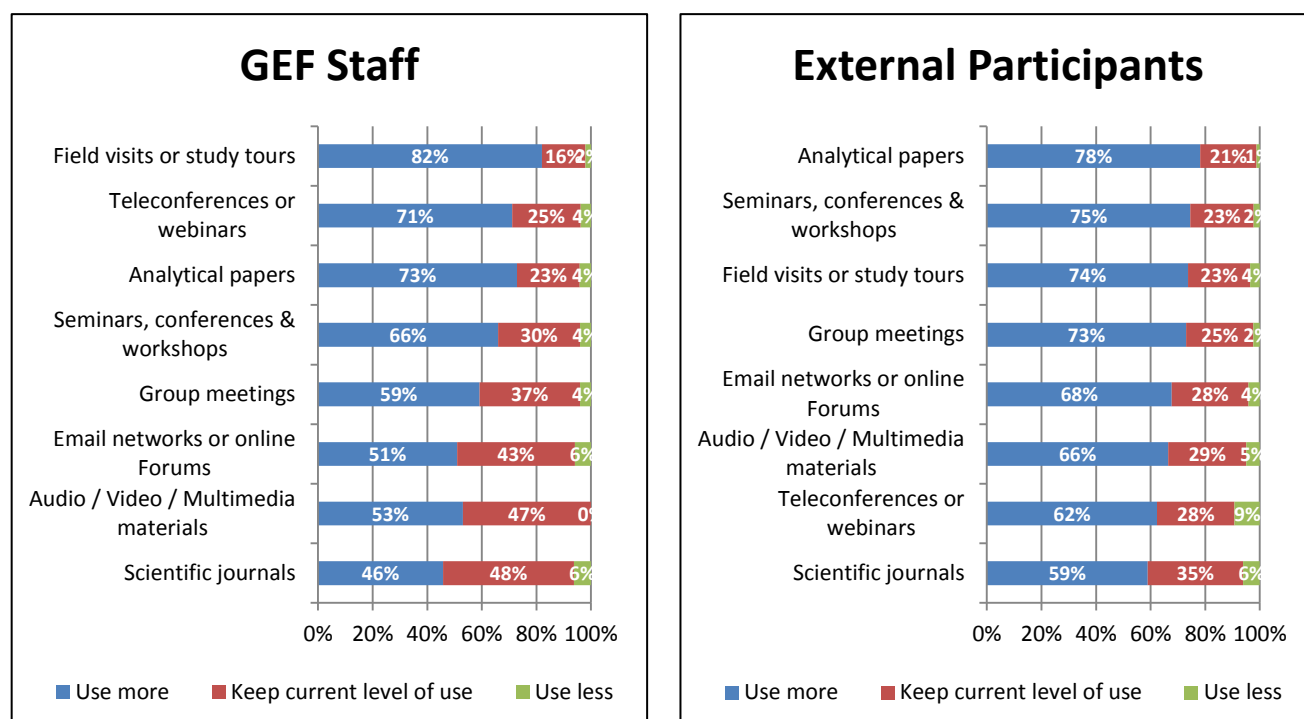


Figures 14a & 14b: Which sources of knowledge would you need to access more when working on GEF programs/projects?

The interviews and open ended responses in the survey further illustrated the needs and expectations in relation to collaborations and networking within the GEF partnership. As a key driver, it was found that **“GEF partners should be encouraged to work in a more holistic way, with increasingly prevailing cross-collaborations”**. Interviewees indicated that “relationships between GEF and Agencies should urgently be strengthened, improved, and become more opened up allowing for mutual understanding and acknowledgement of each other’s core tasks, strengths and weaknesses”. It was also stressed that **“the GEF secretariat has a huge opportunity to further leverage the agencies and should use the network of agencies more extensively instead of conducting some of the initiatives on its own”**.

Survey respondents as well as interviewees indicated that **“knowledge sharing should also be improved even at the country level, i.e. between projects”**. Guidelines, workshops, capacity development initiatives at national level should be developed to cover how to access / spend GEF funds, design GEF projects, etc.

Furthermore, “new partnerships should be developed within the GEF, including by increasing the number of agencies involved in the GEF, and with **universities and international agricultural research centres**”. Relationships with “the wider scientific community should be strengthened in order to address the lack of scientific collaborations with academia, international or national research centres (especially those with a global mandate such as CGIAR system). Accordingly, collaborations should be directly mainstreamed and featured in GEF projects whenever appropriate and scientific interest should be encouraged.”



Figures 15a & 15b: Which knowledge sharing channels would you need to use more when working on GEF programs/projects?

When considering various channels that could be leveraged to strengthen networking and knowledge flows, *field visits*, *analytical papers* and *teleconferences or webinars* are the among the ones prioritized by GEF staff (Figure 15a). External survey respondents emphasize *analytical papers*, *conferences & workshops*, and *field visits or study tours* (Figure 15b).

Within the secretariat and according to interviewees, **Brown Bag Lunches** were found to be a very good initiative but that is not done frequently enough; this activity would need to become systematized. Furthermore, it was mentioned that staff in the secretariat should work more through cross-units task forces and horizontal project teams. As flagged by a GEF staff in the survey, “**cross-teams and focal areas knowledge sharing should be more encouraged** as currently everyone works in a silo and does neither recognize nor shows any interest in topics that he/she is not already familiar with”.

Within the GEF partnership, still referring to the interviews and survey open ended questions, “there should be more joint planning meetings, strategy meetings, collaborations”. According to study participants, collaborations should be increased through face-to-face and online channels. For instance,

“the GEF could organize **monthly Skype teleconferences with Agencies** in particular when special events are approaching”. New “opportunities to share knowledge between GEF partners should be explored including in relation to what is happening on the ground” –e.g. share fairs, meetings, webinars, teleconferences, etc.-. While GEF hosts side events and presents its report to the various Conventions, these exchanges were found to have limited reach and are not equivalent to networks or communities of practice. Networks should be supported “more vigorously by the GEF across focal areas and geographic locations”. Various study participants indicated that the GEF has already relevant experience, e.g. with Climate-eval or IW:Learn. According to a GEF Political Focal Point, “the IW Focal Area has created a global network of practitioners that is really a gold standard. It is a truly connected community of peers and practitioners who talk to each other, an extraordinary global network. Other areas have room for improvements and would also benefit from such robust communities of practice in order to exchange experiences, provide peer support and share best practices.”

Study participants proposed an extensive number of policy enablers and practical approaches to improving knowledge flow within the Partnership, including:

- “Knowledge sharing between the GEF Partnership could focus on solving common business problems faced by all Partners, in this respect a Knowledge Management policy, agreed among the partners, would be helpful.”
- “Learning and Knowledge sharing should become an integral part of the program management responsibility at the Secretariat.”
- “Staff must be given time for knowledge sharing. There must be allocation built into their everyday work.”
- “b/c it takes time - it's not something that just happens with no effort.”
- “The greatest opportunity for increased knowledge sharing will come with requiring the implementing agencies to partner more often on GEF projects”; “The GEF should [...] develop more joint programming.”

Conversely, various existing barriers or bottlenecks to maximizing knowledge flows were also highlighted, such as:

- “Each project budget does not provide specific funds for the sharing of knowledge at the national or regional level. I do not know whether or not there is a requirement of GEF projects requiring specific indicators through the exchange of knowledge.”
- “The issue is now to ‘mainstream’ knowledge sharing into the project cycle...”
- “Building a “Community of Practice” is critically needed for the focal area to ensure that GEF investments [are] on par with emerging priorities and needs in affected countries. Such a community will bring together technical partners, civil society groups, and government institutions to continuously evaluate knowledge resources for widespread dissemination.”

2.6. Knowledge Content Development, Dissemination and Management

Survey participants were invited to indicate their priority knowledge needs in terms of content creation. Both GEF staff and external respondents returned a similar set of priority expectations and needs, calling first for the development of **best practices, success stories, comparative experiences, case studies, or fact sheets** (Figure 16). Such products are conveying various representations of what can be done to address an issue or context. They are not all equally demanding to produce though, as best practices are

for instance much more work-intensive to produce than fact sheets. Similarly, processes required to develop one or the other product may vary. While success stories and comparative experiences are often collected directly from communities of practice and networks, best practices imply more complex procedures up to some scientific validation steps sometimes.

The second priority call for content creation goes to procedures and how-to guides, closely followed by analytical papers, evaluation and lessons learned.

When comparing knowledge flows with needs for content development we observe a different priority ranking. Procedures are more frequently requested to study participants than best practices, but best practices are more needed than procedures. This is due to the fact that procedures are available but difficult to retrieve and somewhat demanding to learn, while best practices are currently largely unavailable within the context and scale of work of the GEF.

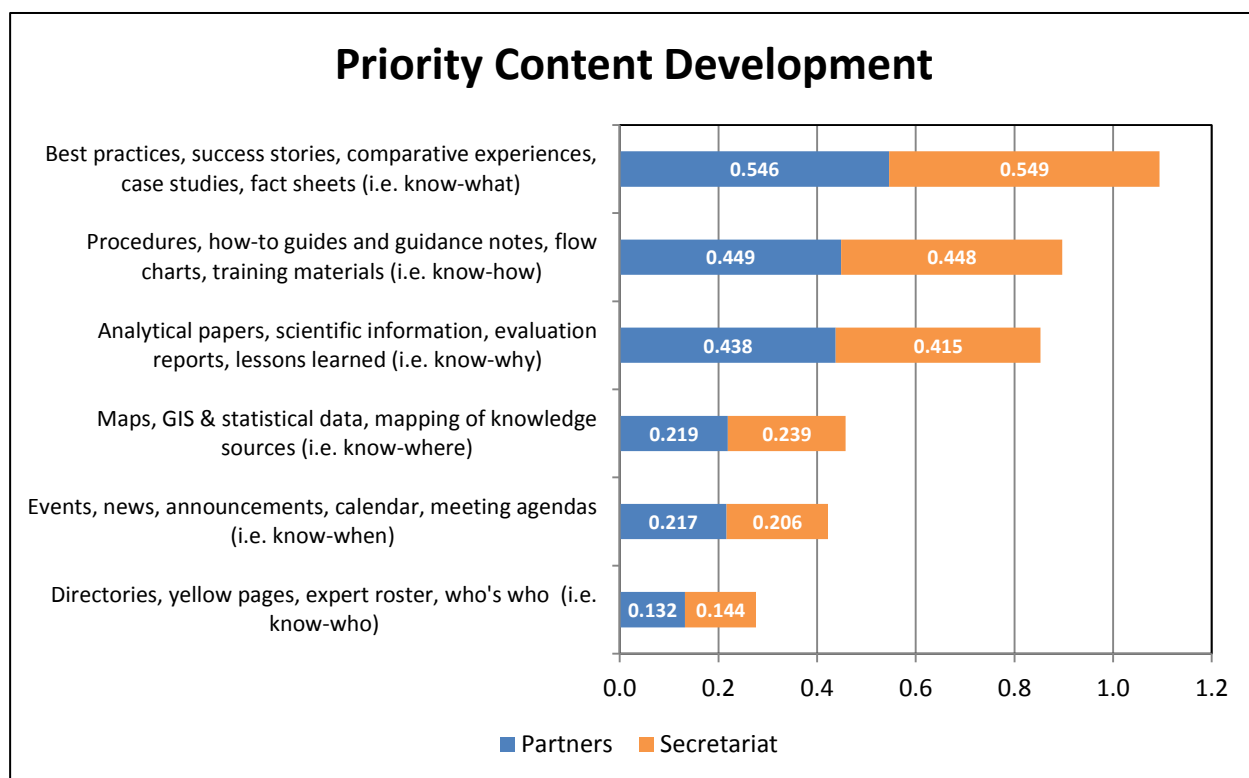


Figure 16: What are the most important types of information material / publications that the GEF should develop to help you in your work? –Composite index, max. 2-

According to study participants, four key drivers should guide knowledge content development and management at the GEF.

The first driver regards the overall positioning of the analytical work of the GEF. It was highlighted that the **“knowledge niche of the GEF is the global level**, analysis of global environment benefits through global aggregate of data, and global communications and advocacy”. One primary knowledge niche is the production of analytical work on the impact of financing, using GEF collected project information and



data. Analytical work of GEF results per focal area should be expanded. The capture of **lessons learned at the portfolio level** should be systematized. Analysis should also tackle new areas –e.g. POP- or specific issues –e.g. impact of co-financing on sustainability of results-. GEF analysis needs to be strategic, with broader lessons learned –e.g. an analysis of the long term sustainability of projects results and role of the GEF-, and positioned at the portfolio level.

A second driver that should guide the production of content echoes the core funding role of the GEF. As indicated by one study participants, “the GEF must continue to excel in its funding role and **provide clear guidelines, templates, and operational procedures for designing projects, i.e. a standard manual with practical rules and expectations of project design** in order to ensure transparency of decisions”. Some study participants were concerned by the fact that GEF funding processes have become too complex and that countries do not know anymore how to apply for GEF funding. Accordingly, a simplification of the procedures and clearer guidelines should be a priority. Furthermore, policies and procedures should be stable over time and should not change regularly. Guidelines should be concrete and practical, and policies must be turned into a more digestible format so that they can be quickly understood, and well divided so that it is easy to search for a specific component / situation. GEF should also provide clear templates, rules and procedures in that respect. A number of study participants shared also their opinion that GEF practices are not always codified on paper and transparency must be increased. A standard guidance manual and set of guidelines for project design would help to understand the criteria that the GEF secretariat is using and would strengthening its accountability. Such guidelines would need to be updated regularly.

A third driver on which study participants insisted quite often is the collaborative nature of content development. Interviewees mentioned that “**analysis of the GEF portfolio as well as development of operational manuals should be done in collaboration with the GEF partnership**”. For instance, an overview and meta-analysis of the regular assessments provided by partner agencies would be useful, but GEF has not the capacity to do such analysis and must rely on external consultants. It would be more beneficial to have such analysis conducted by the GEF partnership, collaboratively. It was also noted that qualitative information as well as reflexive / analytical knowledge need to be strengthened at project level and structured in a way that it forms a cohesive body of knowledge. Implementing agencies have the responsibility for putting knowledge in the **public domain** –i.e. this should be made an obligation of funding-, but knowledge production is rather approached as the last step of the process and ends up not being done rigorously. Furthermore, Knowledge of a scientific nature is under represented. The GEF portfolio, given its dimensions, sectorial diversity, and regional spread, represents an ideal laboratory to test basic assumptions that are frequently seen in the portfolio, and determine whether stated approaches actually work in the ways that are described. Minor adjustments to a number of selected GEF projects could easily result in the generation of structured data that would stand up to scientific scrutiny - and add to the global body of knowledge in the domains in which the GEF is active³. Project level work and analysis is the scope of the implementing agencies but GEF could provide global guidelines and incentives for leveraging more systematically knowledge generation, capture, sharing and uptake. Obviously, such guidelines would also need to be developed collaboratively.

Finally a fourth driver relates to the dissemination of GEF knowledge content. Interviewees clearly emphasized that the impact of GEF communications should be strengthened and that the level of

³ Cf. <http://www.thegef.org/gef/content/experimental-project-design-gef-designing-projects-create-evidence-and-catalyze-investments->

“Knowledge Uptake” must be improved. It was noted that there is currently no “uptake pathway” in GEF projects while results at national and global levels should be better capitalized, institutionalized, and used to inform future investments. Knowledge of successful projects would need to be better captured and disseminated. GEF supports very innovative projects, but dissemination of this knowledge needs to be improved. Socialization must be increased on innovative projects as a means of improving knowledge uptake and to expand possibilities for replication. Similarly, the diffusion of GEF publications would need improvements, better identifying target audiences and reaching these clients. GEF publications need to be more widely disseminated through digital channels, electronic publications, multimedia, video tools, and social media. The GEF communications strategy needs to be refreshed, boosted, actively implemented and its results monitored.

In addition to these overall strategic considerations, a few other key improvement areas have been advocated for, including:

- Science can support the GEF in strengthening its outcome and impact orientation but we seldom see GEF projects mentioned in scientific journals. There are too few projects that are used to generate scientific research outputs.
- There is a need for a much more granular access to content, to search more efficiently for the relevant piece of information. Format of content is currently not always adequate, reports can be too long and it becomes difficult to retrieve the most needed / relevant piece of information that would fall into the context of lessons learned, and feed into best practices.
- Additional publications on GEF funding processes could be created, e.g. development of good practices on using GEF funds in partner agencies or at country level.
- Improve the periodicity, consistency and predictability of the GEF newsletter.
- Create a GEF corporate taxonomy and a glossary common to the GEF partnership

2.7. KM Technologies

Both the survey and the interviews collected numerous comments and suggestions for improving the ICT environment used by the GEF and partners to manage information and knowledge. One of the recurring assessments returned by study participants is that there is a vast amount of technical information in the GEF, but it is **not integrated**. Databases are not interoperable and the format of data is not consistent. Altogether, the GEF systems should focus on global matters but leverage project level information and knowledge management. Project information and outputs should form a comprehensive body of knowledge easily accessible. Three systems in particular were regularly commented, i.e. the GEF web site, the –lack of- GEF intranet, and the PMIS database.

GEF web sites were said to be too arid, not intuitive and appealing. They are found to not be well developed to communicate with the whole world. They need to become sleeker, better focused, and to better target different segments of clients for being a stronger advocacy and awareness-raising tools. **GEF web sites should be integrated with other databases** and allow searching for specific content items. Content would need to be better organized so that information is more easily retrievable. The web site should become a portal to secretariat web pages, STAP, EO, Adaptation fund. In addition, the web site library would need standard tagging –e.g. taxonomy-. The web site could also be improved by adding or linking to relevant information resources generated by GEF partner agencies. Procedures, management, and frequency of site maintenance were also found to be improved.



GEF staff pointed out that there is currently **no intranet at the GEF**. Secretariat staff uses the World Bank intranet by default, but it is not GEF specific and has little if any GEF content. A GEF intranet was found to be a useful tool to share information between staff, and possibly with partners. A content repository to store administrative forms, TOR, tools and other reference materials developed or used within the GEF partnership would be beneficial. Staff indicated also that while SharePoint is a fine technology that is currently accessible to the GEF, it is seldom deployed and used.

The **PMIS database received also numerous comments**. According to survey participants and interviewees, information resources are not systematically added to the database throughout the project life cycle. Lessons learned are provided to the GEF but not captured / shared back with end users. PMIS is found to lack reliability in spite of some improvements as data is still not up to date. Some projects are not referred in the database, or documents are not always collected and shared. Furthermore, PMIS would need to be expanded with qualitative content –mid-term reviews, progress on outcomes, lessons learned, post project studies, etc.-. It should harness and present a comprehensive body of knowledge beyond mere financial data, and become a solid project database with up-to-date lessons learned and follow-up project implementation knowledge. PMIS should aggregate information automatically and allow for a more granular search and retrieval function. For instance, it should allow agencies to use PMIS to search for relevant or comparative experiences on how to measure specific project outcomes. Both project information requested by the GEF, the implementing agencies, and produced at the project level should be retrievable from PMIS. It should form a portal of projects information with all project documents, outputs, project website, etc. Finally, it should offer a process view of the project cycle to navigate project content at every step of the cycle and show at which exact step a project stands.

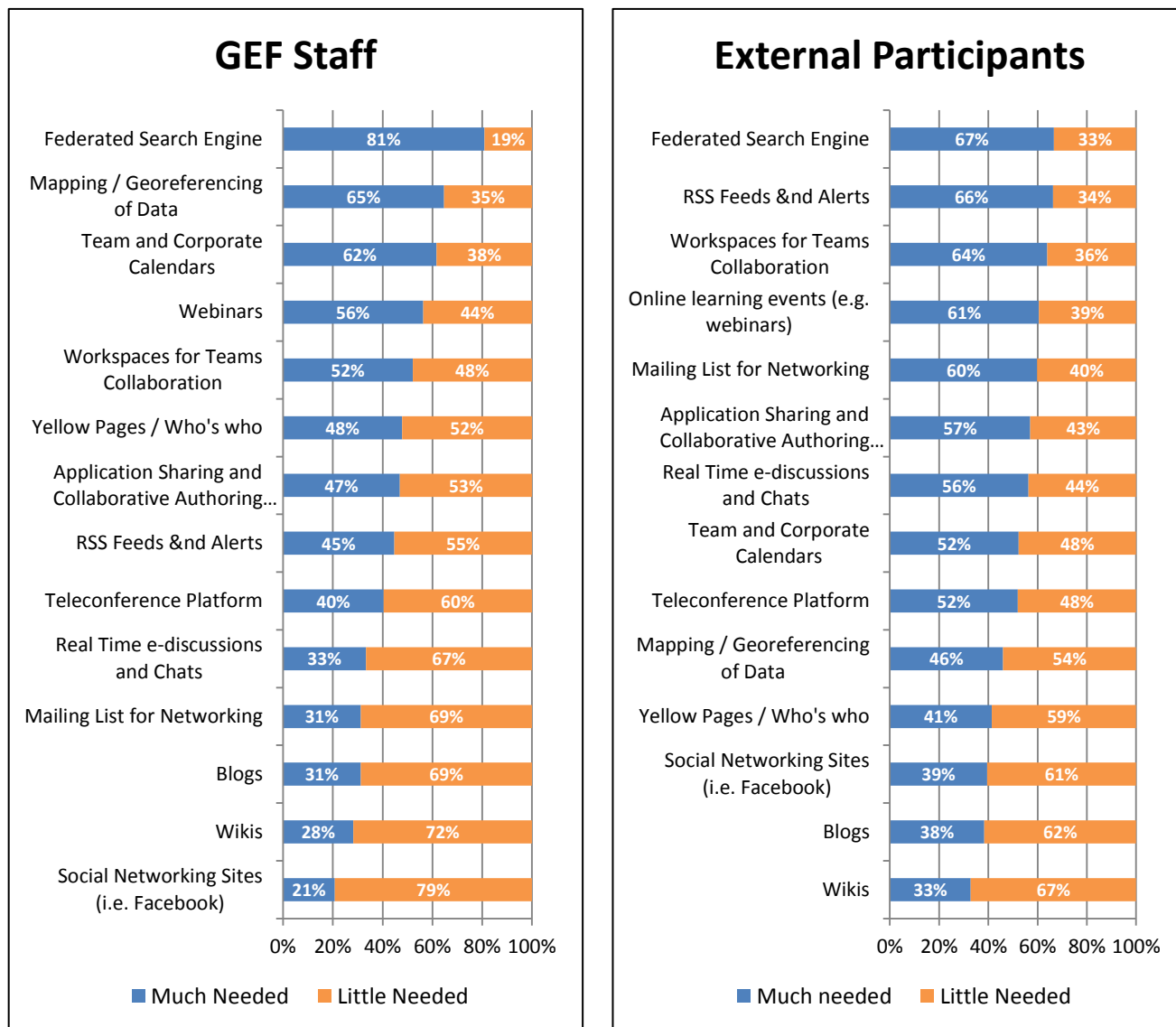
The qualitative needs assessment returned additional shortcomings and expectations that the survey helped to prioritize. Both GEF staff and external participants prioritized the need for a *federated search engine to retrieve content across the web sites of the GEF partnership* (Figures 17a & 17b). Such a tool would indeed be consistent with an architecture that concentrates the GEF on global matters and leaves most –but not all- management of content to the implementing agencies and other stakeholders –e.g. at regional, national, and project levels-.

GEF staff prioritizes next the *mapping / geo-referencing of data* -to a greater extent than external participants-, that can serve as a tool to evidence the geographic scale of projects and the areas of intervention and support the global coordination of GEF activities. *Team and corporate calendars* were then indicated as a tool needed to facilitate information exchange and cross-collaborations while *learning events and webinars* also collected a majority of favourable opinions.

As for external participants, the second priority went to *RSS feeds / viewers and email alerts* allowing to be automatically informed about new information posted on any web site of the GEF partnership. If such a service was available from the GEF web site⁴, it would indeed contribute to the global positioning of the GEF through reliance on local information management by the implementing agencies. External participants would further prioritize *workspaces for teams and groups to share materials and discuss online through e-forums, online learning events such as webinars, and mailing list for networking and e-*

⁴ Different approaches and functional architectures towards offering such a service are for instance conveyed by InforMEA and ReliefWeb.

discussions. These multi-faceted ICT centred needs depict a technical environment that may be resource demanding to install and operate. As pointed out by a senior GEF staff, “a holistic strategy is needed on how the GEF wants to manage data in order to generate knowledge.”



Figures 17a & 17b: How useful the following tools would be to your work with the GEF?

2.8. Cross-cutting priorities

When considering a select sample of key activities cutting across the KM portfolio of people, processes, and technology, staff in the secretariat indicate prioritizing for the next couple of years the *collection/analysis of impact data within the focal areas of the GEF*, before a *GEF Knowledge Platform with easy-to-retrieve information, data and lessons learned both at the project-level and at the portfolio-level*, followed by the *expansion of the GEF website with improved and enriched content (i.e. list of*

related external and internal resources on topics of interest, etc.), and Analytical papers on "topics" of interest for the GEF such as technology transfer, environmental trust funds, etc. (Figure 18). External respondents have similar activities in sight although ranked in a slightly different order, favouring the GEF Knowledge Platform with easy-to-retrieve information, data and lessons learned both at the project-level and at the portfolio-level over the collection/analysis of impact data within the focal areas of the GEF and the development of Analytical papers on "topics" of interest for the GEF such as technology transfer, environmental trust funds. Furthermore, Induction procedures and training materials for new comers to the GEF partnership comes as the fourth preferred activities for external respondents whereas it comes as the seventh item ranked by GEF staff.

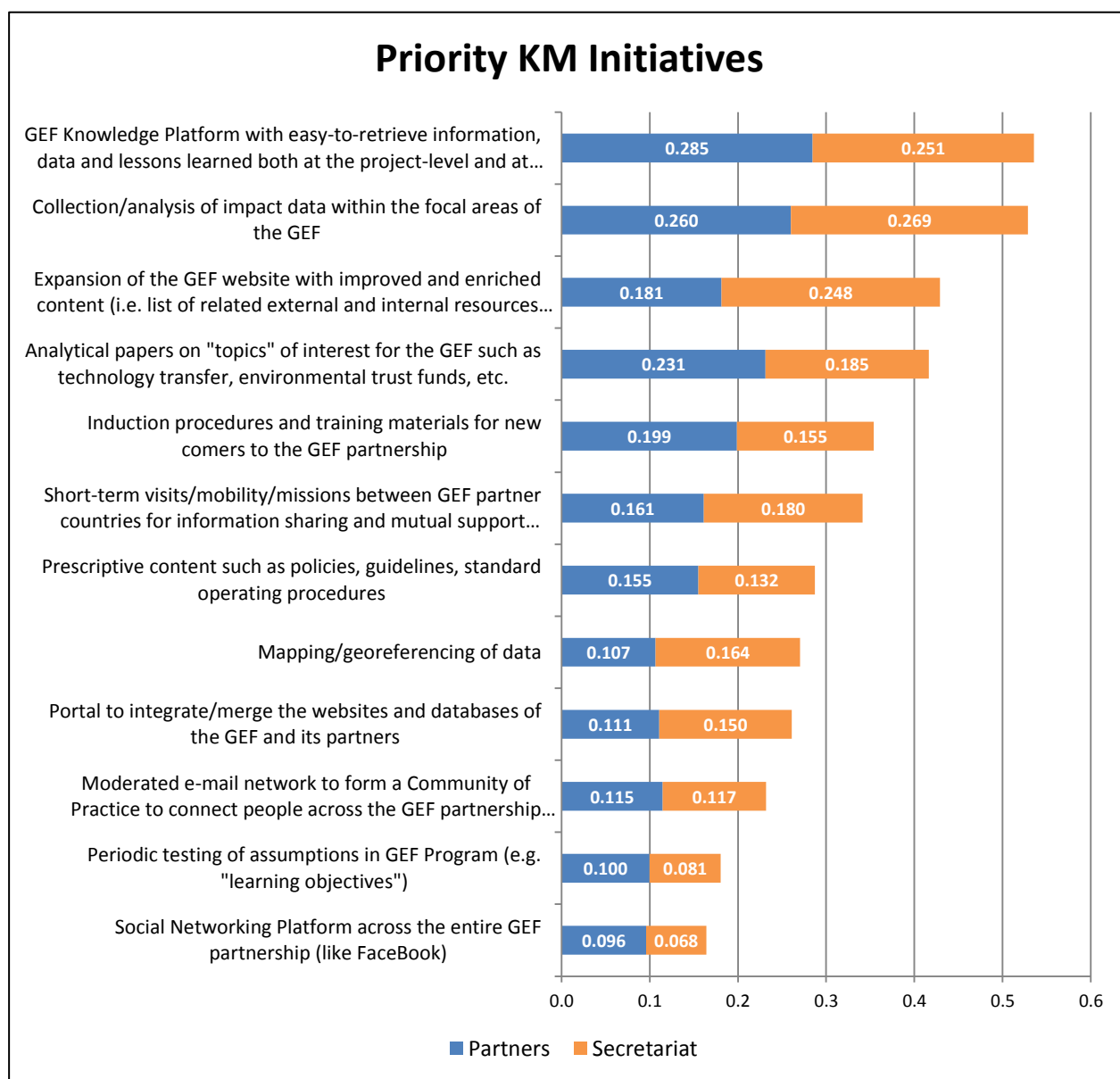


Figure 18: What are the most important knowledge management priorities the GEF should focus on within the next 2 years to help you in your daily work? –Composite index, maximum weight: 2-

To summarize the cross-cutting priorities returned by the survey and assuming that these activities would successfully come to fruition, in two years' time the GEF partnership would be on one hand equipped with an ICT platform that would closely integrate the PMIS database and the web site, providing expanded access to agencies generated knowledge as well as to project level knowledge and outputs, and on the other hand geared towards the –collaborative- analysis of impact data at the portfolio and focal levels, in addition to developing thought leadership studies on “topics” of common concern or shared interest.

Pointing out cross-cutting priorities does not mean that activities arriving last in the list are useless or that there is no demand for them. This ranking simply provides a means to reflect about KM options and next steps. The activities that are listed may involve different teams, staffs and partners that could share the overall implementation effort; hence these priorities may not be exclusive the ones from the others. The relevance and relative importance of these potential KM projects need also to be assessed along the lines of the existing GEF draft KM strategy. In that sense, these needs and possible matching KM actions have multiple implications on different layers of the KM architecture and create dependencies between activities; ideally the overall framework should remain synergistic and mutually reinforcing for the selected set of KM responses. Let's also underline that a mapping of the KM “quick wins” -or a more thorough cost-benefit analysis- is usually conducted to help management select and prioritize activities. **These considerations and steps are part of the KM road mapping process and their outcomes usually inform and shape the KM Strategy itself.**

3. KM Action Framework

The aim of the knowledge needs assessment was not to provide a detailed work plan but we can translate the most salient expectations and perspectives into a coherent list of relevant KM activities. The resulting agenda of work is clearly demanding for the GEF and partners. It will have to be weighted according to the capacities that are made available for KM and the willingness of the secretariat and GEF partnership to jointly take up, develop and implement some of the proposed activities.

3.1. People

Under the ‘people’ pillar of GEF KM architecture, a number of key knowledge needs with matching KM activities can be underscored.

3.1.1. Leadership and Governance

KM should receive visible and sustainable support from **senior management**. This can result in featuring more prominently KM in messages from senior managers to all staff, in periodically reporting the activities of the GEF KM Task Force and progress of the KM Initiative to senior management and the GEF council, etc.

In order to successfully account for the demanding KM agenda of the GEF and equip the organization with an appropriate governance structure to address it, the GEF could install a **KM Board** for the



duration of the KM Initiative. This Board could rely on and be supported by the KM Task Force but involve a panel of more senior staff. This Board could meet quarterly to monitor the work of the KM Task Force, decide on allocating KM resources for KM, arbitrate activities, etc. Such structure would be on par with what other organizations put in place when rolling out a KM Strategy.

3.1.2. Organization and Culture

The GEF should encourage the creation of task forces and **cross-functional project teams** in the secretariat -on a need basis-. As an example, not all the activities listed in this report should be implemented by members of the KM Task Force only. Some specific projects with a transversal component can rely on different teams or on the momentary contribution of staffs working as sub-teams.

Embedding KM in the functioning of an organization often implies to adjust roles and responsibilities of the staff. **This usually goes through featuring KM in TORs and by mainstreaming KM principles and some specific activities in the annual objectives and performance appraisal of the staff.** This could be supported by the development of specific guidelines –cf. supra- or advice and coaching from members of the KM Task Force.

3.1.3. Networking Modalities

Interactions and **networking** with the GEF partnership should be strengthened. This could take the form of monthly teleconferences with partner agencies per focal area or business practice (e.g. M&E). Similarly, regular consultations and ad hoc **collaborations** of the KM Task Force with **KM specialists from GEF agencies** could be installed. This extended KM group could jointly design some of the policies and guidelines mentioned below. Some of the GEF partner organizations could also share their own KM policies and guidelines or propose to host the GEF KM officer for a “tour” and presentation of their internal KM activities.

The GEF could further consider piloting **communities of practice on focal areas** not yet networked by GEF partners -à la IW:Learn- or advocate for widespread networking across the partnership and support the expansion of existing communities. Furthermore, the GEF could have a positive influence and contribution to **networking projects** at the field level, e.g. through the organization of share fairs à la FAO or IFAD, twinning à la IW:Learn, social networking platform à la UNDP, knowledge cafes, etc. –cf. below Guidelines for Mainstreaming KM in Projects and Project Documents-.

3.2. Policies and Processes

A number of policies, procedures and other products may strongly support the achievement of the GEF’s KM agenda and help to address the knowledge needs elicited earlier in this study.

3.2.1. Policies and Procedures

The GEF secretariat should develop a **Publications Policy** presenting all the steps, roles and responsibilities, for the creation and dissemination of ‘knowledge products’. This policy would



systematize consultations with GEF partners prior to the approval of selected types of publications and seek to maximize the GEF partnership throughout the entire development process. Uptake pathways should also be designed collaboratively and make use of partners, and the dissemination strategy should be aligned with the intended impact of the publication. This policy could also provide templates and processes for the creation of some content types –e.g. success stories, fact sheets, case studies, best practices, etc.–, that would facilitate their adoption and leverage as knowledge tools at the agency or project levels.

Similarly, a **Document and Content Management Policy** presenting key principles and roles and responsibilities of secretariat staff for the publishing of content materials in the GEF intranet site and web site is currently lacking. This policy would clarify rules for categorizing, maintaining, archiving or disposing content. It would also clarify internal work flows for the routing of external projects reporting information.

A **Policy, MoU, or Interagency Agreement with GEF partners** could help institutionalizing, scoping, and facilitating joint KM activities (e.g. principles, roles and responsibilities, etc.). This document would help to identify KM complementarities between the secretariat and the GEF agencies, for instance in relation to the publishing of content in the GEF KM platforms, or after installing a GEF web site at national level or at project level, or in relation to the joint development of knowledge products, etc.

As a further enabling and complementary activity, KM could be **mainstreamed in GEF procedures, guidelines, templates, and results frameworks**⁵.

3.2.2. Guidelines

In order to equip GEF staff and partners with clear and practical know-how, some **Guidelines on Mainstreaming KM in Projects and Project Documents** could be created. These guidelines could be

-
- ⁵ E.g. in the PIF guidelines, point B2, “Reasoning on why such incremental /additional activities are appropriate/necessary to address the identified causes, issues;” could become “Reasoning on why such incremental /additional activities are appropriate/necessary to address the identified causes, issues, *and any references to similar projects*;”. Furthermore, “Explanations of how the activities of the GEF/LDCF/SCCF projects will be replicated and catalized in the future; how will the positive effects of the project be maximized” could become “Explanations of how the activities of the GEF/LDCF/SCCF projects will be replicated and catalized in the future; how will the positive effects of the project be maximized; *how project knowledge will be captured, shared, and taken up*;”.
 - E.g. in the FSP/MSP review template (GEF Secretariat Review for Full/Medium-sized Projects - The GEF/Ldcf/sccf/NPIF Trust Funds). In the Project Design review criteria, point 16 “Is there a clear description of: a) the socio-economic benefits, including gender dimensions, to be delivered by the project, and b) how will the delivery of such benefits support the achievement of incremental/ additional benefits?” could become “Is there a clear description of: a) the socio-economic benefits, including gender dimensions, to be delivered by the project, b) how will the delivery of such benefits support the achievement of incremental/ additional benefits?, *and c) how project knowledge will be captured, shared, and taken up*”.
 - E.g. in GEF Project and Programmatic Approach Cycles, Annex 1, Modalities of GEF Projects, Programmatic Approaches, point 6 (f) “allow for capacity building activities that are strategically positioned to achieve higher-order, cumulative impacts;” could become “allow for *knowledge management* and capacity building activities that are strategically positioned to achieve higher-order, cumulative impacts;”.



developed jointly with KM specialists from the GEF agencies and with a few programme managers. They could feature a comprehensive portfolio of KM products and services based on existing practices from the GEF partnership and from which context specific KM activities could be selected on a need basis. Such guidelines could also suggest standard activities such as the establishment of GEF project web sites to be linked with the GEF KM platforms, recommend leveraging the GEF taxonomy, advocate the use of RSS feeds for automated aggregation of content and push of information, plant the design of a preliminary “uptake pathway” for project outputs, systematize twinning activities, open a window to knowledge fairs, etc. These guidelines could also recommend that KM specialists across the GEF partnership contribute to the GEF project cycle –e.g. appraisal-, to ensure that KM activities are effectively featured, realistic, and results oriented.

With a similar purpose but narrower scope, **Guidelines on the Creation of National GEF Websites** could present and advocate for the interventions of the GEF at country level and support the national coordination of GEF projects. Such guidelines could be developed based on existing good practices within the GEF partnership and projects. They could also provide guidance for knowledge sharing between GEF projects at national level –partly building on the guidelines for mainstreaming KM in projects and project documents-.

As strongly requested by survey and interview participants, **practical guidelines about GEF projects and funding approval criteria and standards** could smoothen some core business processes of the GEF. These guidelines would foster harmonized decision making processes across focal areas and project managers. These guidelines would need to be **developed jointly with representatives of the GEF partnership** to ensure client orientation, shared ownership and facilitate uptake.

Focusing on an internal audience, **Guidelines for Mainstreaming KM in the TOR, Annual Objectives, and Performance Appraisal of GEF Staff** could support such objectives. These guidelines could make reference to and sustain internal KM activities (e.g. contribution to tasks forces, brown bag lunches, adoption of document management policy, etc.) as well as invite staff to engage regular collaborations and networking activities with the GEF partnership (e.g. teleconferences, etc.). These guidelines could be developed by the GEF KM Officer and KM Task Force who would provide on-going advisory support to their implementation.

3.2.3. Knowledge Products

As evidenced by the survey, the development of a **new series of analysis focusing on the GEF global portfolio and focal areas** and relying on collaborations with the GEF partnership could contribute to address some priority knowledge needs of the GEF partnership. Such publications (a.k.a. Knowledge Products) would have to be designed with an “uptake pathway” or RBM-oriented dissemination strategy –cf. Publications Policy-.

Similarly, the development of **analytical papers on "topics" of interest for the GEF** such as technology transfer, environmental trust funds, etc. is among the priority requests of the GEF partnership.

The knowledge needs assessment survey has gathered hundreds of questions and issues faced by participants, with some recurring themes. Usually this input is leveraged by developing of a **FAQ**, briefing notes, or fact sheets.



3.2.4. Content Architecture

The development of **corporate metadata elements** and **GEF taxonomy** for the content published on the intranet and internet sites should be a priority activity. This taxonomy could be developed in consultation with GEF partners to make information retrieval on the GEF web site more intuitive and effective.

3.3. Technologies

The ICT component of GEF KM architecture features a number of critical expectations.

3.3.1. Frameworks

For the ‘technology’ pillar of GEF KM architecture, addressing the needs collected in the assessment would probably start by developing a GEF **ICT Strategy** that takes into account prior work on the matter –e.g. the Independent Review of GEF Systems-.

Still at the framework level, the GEF could facilitate the creation or support the adoption of **project web sites and collaborative environments** for project staff. Technical involvement of the secretariat may not be advisable but functional guidance, template architecture and reuse of GEF taxonomy may help to create greater interoperability between the GEF systems –cf. Guidelines for Mainstreaming KM in Projects and Project Documents-.

Similarly, the GEF can encourage and support the creation of **national web sites** harnessing GEF projects at country level to facilitate coordination and advocate for the GEF and environmental benefits. Technical involvement may not be advisable again, but functional guidance, template architecture and reuse of GEF taxonomy may help to create greater interoperability between the GEF systems –cf. guidelines regarding the creation of national GEF websites-.

3.3.2. ICT Environment

The design and roll out of an **intranet platform** would equip secretariat staff with a tool that is quite standard nowadays. SharePoint provides out of the box features that are well in demand, e.g. for team collaboration, for managing corporate calendars with events, mission schedules, to-do lists, etc. This would also entail to migrate key content from the share drive.

The creation of a GEF **Knowledge Platform** with easy-to-retrieve information, data and lessons learned both at the project-level and at the portfolio-level is part the needs frequently reported by study participants. SharePoint can be considered as an extranet platform for collaboration with select partners and consultants unless other tools from the GEF partnership are leveraged –e.g. UNDP Teamworks-.

Upgrading PMIS to enable **direct data entry by partner agencies** or implement the recommendations formulated in the independent review of GEF systems is also a strong need.



A re-organization of the GEF **web site** according to a navigation taxonomy that echoes and fully leverages the metadata elements of content items and categorization **taxonomy** would also be beneficial and address a number of needs. Targeted improvements could also aim at integrating web pages with PMIS data and link with national sites and project web sites to form a comprehensive body of knowledge around GEF activities. A federated search engine mining resource materials produced by the GEF partnership and a combination of RSS feeds pulling content from national sites and project web sites would contribute to delegate ownership of the solution to the GEF partnership.

3.4. Capacity

For the underpinning ‘capacity’ component of GEF KM architecture, addressing the needs identified through this assessment would entail to consider few but very important enablers.

3.4.1. Skills and Competences

As already done in a number of international organizations, the GEF secretariat should consider developing a **Learning Strategy** for the staff. In absence of a Learning Strategy, the secretariat should still consider organizing a **training session on KM** for secretariat staff in relation to the implementation of the KM Initiative or any other upcoming KM activity –e.g. GEF intranet, taxonomy, etc. Furthermore, **induction trainings should be organized** for new secretariat staff in order to shorten learning curve and strengthen internal consistency on business practices and application of existing policies and procedures.

Brown Bag Lunches should be systematized in the secretariat, with the KM Task Force becoming an engine of their periodic organization. For topics of special interest, the GEF could consider podcasting the session.

As for new members to the GEF partnership, there is also a demand to make available training materials and organize quarterly **webinars**.

3.4.2. Resources

It will be important for the GEF to staff the KM function according to the KM agenda that is agreed upon.

Simultaneously, one of the most strategic levers that the GEF could exercise is to grant resources at national level to support KM activities and complement the budget devoted to Capacity Building and Communications. Likewise, GEF projects should explicitly include a KM component and be provided ad hoc resources for an implementation of KM activities at project level, e.g. 1% à la IW:Learn.



4. Conclusion

The study has identified a clear set of knowledge needs and options for furthering knowledge management at the GEF. The levels of participation to the survey as well as the direct feedback received during the interviews have shown that there is hope that KM will improve. As a correlate, the list of relevant activities resulting from these expectations is rather extensive. The fact that the GEF is now seriously embarking on a KM strategy, 10 years after some of the GEF agencies have done a similar exercise, is a great opportunity. It should help the GEF to leverage some of its partners' previous accomplishments and compress the design and development time on some activities.

As a matter of fact, the GEF can rely on a fantastic partnership and powerful network, calling for stronger collaborations with the secretariat and committed to strengthen relationships with all GEF entities and stakeholders. The GEF has a unique opportunity to have a tremendous impact on knowledge generation, collection, dissemination and uptake for improving environmental outcomes. In particular, systematizing, mainstreaming and institutionalizing KM at the project level would be a global breakthrough. This would certainly help to ensure the successful realization of the GEF draft KM strategy, especially its second objective and actions 2A and 2B.

Making these findings and needs effectively addressed would involve everyone, but with different roles and responsibilities. It would also require real investments and sustained efforts. Many knowledge management initiatives are challenged to deliver on their promises, not because they are ill-defined, but because of the heavy levels of efforts and changes that they imply. Prioritization is critical as well as adequate sponsorship. Regardless of the final package of KM activities and solutions, in the end the involvement and support from senior management will be a primary success driver.

Annex 1: List of Persons Consulted

1. Mr. André Laperrière, Deputy CEO, The GEF
2. Ms. Patrizia Cocca, Communication Officer, GEF
3. Mr. Alfred Duda, Sr. Advisor International Waters, The GEF, Natural Resources Division
4. Ms. Carolina Jaramillo, IDB-Global Environment Facility, Inter-American Development Bank
5. Ms. Dominique Kayser, Operations Officer, GEF Global Coordination, Environment Department, World Bank
6. Ms. Dima Reda, Monitoring Analyst, Operation and Business Strategy, The GEF
7. Ms. Ganna Onysko, GEF Liaison Officer, UNIDO
8. Ms. Halima Kolo-Mohammed, Federal Ministry of Environment, Housing & Urban Development – Nigeria
9. Mr. Jan Betlem, Task Manager POPs & Chemicals Management, UNEP - DTIE (Chemicals Branch / GEF Operations)
10. Interview with Ms. Jeneen R. Garcia, Consultant, Global Environment Facility (GEF) Evaluation Office
11. Mr. Juan Portillo, Operation Evaluation Officer- GEF, EO
12. Ms. Karine Siegwart, Deputy Head of Division, Head of Section - Federal Office for the Environment FOEN, International Affairs Division, Europe, Trade and Cooperation on Development Section
13. Ms. Kseniya Temnenko, Knowledge Management Officer, GEF EO
14. Dr. Leander Treppel, Austrian Federal Finance Ministry (BMF), IFI Cooperations, Vienna
15. Mr. Mish Hamid, Project Manager, IW:LEARN
16. Prof. Dr. Michael Stocking, Emeritus Professor of Natural Resource Development, University of East Anglia – UEA
17. Ms. Nancy Bennet, UNDP BDP, UNDP-GEF Directorate, NY
18. Ms. Nayanika Singh, Ph.D., Consultant, GEF Cell - Ministry of Environment and Forests, Government of India
19. Ms. Paula Caballero Gómez, Directora, Dirección de Asuntos Económicos, Sociales y Ambientales, Ministerio de Relaciones Exteriores, Colombia
20. Ms. Paxina Chileshe, African Development Bank
21. Mr. Ramesh Ramankutty, Head of Operations and Business Strategy, GEF
22. Ms. Soledad Aguilar, Thematic Expert on Economics, Trade and Investment for Sustainable Development IISD Reporting Services
23. Mr. Thomas Hammond, Secretary, GEF STAP
24. Ms. Christine Wellington-Moore, Programme Officer, GEF Scientific and Technical Advisory Panel (GEF STAP), UNEP RONA
25. Mr. Praveen Desabatla, Financial Officer, World Bank

Annex 2: List of Documents Reviewed

- GEF Council Meeting, *Annual Monitoring Report FY10*, GEF/C.40/04/Rev.1, April 25, 2011
- GEF Council Meeting, *Annual Monitoring Review FY11: Part I*, GEF/C.41/04/Rev.01, October 20, 2011
- GEF Council Meeting, *Draft Third Overall Performance Study*, GEF/ME/C.25/4, May 20, 2005
- GEF Council Meeting, *GEF Knowledge Management Initiative: Strategic Framework and Work-plan for GEF-5*, GEF/C.40/Inf.03, April 25, 2011
- GEF Council Meeting, *GEF Project and Programmatic Approach Cycles*, GEF/C.39/Inf. 3, October 28, 2010
- GEF Council Meeting, *Independent Review of GEF Systems*, GEF/C.41/Inf.12, October 21, 2011
- GEF Council Meeting, *Progress Report on the Implementation of the GEF Results- Based Management Framework*, GEF/C.41/Inf.09, October 7, 2011
- GEF Council Meeting, *Proposal for Enhancing the Visibility of the GEF*, GEF/C.40/08, April 26, 2011
- GEF Council Meeting, *RBM System: Process to Ensure the Quality of Objectives, Baselines, and Results Indicators*, GEF/C.40/Inf.9, April 25, 2011
- GEF Evaluation Office, *Fourth Overall Performance Study of the GEF Progress toward Impact OPS4 Full Report*, April 2010
- GEF Evaluation Office, *The GEF Monitoring and Evaluation Policy*, November 2010
- GEF Secretariat, *User-Guide Project Management Information System*, November 2010
- GEF STAP, *Experimental Project Designs in the Global Environment Facility, Designing projects to create evidence and catalyze investments to secure global environmental benefits, A STAP advisory document*, October 2011
- GEF, *Annual Report*, 2010
- GEF, *Focal Area Results Framework and LDCF/SCCF Framework, Reference guide, Excerpts from GEF-5 Programming Document at the Sixth Meeting for the Fifth Replenishment of the GEF Trust Fund*, April 7, 2010
- GEF, *GEF Secretariat Review for Full/Medium-sized Projects - the GEF/LDCF/SCCF/NPIF Trust Funds, FSP/MSP review template*, August 2011
- GEF, *Mainstreaming Gender at the GEF*, October 2008
- GEF, *Project Identification Form (PIF), GEF /LDCF/SCCF Trust Fund PIF Preparation Guidelines*, September 2010.
- GEF, *Project Identification Form, GEF-5 PIF Template*, January 2011.
- GEF, *The GEF Project Management Information System, GEF Familiarization Seminar*, January 18 – 20, 2011

Annex 3: Input from Interviews

Overview

- The interviews were conducted over a period of 3 weeks, from 31 October to 21 November 2011
- 24 people were interviewed:
 - 7 GEF secretariat and EO staff
 - 3 STAP staff
 - 7 staff from GEF Partner Agencies (IDB, WB, UNDP, AfDB, UNEP, UNIDO)
 - 4 GEF Focal Points and/or Council Members
 - 2 Project staff
 - 1 other stakeholder (IISD)

The following sections present an abstract, edited and structured, of the verbatim notes resulting from the phone interviews.

Leadership

- **GEF senior managers should advocate more vividly for KM and knowledge sharing.**
- Senior Managers should be supported by the development of a “business case” for KM and by proposing to mainstream KM in selected communications from management.

Policies, Procedures and Processes

- **Knowledge Management must be mainstreamed at the project level.**
- Projects should feature a KM component that is based on the needs and interests of national stakeholders, and beyond. This implies to mainstream KM across the entire project cycle, i.e. at the design stage, during the review and among the approval criteria, throughout implementation, monitoring and evaluation, and closure –e.g. systematic capture of project files at closure-. Project proposals should explicitly feature an “uptake pathway” of project results. Mainstreaming KM in GEF projects should be linked to adequate resources and rely on a specific funding window –e.g. 1% à la IW:LEARN-.
- The GEF KM Officer –and/or KM Specialists in partner agencies - should contribute to project design and appraisal in order to advise with KM mainstreaming and assess its effective implementation.
- There is a need to develop guidelines for how to mainstream KM at the project level, e.g. by reusing existing good practices –IW:LEARN, UNDP Teamworks, ASCLME, DLIST, etc.-. KM at the project level can rely on a multi-faceted portfolio of KM activities from which to select those that apply to a specific context / are relevant to a given project.
- A precise mapping of the information that must be submitted during the course of a given project would facilitate content collection and improve knowledge sharing within the GEF partnership. KM should be mainstreamed in project documents by indicating what needs to be

submitted to whom, and this should include reviews and evaluations as well as studies done by agencies, or eventually some of the project outputs / information resources produced at the project level. This should also include maps with coordinates and boundaries of the sites where the funds are going at ground-level (because currently we don't really know exactly where projects are taking place), and publications produced by other organizations about the sites/ issues that are relevant to the project. This is to provide sufficient context, and to broaden the perspective beyond GEF's point-of-view. This could be something similar to what IW:Learn is already doing, but broader in scope. Basically, processes need to enable a one-stop-shop for project information.

- The Annual Project Implementation Review helps to compile information about GEF projects. It contains questions that can help to reflect on the KM components of the project and can therefore serve as an incentive for mainstreaming KM activities.
- RBM has made much progress at the GEF, e.g. indicators have been improved. This opens new room for more effective KM such as KM supportive policies and results-oriented KM activities and indicators.
- GEF policies and procedures should be developed in collaboration with the partner agencies. Policies should be made better known / disseminated -sometimes new policies are known only when you submit a project-.
- There is a need for more visibility and predictability of what is coming, e.g. through an annual GEF work plan, or calendar. A more streamlined GEF work plan would help work planning across the partnership –e.g. annual milestones and when partners will be solicited- and avoid last minute calls.
- Internal processes and work flows for routing external reports within the secretariat have not been defined yet. There is no Document Management Policy, or detailed content management governance and guidelines. Prescriptive procedures for internal content management would be useful.
- A review and referencing of previous similar / comparable projects and evaluations at the start of every prodoc would be a methodological improvement to the existing prodoc format -like the “literature review” that starts every academic paper-.
- The standardization as well as meaningfulness / understandability of impact indicators should be improved for field people and policy makers alike. Impact indicators should be made less technical or more self-explanatory, e.g. by developing a set of ‘equivalencies’ to be used in their dissemination –e.g. mention ‘size of Great Britain’ instead of ‘20000 acres’-.
- A select number of projects in a few –focal or geographic- areas should be designed in order to provide scientific evidence. Where it makes sense and if there is mutual interest from all stakeholders, a ‘scientific project design’ should be mainstreamed in the development objective. Basically, this would generate a lot of knowledge around “what works and what does not work”.
- Procedures, methodologies and processes should be installed when GEF staff leaves or retires for the systematic capture of knowledge –and files-.

Networking and Collaborations

- **GEF partners must be encouraged to work in a more holistic way, with increasingly prevailing cross-collaborations.**

- Relationships between GEF and Agencies should urgently be strengthened, improved, and become more opened up allowing for mutual understanding and acknowledgement of each other's core tasks, strengths and weaknesses. GEF has a huge opportunity to further leverage the agencies. It should use the network of agencies more extensively instead of conducting some of the initiatives on its own. There should be more joint planning meetings, strategy meetings, collaborations. There is currently a missed opportunity to leverage the comparative advantage of the GEF partnership. Collaborations should be increased through face-to-face and online channels –e.g. the GEF could organize monthly Skype teleconferences with Agencies on communications issues in particular when special events are upcoming-.
- New opportunities to share knowledge between GEF partners should be explored, including about what is happening on the ground –e.g. share fairs, meetings, webinars, teleconferences, etc.-.
- The IW Focal Area has created a global network of practitioners that is really a gold standard. It is a truly connected community of peers and practitioners who talk to each other, an extraordinary global network. Other areas have room for improvements and would also benefit from such robust communities of practice in order to exchange experiences, provide peer support and share best practices.
- In the framework of the COPs, GEF hosts side events and presents its report to the various Conventions, but these exchanges are limited and are not equivalent to networks or communities of practice. Networks should be supported more vigorously by the GEF across focal areas and geographic locations, i.e. spur GEF facilitated networks in its areas of competence and comparative advantage. If such networks existed, the EO would contribute with evaluative knowledge.
- Knowledge sharing should be improved even at the country level, i.e. between projects. Guidelines, workshops, capacity development initiatives at national level should be developed to cover how to access / spend GEF funds, design GEF projects, etc.
- New partnerships should be developed, including by increasing the number of agencies involved in the GEF, and enhancing collaborations with universities and international agricultural research centers.
- Relationships with the wider scientific community should be strengthened. There is a lack of scientific collaborations with academia, international or national research centers (especially those with a global mandate such as CGIAR system). Collaborations should be directly mainstreamed and featured in GEF projects whenever appropriate and scientific interest encouraged.
- Internally, brown bag lunches are a very good initiative but they are not done frequently enough and would need to be more systematized. The GEF should favour and work more using cross-units task forces and horizontal project teams.

Content Development, Publications, Information Materials

- **The knowledge niche of the GEF is the global level, analysis of global environment benefits through global aggregate of data, and global communications and advocacy. Simultaneously, the GEF must continue to excel in its funding role and provide clear guidelines, templates, and operational procedures for designing projects, i.e. a standard manual with practical rules and expectations of project design in order to ensure transparency of decisions. Analysis of the GEF**

portfolio as well as development of operational manuals should be done in collaboration with the GEF partnership.

- One primary knowledge niche is the production of analytical work on the impact of financing, using GEF collected project information and data. Analysis could be done collaboratively, i.e. by involving partner agencies rather than just or in addition to external consultants contracted by the GEF. IDB would be interested to participate in such joint analytical work.
- Analytical work of GEF results per focal area should be expanded. The capture of lessons learned at the portfolio level should be systematized. Analysis should also tackle new areas –e.g. POP- or specific issues –e.g. impact of co-financing on sustainability of results-. Analysis needs to be strategic, with broader lessons learned –e.g. an analysis of the long term sustainability of projects results and role of the GEF-. An overview and meta-analysis of the regular assessments provided by partner agencies would also be useful, but GEF has not the capacity to do such analysis, it relies on external consultants. It would be more beneficial to have such analysis conducted by the GEF partnership, collaboratively, but this would require improvements in the relationship between the GEF and partner agencies.
- Qualitative information as well as reflexive / analytical knowledge need to be strengthened at project level and structured in a way that it forms a cohesive body of knowledge. Implementing agencies have the responsibility for putting knowledge in the public domain, but knowledge production is rather approached as the last step of the process and ends up not being done rigorously. Project level work and analysis is the scope of the implementing agencies but GEF could provide global guidelines and incentives for leveraging more systematically knowledge generation, capture, sharing and uptake.
- GEF funding processes have become too complex and countries do not know any more how to apply for GEF funding, it has become over complicated. Simplification of procedures and clearer guidelines should be a priority –as a matter of fact, accessing EU, WB, and other donors’ funds has become much easier than accessing GEF funds-. GEF should concentrate on its funding role and provide clear guidelines, templates, rules and procedures in that respect. Policies and procedures should be stable over time and should not change regularly. Guidelines should be concrete and practical, and policies need to be turned into a more digestible format so that they are easier to understand, and well divided so that it is easy to search for a specific component / situation.
- Current project review practices are not always entirely consistent. The GEF decision making process that results in the approval or not of a project proposal needs to be based on uniform and unified criteria. There are currently some variations that can be observed across thematic areas or project managers when it comes to project appraisal, and this needs to be addressed. GEF Practices are not always codified on paper and transparency must be increased. The assessment / evaluation criteria of project proposals should be further clarified and made more consistent. A standard guidance manual and set of guidelines for project design will help to understand the criteria that the GEF secretariat is using and will also strengthen its accountability. Such guidelines would need to be updated regularly. By providing clear criteria for project reviews and approvals, it would create greater transparency on decision making processes and internal procedures.
- Additional publications on GEF funding processes could be created. The knowledge generated by GEF partners in relation to the GEF mandate and projects could be better captured, e.g. development of good practices on using GEF funds in partner agencies or at country level. One

area worth of further KM developments is process analysis, for instance GEF has a strong experience in managing the Trust Fund for Biodiversity, so when countries come to the GEF for advisory support on how to launch a similar fund at national level, the GEF should be able to advise them. The GEF needs to draw more knowledge from its experience in funding as well as in managing funds.

- Format of content is not always adequate, reports can be too long and it becomes difficult to retrieve the most needed / relevant piece of information that would fall into the context of lessons learned, and feed into best practices. There is a need for a much more granular access to content, to search more efficiently for the relevant piece of information.
- Diffusion of GEF publications needs improvement, i.e. to better identify target audiences and reach these clients. GEF supports very innovative projects, but dissemination of this knowledge needs to be improved. Socialization must be increased on innovative projects as a means of improving knowledge uptake and to expand possibilities for replication.
- Impact of communications and “Knowledge Uptake” must be strengthened. There is no “uptake pathway”, results at national and global levels should be better capitalized, institutionalized, and used to inform future investments. Similarly, supporting uptake of scientific information would be beneficial.
- Knowledge of successful projects needs to be better captured and disseminated (e.g. jointly elaborate a template for success stories with/for implementing agencies). GEF projects are not generally effective at producing generic knowledge and there are too few projects that are used to generate scientific research outputs. We seldom see GEF projects mentioned in scientific journals. Scientists wonder about impact but indicators need to much better qualify and quantify impact and to clearly point out ‘what works best’. The GEF can have an influence at the level of project design, and help to strengthen outcome and impact indicators.
- The communications strategy needs to be refreshed, boosted, actively implemented and its results monitored.
- GEF publications need to be more widely disseminated through digital channels, electronic publications, multimedia, video tools, and social media.
- Regular work-related access to scientific papers and journals comes as the result of personal effort and cost. There are no corporate e-subscriptions to scientific journals but GEF staff should access scientific journals.
- Systematize a periodic publication of best practices and lessons learned on various thematic areas.
- There is a need for a more periodic, consistent and predictable GEF newsletter.
- Create a GEF corporate taxonomy and a GEF partnership common glossary

Technologies

- **There is a vast amount of technical information in the GEF but it is not integrated. Databases are not interoperable and the format of data is not consistent. A holistic strategy is needed on how the GEF wants to manage data in order to generate knowledge. The GEF systems should focus on global matters but leverage project level information and knowledge management. Project information and outputs should form a comprehensive body of knowledge easily accessible.**

- The ICT platforms for storing, retrieving and sharing information and knowledge need to be improved. Codification of information needs to be better formalized and systematized –e.g. taxonomy-.
- A web site strategy is needed. GEF web sites are too arid, not intuitive and appealing. They are not well developed to communicate with the whole world. They need to become sleeker and better focused. GEF web sites need to become a stronger advocacy and awareness-raising tool and to better target different segments of clients. They should be integrated with other databases and allow to search for specific content items. Procedures, management, and frequency of site maintenance have to also be improved. The main audiences of the web site are the GEF council and the implementing agencies, but other segments / clients need to be targeted –e.g. academia, research, etc.-. Content needs to be better organized so that information is more easily retrievable. The web site could become a portal to secretariat web pages, STAP, EO, Adaptation fund. The web site library would need standard tagging –e.g. taxonomy-. The web site could also be improved by adding or linking to relevant information resources generated by GEF partner agencies.
- There is no intranet at the GEF. Staff uses the World Bank intranet by default but it is not GEF specific and has little if any GEF content. A GEF intranet would be a useful tool to share information between staff, and possibly with partners. SharePoint is a fine technology that is currently accessible to the GEF but it is seldom deployed and used. A content repository to store administrative forms, TOR, tools and other reference materials developed or used within the GEF partnership would be beneficial.
- The PMIS database is a key interface with partners but it would need to be expanded with qualitative content –mid-term reviews, progress on outcomes, lessons learned, post project studies, etc.-. A comprehensive body of knowledge beyond mere financial execution data is needed. PMIS should become a good project database with up-to-date lessons learned: partner agencies are regularly submitting project reviews, mid-term reviews, evaluations, lessons learned, etc. but currently the database contains mainly the project documents and little follow-up knowledge. Information resources are not systematically added to the database throughout the project life cycle. Lessons learned are provided to the GEF but not captured / shared back with end users. PMIS is still not reliable in spite of some fixing and data is not up to date. Some projects are not referred in the database while documents are not always collected and shared. PMIS should aggregate information automatically and allow for a more granular search and retrieval function. For instance, it should allow agencies to use PMIS to search for relevant or comparative experiences on how to measure specific project outcomes. According to GEF staff, “it is a standard process to report on achievements when receiving financial resources, so implementing partners should not be reluctant to report. A portal that would tap existing information materials in GEF partners’ databases and systems would be too much complex to set up. What is rather needed is a more comprehensive PMIS database that partners can use to update directly project data”. However according to GEF Partners, “The issue of the ownership of data is key; if GEF agencies are accountable for project implementation, results, and evaluations, then they should also be accountable for managing project data. But GEF direction is to request agencies to enter information in the GEF system, which is a duplication of work that creates risks of inconsistencies. The GEF system should rather pull content from the agencies’ own systems –e.g. a portal approach-”. The project database should link with other agencies, otherwise projects are lost. There should be a portal of projects information with all project documents there, and outputs, project website, etc. A system allowing project staff to store or

share project information and project outputs could be considered – need to capture information / knowledge generated at the project level.

- Issues still remain with project cycle information. It is uneasy to find at what stage a project is. Sometimes it sounds like a project has been approved, but it is still at the review stage. Projects may be advertised several times at different steps of the cycle, while it would be more useful to know that it is the final approval step. In addition, once projects go to the implementing agencies, it is hard to continue tracking them as they are not linked to the GEF website. There should be a picture of the project life cycle showing at which exact step the project stands.
- A social networking platform would be helpful to know internally who is doing what, working on which projects, with which partner agencies, etc. This could take the form of an advanced directory.
- Externally, social media and networking –Facebook, Twitter, etc.- could be leveraged to disseminate publications and reach bigger and broader audiences. People do not go very often to a web site, whereas with social networking tools the information is pushed to them.
- A search engine to retrieve granular information on specific situations / contexts / thematic areas would be very useful.
- Data mapping and GIS / visualization tools –why project, how, where- over time would be helpful. A geographic mapping of intervention areas per country could be used to see and learn from what has already been done elsewhere and to research and better address comparable situations.
- The interaction with other agencies could be improved as there are 10 GEF partner agencies and their knowledge, project achievements and outputs, or publications are not easily accessible. A GEF portal allowing information collection and exchange between agencies would be most useful
- The WB has the IRIS platform which is a good tool as it provides access to a rich content base, but what about the other agencies? There should be an extranet for FAO, IFAD, etc. An extranet system should also facilitate collaborations with consultants. It should enable the creation of specific “rooms” where we can isolate the material that we want a particular group of consultants to look at.
- UNDP Teamworks can be opened to project teams where each project or a cluster of projects has a social networking Teamworks space that is accessible to project staff and partners. As this is project oriented, it does not seem that it is an approach the GEF should duplicate. The GEF systems should rather focus on global matters.
- An expert roster would also be a useful tool for the GEF.
- As resources are shrinking to travel to visit partners and projects, a video-conferencing technology directly on the desktops would be useful.

Capacities

- **The first priority for KM should be to get sufficient financial resources. KM is an important subject, the CEO and the GEF council should allocate adequate resources to KM. A second priority is on human resources, people need to dedicate time to KM.**
- There is a need for more dedicated KM staff, but there is also a need to include KM in the performance appraisal of every staff member. Staff should spend 2 weeks per year on KM related activities, e.g. generate knowledge, organize, facilitate or attend workshops, publish

resources in a repository, synthesize papers, etc. This is how it started at the World Bank, i.e. by committing staff time to KM activities –NB: already featured in GEF KM strategy Annex 2-

- New comers at the GEF secretariat are not systematically provided with the rules and procedures of the functioning of the GEF. There is no induction / training for new staff and operational knowledge is sometimes transferred through a long oral chain. Formal, systematic and blended training of new staff would help gaining greater consistency in work processes. Furthering learning objectives and training of GEF staff could include visiting projects in the field, meeting implementing agencies, applying a corporate training curriculum to increase internal consistency and further standardize work processes. KM should be part of the training curriculum of GEF staff.
- The GEF should collaborate more with the agencies, this should be mainstreamed at all levels within the GEF Secretariat including how the GEF staff performance is evaluated
- Resources provided by the GEF to process corporate agency GEF-related work is not very large, and it was recently reduced to USD 250.000 a year (for all corporate activities!); this is at best a staff person (P-4 level). GEF funds should be made available to enable agencies to support countries in relation to GEF windows and procedures. For instance the number of POPs in the Stockholm Convention has increased and countries must update their NIP (National Implementation Plan). They seek GEF support but find that GEF procedures are too complicated, so they turn to the agencies for guidance, but agencies are not provided any resources from the GEF to fully and effectively embrace this role to support the up-date of NIPs. Per consequence, no country has yet up-dated their NIP. This approach should change and be replaced by a 'partnership' discussion with core Agencies where decisions are proposed and prepared by the partnership and approved by Council.
- UNDP has "Results and Knowledge Specialists", i.e. young professionals focusing on communications, KM and RBM across a specific technical team. One aspect of their work is to create and maintain Teamworks spaces for UNDP and external colleagues. They also help with generation of lessons learned across GEF projects.
- Resources are limited as they mostly go to projects. Good work is done at the project level but it is not documented. Projects have a communications component, but this is not all brought together at national level in analytical/communication outputs. Around USD130 million are going to projects in the country (India), while country level communications and capacity building activities rely on USD9.000 per year. Resources are limited and devoted to coordination and communications, but not to KM
- Additional financial resources (currently USD 9.000/year) are needed at national level (Nigeria) for communications, advocacy, and capacity development work. These resources could go to workshops, which would help to create a better understanding of the environmental situation among larger groups of stakeholders, which would result in an increase of project proposals and projects, and lead to greater environmental outcomes. This could also be used to develop publications on GEF projects at national level and increase national awareness raising activities – e.g. national web site of GEF projects, etc. -.
- Capacity of project staff needs to be built on how to document project achievements. Besides learning writing skills, this helps staff to reflect and analyze their achievements. A web based course on writing skills would be extremely valuable. FAO has recently conducted a workshop on writing (in India), and it was fantastic. The GEF should develop an online course for self-paced learning on documenting project implementations / results.



- Research is funding hundreds of billion USD worldwide and this could be an additional opportunity to help the GEF generating knowledge. The GEF should create a trust fund, like the Private Sector trust fund, for the scientific community.
- KM should prioritize internal needs and gaps in order to have a better capacity to serve external partners.

Annex 4: Survey Open-ended Questions

In your opinion, what is the environmental knowledge niche in which the GEF should concentrate its efforts in the short and long run?

GEF Staff

- Academic Institutions and periodicals
- All the focal areas in which GEF is involved
- Based on the project results, provide guidance and take an authoritative stand about which sector, technology, approach provides the biggest ROI and why the GEF is pushing certain environmental choices over others
- BIODIVERSITY
- Biodiversity, Sustainable Land Management incl. conservation agriculture, Climate Change adaptation
- Climate Change
- Climate change, POPs
- Collect, synthesize GEF experiences over the last 20 years and make it available in easy to understand packages
- Database of monitoring data for meeting the targets of the conventions
- 1) Decide on multifocal versus single focal are projects: SWOT analysis. 2) Determinants for good regional / global / multi-country projects. 3) Determinants for good programmatic approaches.
- Designing and financing good projects
- Documenting project successes and failures and helping disseminate that information to developing countries wishing to replicate or scale similar efforts.
- 1. Easily understandable information on results (outcomes) of GEF projects. 2. Disseminating clear, easy to understand GEF lessons learned about technologies, projects, and interventions that have worked to solve specific problems.
- Environmental projects/programmes database
- Environmental sustainability
- Global environmental issues
- High seas conservation and private sector involvement for environmental conservation
- How can the private sector associated themselves with the GEF pipeline and develop the market after GEF pilots in the Climate Change Mitigation field.
- How to develop projects that tackle multiple environmental issues with limited funding.
- In my view, concentrating on a knowledge niche would be fundamentally wrong. In contrast, the GEF should work much harder on integrating thematic knowledge into bigger areas of practice, such as influencing development cooperation in general to be more sensitive to global environmental benefits and local adaptation benefits.
- Innovation in climate adaptation - Nexus of climate change & development
- KM on our projects. no one knows about the Biodiversity or climate projects from 10 years ago. Much money spent---no knowledge except ha or protected area or tons of carbon. They are more than that.
- Learning Missions Monitoring mechanisms
- Macro-economic (and financial) impact of climate change
- Multifocal area work, and the tradeoffs and synergies associated with such work is must. You can no longer separate any one focal area or environmental area as more important than another.
- National and regional environmental finance; policy and practice (e.g. innovative ways of mobilizing public and private resources; forging effective regional partnerships) -- the unique experience of the GEF has to do with the broader picture of finance and policy

- New technologies and new program initiatives
- Not clear what you mean by this question but I think that GEF's focus should be on what it funds, ""global environmental benefits""
- Private sector collaboration
- Project related knowledge resources - results, lessons, tools, and products. This is the global public good that best goes with the global environmental benefits for which we are set up to invest in.
- Project selection, funding and monitoring.
- Short term - emergency and remedial fixes to critical environmental capital. Long term - the mainstreaming of environmental issues into national development strategies
- Since the GEF is an international organization, it should concentrate on environmental issues that contribute to the global public goods. Some examples are climate change mitigation and adaptation, international waters and biodiversity.
- SLM Knowledge Management and Decision Support for up-scaling SLM
- Sum up its 20 years of project approval and evaluation experience
- The GEF should focus on the learning from fund management and the effectiveness of such funds considering the unique aspects of the environment sector (e.g., time lag in realizing benefits, transnational stakeholders, among others.)
- The knowledge niche that can be obtained from GEF projects, that is, global multiple environmental benefits and local livelihoods.
- To me it is about creating that nexus where results and experiences can be shared, among projects, managers, governmental staff, politicians, donors etc. I believe that GEF is uniquely positioned to be able to do this, and it seems clear to me that the benefits of doing so would be enormous. (and would be worth many many times the cost associated with such activities).
- What conservation and development interventions work

GEF Partners and Stakeholders

- 1) Iniciativas para la adaptación basadas en sinergias con otras convenciones, que incluyen: reforestación, restauración de suelos y ecosistemas, apoyo a las prácticas tradicionales excelentes de conservación de la biodiversidad como una sinergia para reducir la extrema pobreza; 2) Iniciativas de mitigación: iniciativas de desarrollo limpio y las eco novaciones, fuerte apoyo a las iniciativas de bioenergías que se quiere implementar en suelos degradados o afectados por la desertificación o deforestación severa.
- 1. NAPA, NBSAP implementation 2. CSP implementation need to increase in term of financial support
- 1. Short term - environmental base line studies (land, water, flora and fauna) 2. Long term - sustainable environmental management in context of use of natural resources for economic growth
- A large strong and stable working team on environment and climate change within countries and agencies
- Access to funding for climate change adaptation and mitigation projects
- Adaptation and water
- Adaptation to Climate Change
- Adaptation to climate change Biodiversity
- After 20 years of experience, it is time to start compiling knowledge (and sharing it), including lessons, more seriously. This involves, of course, countries and GEF agencies alike
- All of environment knowledge that support the sustainable use of natural resources, sustainable development and poverty eradication.
- Applied science
- Approach environmental issues, either of the four focal area, it important to look at it from a ""ridge to reef"" approach. For small countries, activities up land has serious impact on the marine areas (mangrove areas to reef areas). Therefore ""ridge to reef"" approach is the best approach to minimize impacts.

- As SGP's visibility is more even less investment, so it should be highlighted, joint projects with GOs and NGOs to undertake, promote and support; on-line consultation to in decision making, involve more stakeholders in the GEF processes
- BAT/BEP
- Before doing so, the GEF should really check and talk with its partners. There is much knowledge available and nobody needs duplication of efforts.
- Being one of the most valuable environmental organizations in the world, I think that GEF should continue its work in the focal areas which are already part of the GEF mandate.
- Best practices in delivering global environmental benefits; preferably in an integrated way between its focal areas
- Best practices Policies
- Biodiversity
- Biodiversity and climate change
- Biodiversity and climate change linked with society
- Biodiversity and sustainable forest management. These impact on the water availability and purity as trees protect watersheds, prevent soil erosion and protect biodiversity.
- Biodiversity conservation and capacity building
- Biodiversity conservation and reforestation
- Biodiversity loss
- Building on the work that is practical with capacity building/Human Resources building in areas of management, science, finances, vocational, partnership with already on-going key activities such on the ground marine and terrestrial conservation efforts (traditional as well), water security and quality that exacerbate Climate Change and activities that also advance the sustainable development of the country within the parameters of the GEF Focal Area. This makes good investment sense.
- Cambio climático: hacer mucho énfasis para lograr conseguir fondos de adaptación y en lo que se refiera a químicos que tanto usamos en la producción de alimentos a fin de desarrollar una buena política al respecto para llegar a nuestros países y productores
- Capacity building for multi-focal environmental management.
- Capacity building of village level local institutions. For example, in Natural Resources Management, Village Natural Resources Management Committees. If these institutions are not functioning properly, everything fails
- Capacity building on project management and accessing GEF funds
- Capacity development and civil society organizations for biodiversity
- CARBONE CREDIT AND REDD+ PROCESSUS
- Cc
- Chemicals, climate change
- Climate change adaptation, waste management, water management
- Climate adaptation and biodiversity
- Climate change
- Climate change adaptation
- Climate change adaptation and mitigation
- Climate change adaptation and mitigation
- CLIMATE CHANGE AND BIODIVERSITY
- climate change and biodiversity conservation
- Climate Change and Natural Disasters
- Community participation in climate mitigation and adaptation programme. Carbon credits benefit should be given to the farmers or incentives should be given to the farmers for their environmental service.
- Country support programs
- Create knowledge materials in the focal areas that will contribute in policy formulation of the countries.
- Cross-cutting issues of GENDER AND SOCIAL SAFE-GUARDS.

- cutting edge knowledge
- Decentralized and local solutions are the only way to genuinely commit local communities and provide sustainable solutions. Short and long run For the long run, how LDC can be active stakeholder of the Climate change adaptation and MITIGATION. Filling gap of knowledge and pushing ALL developed countries to take their responsibility
- Developing capacities of the project staff in documenting the project results and impacts.
- Diffusing knowledge generated by the GEF Partnership (i.e. Agencies) on Global environmental benefits
- Enhancing knowledge on Sustainable Forest Management
- Environmental justice in terms of sustainable ecosystem restoration and development
- environmental management, green economy, environmental economics
- Environmental Pollution
- Exchange of best practices and experience between the GEF project in different focal areas and across focal areas
- Forest Management and community-based participation
- FOREST. LAND DEGRADATION
- GEF case studies should be more widely shared and distributed, and not only through the Internet (GEF newsletter and web site not very user friendly and not attractive, in my opinion) but through regional/local workshops, events and forum through the GEF representatives in the countries.
- GEF has the potential for staking out a global leadership position on environmental policy and institutional capacity building.
- GEF has to promote its partnership in delivering knowledge. GEF Agencies that identify, develop and implement the projects on the ground should generate and codify knowledge systematically; GEF can facilitate cross agency exchange and consolidation of the knowledge generated by individual GEF Agencies.
- GEF should be a global hub of environmental knowledge on which it serves as the financial mechanism
- GEF should concentrate its efforts Global Environment Benefits
- GEF should concentrate more on water and wetland ecosystem
- GEF should continue to concentrate its efforts towards achieving Global Environment Benefits.
- GEF should focus on global environmental benefits, aggregated across agencies.
- GEF should focus on helping projects in documenting the impacts of GEF interventions. As per my experience, best of the projects doing excellent work don't portray the work done in proper manner. This will help GEF showcase the tremendous impact small GEF investments are making the world over.
- Gestion durable des terres, biodiversité changement climatique, sécurité alimentaire
- Global Environmental Benefits and how to measure them
- Global issues with cross-boundary implications; measures with Global Environmental benefits
- Green economy Climate change Sustainability
- Highlight the success cases of GEF Agencies' projects and synergies between GEF Agencies on projects.
- How to mitigate against Climate Change , and observation of the weather Condition
- I do not think the GEF should concentrate in one niche. It should focus on the big issues of the day, but also maintain investment in long-term knowledge acquisition and institutional change.
- I encourage GEF to concentrate on climate change and adaptation and have programs and projects on adaptation within communities so as to have lots of impact
- Identify ways of reducing pollution and the use of chemicals, and eliminate the problem of hazardous waste product. And informed Assess both actual and potential risks to health from stand point proposals. Learn about proposal for alternative Course of practice to safeguard our health and environment.
- Improved awareness of how global indirect ""drivers"" (climate change, tipping points, etc) will cancel out GEF project level ""investments""
- in climate change fund access strategies for poor countries and its civil society organization
- In my opinion first if GEF want to reach successful results it should first for sure add in its national driven priorities, community driven priorities and through that take seriously local and indigenous knowledge and

sciences, the local and indigenous people have had already done their trial and errors for centuries and they have never damaged nature. we have to take them very seriously if we wish to keep natural resources for the next and next and next generations.

- In my opinion, the GEF should concentrate its efforts in the short and long run is building understanding and strongly improved /support Fish Conservation (Biodiversity) and strong building understanding on negative impacts of Climate Change to community people to adapt their life for survival.
- In the short run: to seek for new and innovating environment funding In the long run: to be the financial mechanism for more International Environment Agreements
- Integrated/holistic approach covering all sustainability criteria i.e. providing tangible pathways for green development. Environmental issues are all interlinked (e.g. increased air pollution and climate change). Co-benefits and harmonized/positive trade-offs should be promoted in projects focusing on both global environment protection and economic and human development.
- Intergenerational equity
- International waters and climate change
- It should concentrate on knowledge exchange between projects and sectors and governance of resources (but NOT limited to GEF projects) as it is one of the few agencies with so many cross-cutting projects.
- It should keep the existing niche, but depending on the country profile expand it in fields that need more development, but first by developing local capacities, and after by involving those capacities in specific projects. Management and Assessment - 2 fields that need continuous improvement.
- La elaboración de los presupuestos, programación de los proyectos y ejecución de los mismos.
- Land degradation
- Land degradation and climate change
- Land degradation and climate change in short run International waters in long run
- Land degradation and POPs
- Land degradation, preventive measures Climate change adaptation
- Land use change and its impacts
- Le FEM devrait dans les délais les plus bref procéder au reboisement effectif de toutes les collines du Burundi en vue de protéger la terre contre l'érosion et les problèmes connexes. En deuxième lieu le FEM devrait concentrer ses efforts sur l'amélioration de la production agricole par des techniques modernes (ex l'aménagement des terrasses radical et l'irrigation). la plupart des méfaits contre l'environnement sont dus à l'insuffisance alimentaire que connaît la population burundaise.
- Linking science with application/implementation on the ground.
- Long Term- Climate Change Short term- capacity building in developing countries
- Long term sustainability of the Global Biodiversity in the wake of increasing Climate change impacts
- Mainstreaming of environmental concerns in development planning
- Market development support; Market place activities for EE and RE technology transfer and innovation; Assistance at institutional level on adaptation and implementation of best practices in the field of EE and RE policies and programs.
- Mountain Environment around the world and particularly in Himalayan region, where most vulnerable people and bio-diversity lives while serving about 40% world population.
- Multifocal solutions ie. what chemicals management approaches/technologies bring multiple environmental benefits
- Platform and sponsor
- Portfolio level global environmental benefits.
- Protection of remaining forests: socio-economic value of maintaining forests intact, for example. Another one, which I believe is vital is the improvement of green areas in cities.
- Publicizing Global Environmental Benefits
- Reaching out to stakeholders (governmental and non-governmental) in a more accessible way. The ECW for example, is a positive step --it should be followed up with participants. The type of information

presented is easier to understand. Also, with new policies, it is hard for some to keep up with changes. Efforts should also be focused on keeping all stakeholders updated on changes, in an accessible way.

- Regional and global environmental benefits with strong linkages to local benefits.
- relating to the transfer of technology adaptation and learning projects related to the potential utilization of renewable energy such as wind, solar micro-hydro can dinstalasi area, in the form of learning practice energy assembly
- Rural/community tourism projects
- Sending info more frequently than nowadays
- Short run: Applicability and replicability of successful interventions in the field Long run: Results and effectiveness of interventions aimed at GEBs, innovative approaches and financing instruments
- Short-term: expanding the chemicals focal area, including hazardous wastes Long-term: focusing on mainstreaming and promoting multi-focal area approaches in funding projects in the environment field
- Strengthen the reconversion of the economy to sustainable practices at all levels
- Strong information dissemination of past and current practices, outcomes, and failures amongst GEF implementing agencies
- Support for information and data networks; standards for access and data management; archival support such as USEPA's STORET for states, or the proposal floated by the Observatorio de Desarrollo of the U of Costa Rica to serve as a regional or sub-regional ""guided"" data repository.
- Supporting national and international activities that have effective and sustained impacts on the environment, particularly activities whose positive direct or indirect impacts are known but for which it is difficult to mobilize funding.
- Sustainable Land Management
- Sustainable management
- Sustainable management
- Sustainable land management
- Synthesis and collation of information
- Taking Ghana as a case study, GEF should collaborate with the local authority and educate the citizenry on how to restore the land used in small scale mining, as the operated leave the land in degraded stage with deadly holes after they have sources for minerals(Gold), thereby creating water logde and destroy the land.
- Tangible results based management in a short run. Measurable quantitatively global environmental benefits in the long run.
- Technology development and transfer
- That would be bridging the gap between scientists and the non-science group (policymakers, grass-root communities, youth, etc.), in any focal area.
- The ""G"" in GEF sets the theme. Global outlook, systemic, trans-disciplinary, linking economy and ecology, a REAL WORLD approach beyond ideologies. And I think the GEF as it is is doing relatively fine when compared to other international organizations.
- The areas of climate change and international waters should receive the priority.
- The dissemination of information relating to Global Environmental Benefits - this is the principle around which the GEF was set up to support, and it is the main strategic objective of the TF.
- The environmental knowledge niche should be to harness what is produced in the field - by the implementing and partner agencies.
- The GEF is an instrument which allows finance to be first gathered and then distributed for a variety of subject areas (which we call focal areas). It should focus on this.
- The GEF should concentrate its efforts on climate change and chemical management issues.
- The GEF should continue supporting projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants.



- The GEF should work in consolidating all different support provided to countries under ONE single programme that allow countries to recruit highly skill staff to assist countries in benefiting in all fundings available to countries.
- The GEF would strongly focus on integrated approaches and climate change adaptation in short run to improve interaction among focal areas. In long run, SFM/REDD+ is crucial.
- The sea
- The synergies between the 3 conventions(biodiversity, climatic changes and land degradation)
- The visibility of GEF in the entire world. Fact Sheets about the major five themes of GEF. The partners and their role in achieving the goals of GEF.
- There is lots of contradictory information with regards to the funding. Moreover focal points are not promoting the GEF fund for stakeholders although the NGOs play important role in the implementation of different projects. more efforts need to be directed towards the simplifications of the procedures
- Three Rio Conventions
- To drive the climate change issues in the developing countries
- To protect natural resources to develop agriculture sector by protecting soil against erosion
- Tracking and measuring results, including long-term impacts.
- Waste water treatment, biomass use, energy efficiency
- Water Pollution, Freshwater and Saltwater
- Water-land and forest protection capacities enforcement in the poor country change of behavior(producers and customers) support of vulnerable regions
- We assume the term ""GEF"" means the GEF Partnership, and therefore the GEF Partnership should focus on codifying experiences and lessons from the cohort GEF projects. Agencies should take this knowledge and combined with their own KM products create synergies and greater knowledge.
- Well this is a wide-ranging question...but perhaps the most critical thing is that GEF's projects...both their results but also their experiences (lessons-learned) should be broadly available in a visual way as well as a searchable way to promote replication of good practice and improve efficiency. So much work has been funded but it remains locked up on individual hard drives.

In your area of work or experience, what would improve knowledge sharing within the GEF Partnership (i.e. within or with GEF secretariat, GEF Agencies, stakeholders)? What (if anything) is currently preventing this?

GEF Staff

Actions that would contribute to improve knowledge sharing within the GEF Partnership (i.e. within or with GEF secretariat, GEF Agencies, stakeholders)

- A harmonized and standardized knowledge management and decision support platform (WOCAT- LADA)
- A more comprehensive easily searchable GEF secretariat website
- A more open and interactive location and design of common office spaces e.g. kitchen area
- An enhanced/ improved PMIS database reporting tool which would be used extensively with no or little tuition by GEF Sec/ EO staff and GEF partners. Higher priorities regarding the PMIS development have been preventing this.
- AREAS FOR IMPROVEMENT: - more frequent interaction with GEF Agencies - more frequent interaction with countries - more consistent approach to sharing project/program-level lessons and good practices

- As indicated previously, the format of the IWCs seems to be a highly successful vehicle for sharing knowledge on results etc.
- As the culture/context for knowledge sharing, create a common purpose within GEF, to overcome the sometimes adversarial approaches among agencies
- Building a "Community of Practice" is critically needed for the focal area to ensure that GEF investments are on par with emerging priorities and needs in affected countries. Such a community will bring together technical partners, civil society groups, and government institutions to continuously evaluate knowledge resources for widespread dissemination. At the moment, there is little interest or support from management to establish such a knowledge exchange platform.
- Common platform(s) or interface, more integrated websites, easier search engine, greater access to GEF project reports (historical), easier language, more meaningful indicators.
- Cross-teams and focal areas knowledge sharing should be more encouraged as currently everyone works in a silo and does neither recognize nor show any interest in topics that he/she is not already familiar with. Result: the GEF is losing ground every day compared to other organizations that are embracing KM and exchange.
- Improving and constantly updating the information (facts and figures of each focal area) in the website, showcasing successful projects and best practices in more channels, participating in more workshops or conferences depending on the area of expertise.
- In my short experience here, it is quite evident that stakeholders have a lack of understanding how the GEF works and how one can access funds. The GEF could provide greater presence at international meetings and provide more general information on how to access its resources.
- Incentive in adopting knowledge management practices
- It would be good if there was more access to the scientific community at country level to help with data monitoring and assurance that priorities stated in GEF strategies are indeed what should be targeted by GEF interventions. Right now Convention guidance and other internationally articulated guidance is the main source of prioritization of issues in any one focal area. Some sort of every 4 or 5 yr scoping exercise at national/regional level would give one a chance to streamline where interventions are truly needed, and in some cases would help to work around the assumption of transferring developed country priorities to that of developing countries. An example is the issue of dioxins, which have been identified as a POP, and so is a priority for intervention. Yet, the STAP Chemicals member has monitored for dioxins in a part of Africa with lots of industrial activity and all the apparent ingredients for dioxin problems; but could find no trace of dioxins. Still the country would be within its rights to apply to the GEF for a dioxin project citing the quantity of industrial activity as an inference of dioxin generation and presence. In this case, the assumption that the developed country scenario will play out in developing countries is erroneous. The science needs to be brought to local level.
- Learning and Knowledge sharing should become an integral part of the program management responsibility at the Secretariat.
- Manual entry and updating of the GEF database. Opening the database for entry of PIFs, PIRs etc. directly by project proponents would improve the sharing and accuracy of information dramatically. If the database is then linked to the website so that the website is updated automatically with data from the database, then more than half of the knowledge sharing issues would be resolved.
- Online forums, webinars, easy to use fact sheets and how to sheets.
- Opportunity to get imbedded in Agency project missions as part of learning.
- Peer reviews and generating knowledge product together.
- Products of experiences with GEF projects in various focal areas.
- Staff must be given time for knowledge sharing. There must be allocation built into their every day work b/c it takes time - it's not something that just happens with no effort.
- Stronger involvement in the monitoring of projects.
- Structured approach to KM and sharing Approach currently based largely on own initiative

- The GEF needs to define who its audiences are and then build targeted efforts to provide them with services. Project developers at the agencies and in the private sector are hungry for GEF best practices. We should document them and then disseminate them. We don't document our work, and we don't disseminate! We don't go to where people are, but fantasize that they will know of us already.
- Use anything that is available to share knowledge with partners and keep trying other ways to pass knowledge to them.
- We need to establish a system which knowledge management is achieved automatically and unintentionally. For example, PMIS is useful in accessing project information.
- Website improvement, knowledge management products (books, learning mission reports), webinars, BBLs
- Within GEFSEC - get staff to really work collaboratively i.e. talk to each other rather than email. With stakeholders especially CSOs that are starting to look at the GEF more closely we need to identify and reach out to key CSO groups, especially when formulating policy ideas.

Existing constraints, barriers, or bottlenecks to Knowledge Sharing with the GEF Partnership

- Lack of time given the workload. 2. Organizational structures. There are no incentives in the GEF for taking the time to share information, and in fact there are disincentives. 3. Virtually everything is constantly changing so most information will be out of date instantly anyway. 4. Knowledge Management done well is a major effort and needs committed resources.
- BARRIERS: - lack of resources for learning missions, agency consultations and constituency meetings - lack of a clear roles and responsibilities with respect to KM
- Few staff, little time available, constant immediate deadlines are obstacles to calm approach to KM
- "KM not part of ToR" argument
- Buy-in from upper management
- Lack of travel is the limiting reason for limited knowledge sharing. The best way to share information is person to person, and first hand experience. Not being able to have this greatly diminishes our work
- Time prevents a lot of knowledge sharing.
- Lack of time and incentives
- Lack of any program, people, incentive, agencies too busy, GEFSEC staff now too busy with direct access to spend time learning about the past to avoid past problems in future projects or to share their knowledge with others. Lack of travel \$ to share experiences.
- KM is not highly valued by management in the GEF and this sends the signal to staff that it's not important to spend time on. KM should be rewarded instead of looked down upon.
- We don't document our work, and we don't disseminate! We don't go to where people are, but fantasize that they will know of us already.
- The Secretariat has no dedicated staff to develop a clear work plan for improving knowledge sharing. It would be good to have a work plan with structured learning and goals, but we need staff for this.
- There are no strategies or tools for doing this. What would we share knowledge about? We do technical reviews, they design projects? How do you share that knowledge in a meaningful way?
- Time factor is a challenge. To organize a meeting within GEFSEC to get a critical mass for the purpose of conveying latest policies and procedures is a difficulty. Focal area teams travel a lot and are not available. Focal area team members do not always show enthusiasm in participating meetings that discussed about GEF policies and procedures. Most attendees are young JPAs. PMs did not show good attendance.
- We do not have any contact with project leaders, in charge of project implementation. It means there are maybe 400 people paid on GEF resources all over the world, implementing projects, and we cannot access these key persons.

GEF Partners and Stakeholders

Actions that would contribute to improve knowledge sharing within the GEF Partnership (i.e. within or with GEF secretariat, GEF Agencies, stakeholders)

- Documentation. (2) Training of GEF agency staff at the country level
- GEF enabling activity proposals to develop/ strengthening skills to undertake project planning, including action plan development. (2) Demonstrating innovative approach to facilitate reporting and dissemination of project information and (3) Direct technical assistance for National profile development/ updating, training/skills -building for action plan development
- A better GEF knowledge management system
- A clear result-oriented objective to do that; A well structured and effective platform for doing that, a platform that would deliver benefits to the participants; Thematic focus;
- A decentralized system of knowledge management would be cost effective, able to draw upon a richer and more diverse set of data, and fulfill the GEF's mandate of being incremental on ongoing work.
- A meeting with GEF and its country focal points and local SCO partners
- A more open culture of sharing information outside of the more formal project monitoring and evaluation framework
- A on line direct channel, if possible a personal contact by e-mail.
- A single web site with easily searchable people and contacts – i.e. some type of interface into face book, as well as events, forums or Who you Can Ask. Wiki type would be best..
- A sub-regional workshop with more time for the GEF secretariat and agencies to provide thorough information on each of the funding channels within GEF, including all GEF agencies and the roles they play in accessing GEF funds.
- Accessibility
- Agencies and other stakeholders have comparative advantages based on long outstanding contacts in their respective fields. Please respect these advantages.
- All the knowledge sharing systems have to improve as in this archipelagic region no one knows the GEF
- An improvement could be introduced by promoting more direct discussion platforms. In addition, it would be helpful if some of the technical focal-area level GEF meetings were conducted on regional/country level in order to promote greater participation from technical staff within the GEF Agencies.
- Better designed IW-Learn website
- Capacity building on project management and accessing GEF funds is real need.
- Coherent and supportive KM corporate strategy at all levels particularly at the senior management level
- Conferences, workshops
- Countries should know more on ""geffable"" items, that is, matters of hot interest for GEF Council and officers. Knowing that, countries could plan their projects with more accuracy and less failure risk.
- Debriefing workshop
- Dialogue and Workshops
- Difusión de la información sobre el GEF, que es, su manejo y como se pueden acceder a los fondos etc. a través de seminarios etc.
- Directly associated largely CSO GEF network in all organs or management system established by the GEF, will have positive effects very capital, instead of the other CSOs those implementing agencies, and some official direction of the country choose in the component, which handles CSOs that these institutions manipulate in their wish for to permit them to bad manage the funds allocated to their management.
- Easier access to journals and knowledge sharing and seminars, conferences and workshops. Currently this is not always possible because of workload and available finances.
- El GEF debe apoyar a los países por principio de equidad. Es decir, el reforzamiento de las capacidades debe ser abarcado para todos los países elegibles de GEF, tal como el caso del programa STAR

- Enhance communication and information system within all the GEF structure and partners create a network relation with all the OFP in real time simplify or facilitate the access to the GEF funds for the poor and vulnerable regions
- Establishment of the learning mechanisms similar to the IW:LERAN in other focal areas
- Exchange visits
- Feedback and General Extension Agent
- Field Visits, Group Meetings and seminars.
- Finance ought to be provided to bring people together and advance peer-to-peer exchange. There is hardly any relevant financing available for this. The funds available to countries are tied down in project activities and prevents travel outside of the country.
- For evaluation matters a lot of information on procedures and aggregated evaluation results (OPS) is available. For non US based agencies a more active virtual network of GEF evaluators would be good, to share experiences and challenges from practical evaluation work for the GEF.
- Formal communication on new knowledge management skills and capacity building. It is not preventing but it needs strengthening
- Fully involving all agency experiences across the board to share knowledge, harmonize messaging and avoid duplication.
- Funding will help to enable us to build capacity to organize information, translate information, coordinate awareness programme/knowledge sharing and support ICT to improve sharing. \$20,000USD will assist with staffing and information management
- GEF Agencies
- GEF Agencies through regular meeting.
- GEF needs to clarify designated responsibility for each Secretariat staff member.
- GEF partnership clearly means that GEF Agencies need to be equality involved in the knowledge sharing processes. This requires more time from agencies if to be done properly. The need for more GEF agencies involvement and time is to be acknowledged.
- GEF related workshops with focus on particular technical subjects could help improve knowledge sharing within the GEF Partnership.
- GEF SEC should build on the knowledge generated and developed by its implementing agencies, build on that partnership and coordinate all these knowledge in order to highlight common best practices and lessons learned among its agencies. GEF needs to play more of a coordinating role, do not reinvent the wheels.
- GEF sec, GEF Agencies
- GEF Secretariat and it could work better if GEF secretariat has more visibility in Brazil
- GEF should coordinate and consolidate all knowledge generated by the GEF Agencies and further incentivize systematic knowledge generation, codification and sharing. GEF should rely on its partnership for knowledge generation and act as a facilitator to coordinate and subsequently synthesize all knowledge material generated by individual Agencies.
- GEF stakeholders and GEF Agencies
- Given the Global nature of the GEF operations it would be good if each focal area had at least a biannual conference similar to the ones organized by IW, possible on the margins of major COP where Agencies and their Project teams could come together and share success stories and lessons learned. This would improve networking.
- Greater collaboration and information exchange between various GEF Partners.
- Greater inclusion of the GEF-NGO Network in GEF activities and research.
- Having good working mailing list
- How to undertake effective project design using simple logic models, rather than simply pro-forma results frameworks. Standards for M&E frameworks in project implementation.
- I think that clear strategy for knowledge sharing and dissemination of good practices would improve this segment of GEF work.

- I would like to improve the knowledge sharing with stakeholders especially the representatives of the Indigenous and tribal communities since they are still the most vulnerable group while implementing projects in the interior.
- If everyone had access to the internet it would make knowledge sharing easy.
- I am currently not so familiar with the GEF Partnership so I cannot provide a good substantial answer to this question.
- Improvements could happen by using the partner agency as an equal partner in knowledge sharing.
- In Burundi our official language is French, I would like to have some important documents in French (From GEF secretariat)
- In our countries people have difficulties to know who is the funder between GEF and executive agencies
- Indonesian Sulawesi region in the State. Consists of southern Sulawesi, Southeast Sulawesi, Central Sulawesi. South Sulawesi is very important to do adaptation and mitigation face rising sea levels, since there are small islands that are threatened by the disaster, while the coastal areas of mangrove area began to decrease, causing sea water intrusion kedaratan thereby reducing people's access to safe water. Southeast Sulawesi is rife mining area of protected forest, so it is important to review the mining area that has happened.
- Information distribution through electronic exchange
- Information on GEF and its work is easy to access
- information sharing on implementation of Rio Convention requirements
- Internet facilities,
- Introductory sessions for people new to the system, mandatory capacity building sessions and refreshments courses on regular base
- It is important to the success of the GEF in our country for the operational focal point to demonstrate willingness and pro-activeness to sensitize the beneficiaries and other stakeholders of the GEF on the opportunities/benefits and value of the GEF.
- It is needed to increase awareness among the stakeholders.
- It will be better to improve GEF partnership with GEF regional Agency in Africa
- It works ok, but might benefit from better and more efficient approaches to information sharing between the Secretariat and Council.
- KM and ITC enabling environment
- Knowledge is generated through projects on the grounds. GEF agencies should be in the lead consolidating knowledge from projects, whereas the GEF Secretariat should provide cross-boundary fora and communication opportunities to exchange this knowledge.
- Knowledge sharing in the GEF Partnership could focus on solving common business problems faced by all Partners, in this respect a Knowledge Management policy, agreed among the partners, and would be helpful.
- Knowledge sharing within the GEF partnership could be improved by a more proactive approach to capturing the knowledge that is currently being developed. Using the knowledge products that are developed by the agencies (which allows for personal tailoring and empowerment) would be best. More trainings and outreach on the different strategies or platforms designed to share knowledge (e.g. Adaptation Learning Mechanism, IW:Learn or regional platforms) should be conducted.
- Less formal relationship
- Make your work better known, push it out there.
- Making the issue sound exciting and bringing in high level credible persons
- Making web-based internet facility available and functional.
- Meet regularly and interact to share information on the ground. GEF should organized more conferences with financing support to enable personnel; of various NGO/CSO come together very often to discuss issues of environmental degradation.
- Memorandum of Understandings with ICAO related to enhance the environmental performance in civil aviation

- More contacts
- More joint KM efforts among the GEF Agencies with GEFSEC. GEF often does its own thing without working with the GEF Agencies who implement the projects. GEF should convene the partnership more actively to focus on KM. Global projects focused on KM should also be encouraged, or a corporate KM budget for the GEF Agencies.
- More openness on the part of Implementing and Executing Agencies.
- More time to be able to do it (current bottleneck: lack of time is preventing it). Better knowledge of who is doing what in relatively quickly accessible format (current bottleneck: lack of knowledge of whom best to talk to about particular issue)
- Need to dedicate more trained staff from the GEF Secretariat and implementing agencies to follow up on outcomes/recommendations of mid and final evaluations.
- NGO'S
- No comment.
- Online forums would be useful.
- Participation in Seminars, Conferences & Workshops
- Practical impact of the program
- RAS
- Regular updates and participation GEF events and also get year calendar of events, expose our organization with sources of finances for to implement GEF related activities.
- Round table meetings, which the participants will share their experiences, would improve knowledge
- Seminars, workshops, teleconferences
- Sharing of experiences and knowledge between GEF agencies
- Stakeholders
- Step up local organization
- The current level of knowledge sharing is satisfactory. To get a better overview and immediate feedback a more active involvement in activities such as the CSP, country workshops, etc. might be beneficial. This could be done through dedicated missions, teleconferences or webinars.
- The GEF agencies sometimes appear to be in competition and this may contribute to information not being shared as efficiently as possible.
- The GEF secretariat has been providing us with a wide variety of information and knowledge timely through many types of channels.
- The greatest opportunity for increased knowledge sharing will come with requiring the implementing agencies to partner more often on GEF projects. The Spanish MDG Fund and UN REDD are notable in their requirements for joint programme and project implementation by the implementing agencies. The GEF tried this to mixed success in the strategic partnership for the Danube, with World Bank and UNDP developing harmonized IW projects. The GEF should learn from this experience and develop more joint programming.
- The knowledge sharing should be supported by practical actions and visible projects that could let the stakeholders see the difference.
- The sustainable use of natural resources ling with poverty eradication
- TO FOLLOW US DOING BETTER AND TO GIVE US TRAINING AN SHARED EXPERIENCE
- To help stakeholders to get the best information available and the most suitable to a project meant to answer to the needs of implementation of the CBD. Also, I think that by letting clear the CBD's ""standards"", and by making transparent the link with GEF grants, we may get more participation from other sectors of society in environmental projects/initiatives; this may even speed up the processes.
- Transparency in preparation of key documents related to the Focal areas and funds distribution. In most cases we receive ""final drafts"" that are difficult to change. Participation in early discussions and decision making is required.
- UNDP has a Teamworks site which facilitates knowledge sharing among all practice groups, country offices and thematic groups. The site is working well and being used extensively. Knowledge management is



central to UNDP's business, and we are developing knowledge products to disseminate programming experiences, impacts and lessons. All knowledge coordinated by GEF SEC should build on partnership. GEFSEC should not create knowledge, but use knowledge developed by agencies.

- Unfortunately in most of the Medium size and full size project the Government staff are more than too much taking the lead, and the reality on the ground is something else and the knowledge is very wide if the government expert and decision makers start to believe on it
- What would be really useful is a one-stop website that provides: 1 - Very concise, easy-to-read, accurate and up-to-date reference information with links to further details 2 - Links to current projects and contacts
- We arrange programmes as desired by GEF
- We have too recently joined the network to judge. But already I mentioned that there is a growing need to meet more in between NGOs. If GEF doesn't recognize us as important stakeholder then our government will keep on putting us on side.
- WE NEED MORE GOVERNMENT INTEREST AND AUSPICIOUS ECONOMIC ENVIRONMENT
- We would like to improve knowledge sharing on additional funding sources.
- Within or with GEF Secretariat.
- Workshop and training course.

Existing constraints, barriers, or bottlenecks to Knowledge Sharing with the GEF Partnership

- The non-existence of GEF India website 2) Limited capacity of project partners at the ground level to document and learn / share the project results on a wider scale
- GEF Secretariat should not develop a complicated centralized system that tries to impose some sort of ""harmony"" on Agencies and stakeholders as this would be cost inefficient as well as kill diversity and richness in KM
- Agencies and stakeholders know how to share information with each other, they don't need a GEF for that. GEFSec should not try to be a kind of super power coordinating also KM.
- Due to Financial resources
- Finance ought to be provided to bring people together and advance peer-to-peer exchange. There is hardly any relevant financing available for this. The funds available to countries are tied down in project activities and prevents travel outside of the country.
- GEF agencies and focal points are not doing their job suitably with regards to disseminating information. the inability to access the information at the website of the ministry in charge of GEF. the unavailability of information with regards to country potentialities and available funds
- GEF Operational Focal Point in the country prevents partners from working with GEF and receives the correct and proper information on planned projects. The PIFs are prepared without any consultation.
- GEF Secretariat does not respond on a timely manner or never respond at all
- Geographical location of the agencies. Not very accessible in our region.
- Lack of funds an lack of commitment to continued professional development
- GEF guidance documents are not effective, although the UNDP Managing for Results manual is a start.
- People are too poor to buy computers, are computer illiterate.
- In my area of experience it would be grateful if GEF continues the knowledge sharing program as it did in the Kinshasa meeting in February 2011 and CSO are invited .Where we are allowed to share our work and experience on the impact GEF have on communities within the whole world. Since that meeting we have not had any other meeting and so there is that gap where you star something and there is no continuity on the part of the CSOs. The second problem is the small grants program where a project is funded and the project might need consolidation but with the GEF policy its difficult to be funded twice so that another problem
- The stakeholders don't have sufficient possibilities to access to databases.
- lack of experience with regard to access and sharing of information and knowledge

- Lack of trust how information will be (mis)used. Lack of interest, time, fora. Lack of recognition that knowledge will be useful, where decisions + strategies are more based on political and personal prerogatives and other GEF policies. Lack of agreement on what kind of knowledge is needed by whom and for what. Lack of openness for dialogue. etc.
- Le système de communication du FEM n'est pas connu par ses partenaires, on ne sait même pas s'il existe. Le FEM devrait clarifier et communiquer à ses partenaire son système de communication et leurs fournir les outils de communication nécessaires. une formation des partenaires sur la communication est également à envisager.
- LIMITED ACCESS TO IT FACILITIES.
- What is preventing your knowledge is what is preventing all knowledge, the tsunami of knowledge available on the web. Research is a different animal than 10-15 years ago. Now, getting the what, where, and numbers data on anything is pretty available. What aren't available are real people. How about interactive webinars?
- GEF and EA/IA policies and procedures work against openness and sharing with groups outside each agency. For example, LESS THAN 10% of links on any web site by GEF, the World Bank, the OAS, UNEP, UNDP, UNESCO etc. etc. point to ANY site outside of the subject agency.
- More time to be able to do it (current bottleneck: lack of time is preventing it). Better knowledge of who is doing what in relatively quickly accessible format (current bottleneck: lack of knowledge of whom best to talk to about particular issue)
- Oh boy this is also not a short question. There are many institutional (both man-made and natural) blockages to knowledge sharing across the partnership. Or one can also simply say that people are too busy for knowledge sharing. This is a cultural-behavioral issue which is slowly changing of course. I think we now have a robust set of tools for knowledge sharing, especially now with the addition of online communities of practice/social networking. The issue is now to ""mainstream"" knowledge sharing into the project cycle...participation in such networks, and producing short simple case studies at key points in the project cycle. One must not forget project twinning and regional/global meetings however, as people are more likely to share with people whom they know.
- Too many local political changes
- The barrier, if any, would be that we are not well-prepared to receive piece of information. We do not have time enough to go through all information provided by colleagues, the GEF secretariat and CSOs.
- The GEF-NGO Network is not currently performing efficiently. Thus, channel for sharing NGO knowledge and experiences are not effective.
- The barrier of language and simplicity of information might be the major two challenges for knowledge sharing in the time being.
- The time needed to prepare papers /communications or other knowledge products
- There is communication gap between us.
- We are submerged by tons of information without guarantee of their accuracy.
- We do not have direct access to GEF, it is tool complex system, to be GEF NGO member takes nearly year, limited opportunity to share successful cases etc.; the time and size of the SGP makes the process limited but it should be extended etc.
- Lack of English knowledge and time prevent this.
- Budget support and supervisor support
- Competitive relationship between implementing agencies and the occasional adversity between agencies and GEFSEC prevent effective knowledge sharing.
- Each GEF is implemented in Argentina is run in isolation and this not contributes to the exchange of knowledge. Each project budget does not provide specific funds for the sharing of knowledge at the national or regional level. I do not know whether or not there is a requirement of GEF projects requiring specific indicators through the exchange of knowledge. The country office level contributes very little in this regard, and the same can be said at the regional level. International meetings are reserved for the few and those who attend do not have a specific obligation to disseminate the results as a reliable and proven.



- Finance ought to be provided to bring people together and advance peer-to-peer exchange. There is hardly any relevant financing available for this. the funds available to countries are tied down in project activities and prevents travel outside of the country.
- Easier access to journals and knowledge sharing and seminars, conferences and workshops. Currently this is not always possible because of workload and available finances.

For any of the following topics, please indicate if there are specific technical issues on which you would like to know more or questions that you find yourself asking repeatedly.

GEF Staff

Biodiversity

- Are the consolidated results of the METT available somewhere?
- How can we propose regional projects? How can they be funded?
- How is a baseline project in Biodiversity defined and why it is different from the baseline projects in Climate and Chemicals
- links to International Waters work at country and regional level
- What works; doesn't work

Capacity Development

- Different opinions on the definition confuse staff, agencies, and countries
- GEF approaches, projects
- How NCSA is related to the Capacity Development projects in GEF-5?
- How this part is financed? it is not clear for me.
- How to apply for funds
- How to improve internal capacity development? We need training from how to use properly software we have to what is the energy efficiency. They should be mandatory.
- How to translate existing knowledge and lessons learned to the end users (from decision maker to land user)
- Promotion issue is a mystery and seems lack of clear path leading to it.
- Should GEF projects finance capacity development?
- We need more workshops, more GEF staff time.
- What are products, impacts of cap building projects

Chemicals

- How to bring the Chemicals agenda into the realm of natural resources management and climate (beyond ODS).
- We need to better understand the issues
- What works; doesn't work

Climate Change Adaptation

- Is there a practical way of categorizing adaptation projects/programs according to sectors?; (ii) Is there a best-practice methodology for assessing the cost of adaptation in a given sector/region?



- Climate smart agriculture
- Evaluation frameworks, standards, criteria and good practices
- How to align with the IW FA Objectives and Strategy
- How to assess resilience and adaption of current land use practices to variability and CC
- Is the baseline for a GEF project always a development project already on the ground?
- LDCF and SCCF have no visibility
- Project developers need better access to best practices.
- We don't have access to some databases on projects--secret!!!!
- We need to relate it to meaningful indicators (that directly affect people)

Climate Change Mitigation

- Evaluation frameworks, standards, criteria and good practices
- Lessons learned
- Project developers need better access to best practices.
- The most advanced technologies and how that's going to play in developing countries, market development partnering with the private sector
- We are losing ground on large investments in mitigation as lead agencies and client countries are less inclined to work with the GEF. The CIF has a much greater visibility.
- We need to relate it to meaningful indicators (that directly affect people)
- What is the real potential of SLM practices in increasing C stocks and reducing emissions
- What works, what doesn't work
- When and how will GHG emission reductions be recorded in PMIS?

Communications & Knowledge Management

- How can I access GEF information on region X or area Y?
- Is there a way to make the search engine more powerful? Would be extremely helpful?
- Is there already a knowledge database prototype? If not when will it be implemented and who will have access to it at the first / trial stage?
- KM must be tackled seriously in order to be effective.
- Specify how each category can (and have to) contribute in KM
- Strategic communication/online engagement plan
- What is the com department working towards... what is the vision and how can it benefit the organization.. are there new idea that can be tried.
- What is the platform, how to share, who's working on it, etc, budget
- What materials are being developed to integrate knowledge from all the focal areas in an engaging manner for people who are not part of the GEF Network and thus need simplified but accurate information?
- Why does every focal area have to refine learning objectives?
- Why is there no harmonized system and no collaboration and other agencies (e.g UNCCD, WB, ADB, bilateral projects)

Country Support Programme

- How can this become a tasks that interest everybody?
- OK
- On procedures, too many questions to be written here
- Only with slight idea on what the program is about. Knowledge on CSP should be more explicit and accessible to all GEFSEC staff.



- Who can help me design my project?

Earth Fund and Public Private Partnerships

- How does the whole Earth Fund thing work?
- Is it still around?
- We need targeted outreach to private sector and we need them to help us design new efforts
- Who can the private sector talk to? How to submit projects? To who?

Gender Mainstreaming in GEF Projects

- How are gender issues integrated in GEF projects
- How does this apply to areas such as IW or biodiversity?
- Progress, recent evaluations, how being mainstreamed
- What is the gef policy, where is it, how do agencies implement, what impact
- What is the scope for devising a more ambitious and more explicit approach to gender in project reviews, tracking and performance evaluations? The recent policy devolves the responsibility to Agencies, leaving GEFSEC in the dark as far as lessons and good practices are concerned.

International Freshwaters

- Go to iwlearn.net
- How can we propose/fund regional projects
- What is the potential of SLM in improving fresh water availability and reducing conflicts. What is the impact in improving land management upstream to downstream users.

International Marine Waters

- Go to iwlearn.net
- How can we propose/fund international water projects? Who can help?

Land Degradation

- How to mitigate and reduce land degradation through SLM. We know enough about Land Degradation what about the benefits of SLM.
- Should we send our projects to UNCCD? What is the link with GEF?
- SLM Best Practices, Measureable Indicators for SLM, Tools and Standards for Monitoring and Assessment of SLM interventions
- What works, what doesn't work.

Monitoring and Evaluation

- Get more harmonized and meaningful indicators. Central database (accessible/public)?
- I have the feeling that the feedback of Agency data about terminated projects into PMIS and gefonline is not very reliable and there are systemic gaps. I believe this gaps can only be filled by a better coordination between GEF Agency, OBS - RBM and GEF EO.
- Is there a best practice guide for developing a project log frame that Agencies could refer to while preparing PIFs? At present the quality of project frameworks leaves much to be desired.
- Learning missions, should GEF Staff do them?
- What are the impacts of SLM



- Where are all terminal evaluations---can't find them
- Who is in charge of monitoring? what it means? I am not sure to know.
- How can we ensure that independent evaluations are aligned with and contribute towards corporate KM priorities?

Ozone Layer Depletion

- What do we do for the Ozone??.. we never talk about it!
- Where to find it on our website? Which GEF projects in this area?

Policy Development

- How to transform information and local knowledge for evidence based decision making
- Should GEF provide technical assistance for policy development in countries?
- What is the added value of a GEF/LDCF/SCCF project in developing environmental/climate policy? Rather than investing in workshops and the preparation of documents, it seems that GEF/LDCF/SCCF projects and programs could base their policy development efforts on much more systematic assessments of the present policy environment and the capacity/knowledge/resource shortfalls authorities face in making this environment more conducive to achieving GEBs and adaptation.
- What kind of work has GEF done in this area? Where?
- Where are all gef policies?

Project Management

- A training course for agency staff would be helpful.
- Against what criteria should project implementation arrangements be assessed in the context of GEF/LDCF/SCCF projects?
- GEF Operations Manual
- Guide to duties and procedures
- PMIS problems
- RBM framework for Portfolio Monitoring

Small Grants Programme

- How to access the SGP? Requirements? Focal point?
- What are impacts, globally

Sustainable Forest Management / REDD +

- methodologies in estimating GHG reductions
- none
- what works, what do we do compared to others

GEF Partners and Stakeholders

Access to GEF Funds

- For climate change adaptation
- Access to funds
- Access to GEF funds for NGO and CSO?

- Access to GEF funds from government
- Adaptation funds
- Are international partners eligible for SGP?
- At National level, information on funds is not adequately provided
- Call for Concept Note and Proposal for GEF funds
- Can Montreal protocol projects be funded under the STAR
- Can the University get access to GEF funds?
- Cannot think of any right away
- Capacity building
- Capacity of small institutions to become accredited
- Clear and consistent operational guidance
- Confusion in the GEF regional program guidance.
- Continuously and reliably updated info on projects under development in regions of interest.
- CSOs need technical support from country offices to access to funds
- Dealing with the GEF has become a kind of 'science' on its own. We should be very careful with that as it will chase away potential and existing partners.
- Detail of requirements
- Differences between policy and actual implementation of them by different project managers
- Difficult for NGO's to co-finance SGP
- En quoi la réforme du GEF a-t-elle favorisé un accès rapide à ses fonds
- Funds for monitoring and evaluation of GEF approved projects
- How a specific local organization can have access to fund others that SPG?
- How can I receive Funds
- How can my organization become a GEF implementing agency
- How GEF disseminating the program?
- How long should we wait for response from secretariat
- How much Lebanon has of funds???? Where to apply???? are NGOs eligible to apply directly
- How to access
- How to access and volume of access
- How to establish a MoU, or a Letter of Cooperation
- How to improve access and simplify request and reporting procedures
- How to make for to have a PDF A and PDF B project form
- How to make local communities and NGO have more access to GEF funds?
- I need to know more
- I need to know the guidelines for any proposal for accessing GEF funds
- I would like to receive more detailed information on tools on how to access to GEF funds.
- information about projects under discussion between GEF and Agencies
- Is there someone easily accessible who can act as the central authoritative reference?
- It would be good to have regular updates
- messages often confusing
- More ""inside knowledge trading"" about trends within GEF
- More details
- More explanations on the Umbrella project of GEF in collaboration with UNEP for the enabling activities
- My organization is updating its four-year strategic plan, can I get information who can partner with my organization in executing the planned activities 2012-2015?
- Need more clarity on accessing different GEF funds and requirements associated
- No. Enough information, easily available
- On what type of project do GEF give funding?
- One example of proposition of project to each kind of fund using training examples at the GEF website

- Practical tips to comingle funding from the different GEF funds (LCCF, GEF TF etc.)
- Practice of Carbon fund in developing countries
- Procedure and requirements
- Procedures
- Procedures, project proposal writing
- Quelles sont les conditions exigées pour accéder aux fonds du FEM?
- SCCF, linkages between GEF funds for adaptation and other funds.
- Specific question
- STAR country allocations, incremental costs, co-funding
- The national process in the country I work in is a little confusing (to say the least), but that is outside the purview of the GEF, I suppose
- The process and conditionality
- The review structure at GEFsec changed over the last 12 months with multiple reviews and evolving questions which increase transaction costs. often reviews are vague and it is not always easy to respond - a certain amount of guess work - playing field changes by the month
- TO KNOW MORE
- Upstream advice provided by STAP to improve quality at entry
- We need detailed information / data to better serve the country's strategic goals.
- What are the criteria for SCCF pre-selection of PIFs?
- What are the odds for regional proposals in Central America under the STAR approach?
- What are the criteria of selecting the recipients either NGOs or Government?
- What is the GEF priority now?
- What types of projects or PIFs were submitted by Ukraine for CEO endorsement? What are major strategic priorities for Ukraine in cooperation with GEF?
- When will access to GEF funds easy?
- Which criteria are used for preparation of work programmes???
- Who can demand: governments, I suppose, but all levels? Can civil society (NGO and private) also have access?
- Who to contact to access such funds
- Why is it that, NGO/CSO from under develop countries found it difficult to access and receive funding from The GEF fund than others from develop nations.
- Would like to see a clear and concise steps on how to apply

Biodiversity

- Aligning with specific funds from GEF
- Are Natura 2000 areas a priority?
- Areas Protegidas
- Benefits and trade-offs between BD conservation and other GEBs and social-economic benefits
- Biodiversity conservation
- Cannot think of any right away
- crosscutting issues/mainstreaming - possible links to chemicals focal area
- CSOs need technical support from country offices to access to funds
- Data and perspective
- Different project that are successfully
- Fish Conservation and Flooded Forest Protection against wildfire
- Global issues
- How are partners and concerned parties coordinating to save biodiversity?
- How is the country allocation determined

- How the reporting system of the scarcity of animal and plant or animal trade is prohibited by international rules
- How to create more synergies with biodiversity projects funded by GEF
- How to increase funding due to the magnitude of the problem
- How to sustainably conserve the biodiversity?
- Increase allocation
- Is urban/built environment also beneficiary of GEF funds? How? Who should apply for (local governments?)?
- Islands biodiversity
- Latest (scientific and practical) knowledge of what works best.
- Management of biodiversity information for the society knowledge
- National and regional biodiversity program
- No. Enough information, easily available
- payment for ecosystem services and conservation financing strategies
- People should be encouraged to go into fish farming to avoid wasting of land.
- Plain-language descriptions of major strategies AND funds available to support them.
- Positioning of strategy documents
- Priority areas for approval of projects by GEF in each year
- Quelle la est stratégie (politique) du FEM en matière de protection de la biodiversité?
- Revision of NBSAP process, valuation of biodiversity resources in Nigeria.
- Special requests from CB
- State of biodiversity
- The implementation of NBSAP that has been finalized
- The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity
- The relation between biodiversity and ecosystem function/services
- TO IMPROVE INFORMATIONS
- What are the indicators of success for conservation?
- What cross-cutting issues with energy water sanitation health -related
- What is really making a difference - and how do we know/can we measure it does?

Capacity Building

- In what way can GEF in our capacity development
- Access to national science communities related to GEF activities
- Any dedicated resources in GEF for Capacity Development
- Are there funds available?
- Can GEF have a program of building capacity to local NGOs
- Cannot think of any right away
- Capacity development at expertise level
- Communities
- Does anything work and WHAT'S THE DATA (not just exhortations)
- Donde se accede para obtener esta información
- Empowering women
- For GEF applying guidelines
- Formation and perspective
- Funds from the GEF to Build capacity at the national level to implement the RIO Conventions
- That capacity building methodologies are truly having an impact, not just resulting in more training workshops attended?



- How can I attend
- How can obtain more assistance for the capacity building of the GEF national committee
- How does GEF define and measure capacity development?
- How to develop a good capacity building project?
- How to get any person or organization who has good knowledge to train staff in implementation of Rio Conventions requirements
- How to measure impacts of capacity building?
- I wish to know how they do their capacity development?
- Increase allocation
- Institutional capacity building
- Le FEM pourrait-il renforcer les capacités techniques (équipement et formation) de ses partenaires?
- Modalidades de someter proyectos
- More funds for in-house capacity development
- More information would be useful on results from the capacity efforts, NCSAs in particular. The recent evaluation of the NCSA was not especially revealing in terms of impacts and results at the country level.
- Much on opportunities
- Need more of this in form of workshops in rural areas
- Not all organizations have someone dedicated to be GEF contact, so need a simple guideline or a course online
- Not enough is done
- On working with GEF, GEF specific themes
- Orientation Training Workshop with Partners
- Practical methodologies and indicators, and case studies on the use of capacity development strategies
- Seminars and regional conferences
- Slow pace
- Specific question
- The GEF should organized meetings and educate volunteers of capacity building.
- TO KNOW MORE
- Training programs
- We are comparatively in a good position
- What are available facilities?
- What are the process
- What GEF funds can be accessed to build Capacity Development in country?
- What good success stories and project examples for replication
- What kind of capacity building does GEF support?
- What opportunities exists for supporting capacity development for potential implementing institutions
- What possible to be involved from local CSO in an internship or study program in the office of the GEF
- Which items could be supported
- Who is paying?
- Why GEF is not using webinars to improve capacity development for stakeholders
- Yes. We need to improve the dissemination of the methodologies accepted by the GEF and the training of personnel involved in the execution of projects

Chemicals

- Challenge of addressing multiple chemicals and trade in chemicals with limited funding
- Chemical administration and control
- Chemicals issues related to rural/urban development issues
- Clearer project review guidelines/ procedures

- Contaminantes orgánicos persistentes
- Formalized provision of information on the implementation of focal area work programmes (newsletter-type).
- Funds for collection and disposal of obsolete chemicals
- How to access GEF funds to finance Mercury contamination national inventory
- I need more participatory environmental impact assessment
- Increase allocation
- Law and practices to prevent chemical risk and disasters
- nomenclature of the chemical accepted in the production
- Priority areas for approval of projects by GEF in each year
- Reforzamiento de las capacidades para elaboración de proyectos
- Sea pollution
- Sound Management of Chemicals
- Strict laws should be made by Law makers and offenders be punish eg. In Ghana using DDT in fresh water is prohibited
- what are main findings and lessons of evaluations in the chemicals area?
- What are the appropriate alternatives for hazardous substances such as mercury?
- What are the chances for increasing the funding for this Focal Area in future GEF Replenishments?
- What poisons are killing the most people in each small island?
- Which international conventions on chemicals are concerned?

Climate Change Adaptation

- Baseline determination
- Climate Change Adaptation
- Climate change adaption Ii think it's a continues process but I don't understand why most funders don't take that into consideration e.g. the small grant funds just for a year
- Crosscutting issues/mainstreaming - possible links to chemicals focal area
- Detail of technical measures to sustain crop production and environment
- Does adaptation fund requires matching and/or in-kind?
- Ecosystem based CC adaptation methods
- Good practice and examples
- How can my organization access funding fro climate adaptation
- How to combine source of fundings for CC adaptation and how to prepare the analytical work
- How we could protect ourselves in the absence of resources and lack of political will?
- Increase allocation
- Is there any supportive linked with CSOs going also for the UNFCCC negotiations
- It is very alarming to see that no clear answer has been provided in reducing the negative impact of climate change.
- Management of Climate Change effects on the society
- More knowledge made available
- Needs materials and training
- New knowledge and technics of adaptation
- Not explicitly consider biodiversity
- Pilot project of adaptation
- Priority areas for approval of projects by GEF in each year
- Projects
- Quelle est la contribution financière du GEF pour l'adaptation dans les pays en développement
- Regional plan of climate change adaptation for example Congo basin

- Reconciling frameworks of adaptation and climate resilience in the GEF
- Reforzamiento de las capacidades
- Sensibilización o información
- SIDS experiences
- Specific techniques and appropriate tools
- Strategies that work and funds available in plain language.
- Successful examples and innovative approaches to climate change adaptation measures for specific ecosystems/contexts
- Technical information in relation to Lebanon
- The funds under Climate Change Adaptation window, how to get it and what kind of requirement that need to follow
- The reed and nama system
- TO KNOW MORE
- Tools and success stories
- Training and Sharing Community-Based Climate Change Adaptation
- Vulnerability and Adaptation assessments
- We have very proven cases, South East Asian Globe is making a report in its Nov issue on our GEF SGP project
- What and how to implement in LDC country?
- What are the best practices and how can we fast start the process?
- What are the GEF funds dedicated to this topic
- What are the specific adaptation measures accepted by GEF?
- What GEF has built in the developing regions of successful adaptation and mitigation
- What kind of projects are eligible?
- Why aren't there good on-line learning courses for CC adaptation issues?
- Yes. Standardize approach to this theme for the various projects implemented.

Climate Change Mitigation

- How can we access economically beneficial climate Change mitigation programmes
- At what level is now the process for poor country like D R of Congo to access to carbon market fund concerning is forest
- Better communication between focal areas such as ozone/chemicals
- Climate Change Mitigation
- Crosscutting issues/mainstreaming - possible links to chemicals focal area
- CSOs need technical support from country offices to access to funds
- Energy Efficiency and Renewable energy
- Funds to mitigate the impacts to small scale farming communities
- Good practice and examples
- How can my organization access funding for climate mitigation
- How relate the ICAO ENV Branch with your expertise
- How to evaluate CO2 in a number of projects
- How to verify benefits claimed by a project?
- In Ukraine mat
- Increase allocation
- Management of the information about the actions for a Climate Change Mitigation on the society
- Market transformation for low carbon development
- Measures of adaptation
- National and regional Plan



- Priority areas for approval of projects by GEF in each year
- Quel intérêt le GEF accorde à la mitigation en Afrique
- Renewable energy strategies and technologies
- Report of the scientific data and perspective
- Sensibilización o información
- Sids experiences
- Simplified level one carbon accounting
- TO KNOW MORE
- Tools and success stories
- Tracking tools
- What and how to implement in LDC country?
- What are the best practices and how can we fast start the process?
- What are the GEF funds dedicated to this topic
- What are the odds for extending successful results of highly satisfactory projects beyond current geographic scope once the Project is completed?
- Why the less contributing countries still have projects in this regard?
- Yes. Standardize approach to this theme for the various projects implemented.

Communications and Knowledge Management

- Any Knowledge sharing platform for CSOs?
- Data and perspective
- How the country can improve capacity and learn experiences from other countries
- How to develop the capacities of project partners to report?
- I would like to receive additional information on KM
- Improve communication within government agency, they are not alone to act!
- Institutional communication and coordination
- Lack of one-stop-shop for KM products in the GEF
- Methods
- More access to fellowship especially for our partners at Universities
- No sufficient time to learn
- Partnership Development
- Reforzamiento de las capacidades
- Sids experiences
- TO KNOW
- To know the knowledge offer better
- Transfer and sharing of the available knowledge
- We are lack of systematic knowledge to be able to share with other stakeholders.
- We are learning and can share
- What are the best channels, websites / newsletters to read
- What are the process
- What is role of GEF FP?
- Which are the best information tools for the indigenous societies in Latin America?
- Why aren't there good on-line learning courses for KM?
- Why do GEF is not properly realized by local communities?
- Yes. Improve to value the importance of KMS

Country Support Programme

- Can countries get help with setting up laws and regulations?
- Can the CSP be improved to allow the GEF OFP to be more efficient
- CSOs need technical support from country offices to access to funds
- Data and perspective
- Evaluación de los informes
- Funds provided by CSP (USD 9,000) are too inadequate to meet the needs which relates to KM and Monitoring at GEF OFP level as there is no other source of funds are available to OFPs
- Future additions and changes to SGP allocations in specific countries
- Good practice and examples
- Governance and institutional strengthening
- How can I attends
- How to, method, procedure
- I need to know more
- Increase allocation
- Institutional strengthening capacities
- Insufficient involvement of convention secretariat
- Involvement and topics of CSP activities
- It will good to have list of projects that are to be run in each country
- More documents in French
- More information
- More of where to apply and when to apply
- Role of STAP
- Tabular displays of key elements for, p.e., island states in the Caribbean
- The area of implementation of CSP project
- To know its possibilities and limits better
- TO KNOW MORE
- what is this?
- What are elements of CSP?
- What criteria for attribution country support programme
- What is the responsibility, obligation and importance of CSO of GEF network in a country concerning this CSP, when those CSO are not associated by focal point in this process, and also what can do this CSO for to be included in this CSP process
- When will the programme start for 2011
- Where this can be found on the web? what organization in charge
- Which criteria in attribution support programme to each country?
- Why do not we see the difference?
- Why documents cannot be published in French?
- Yes. Poor dissemination

Earth Fund and Public Private Partnerships

- How do we participate in Earth Fund P P P programmes
- Augmenter l'enveloppe pour la protection de la terre serait-il possible?
- Available opportunities?
- Cannot think of any right away
- Data and perspective
- Don't know much about this fund and how to access it?
- How can my organization access support from this fund
- How to engage the private sector



- How to?
- I don't know
- I need to know more
- I will need to know more about this partnership
- Modalities of strengthening the role of private sector
- No more information on this fund, I like to learn more.
- Nobody knows it
- Practical tips to access the modality
- Reforestation
- There is a strong need in how to support private sector through GEF
- TO KNOW MORE
- We need more info
- What/when are next steps for the Earth Fund?
- What's the Earth Fund, and why should I care?
- Where - what - how to access

Gender Mainstreaming in GEF Projects

- Are there concrete willingness to apply this concept?
- Cannot think of any right away
- Data and perspective
- Examples of successful gender mainstreaming in a GEF project
- GEF does not have any specific guidelines how it can be? we are experienced where minimum 50% were placed in the community decision making positions can be shareable
- Good practice and examples
- How can I attends
- How to do, best practices please
- How to equally increase role of each gender?
- How to improve
- How to improve it?
- I like to know more on this topic gender mainstream in gef projects
- In good shape
- Modalities of mainstreaming gender
- Sensibilización
- Situation on Islamic countries
- The role of woman in GEF projects
- TO SHARE EXPERIENCE
- What does this mean when comes to implementing GEF project?
- what is this?
- Women's activities in conservation

International Freshwaters

- Crosscutting issues/mainstreaming - possible links to chemicals focal area
- Data and perspective
- Formación
- Good practice and examples
- How can I attends
- How can my organization access funding for international waters



- How to ensure continued GEF support to this essential area?
- Insufficient legal consideration
- Modalities of implementing effective TDAs and SAPs
- Priority areas for approval of projects by GEF in each year
- TO DISCOVER
- Too few projects and too little money
- Water quality
- What is the GEF intervention for the trans boundary water resources conventions and conflicts?

International Marine Waters

- Crosscutting issues/mainstreaming - possible links to chemicals focal area
- Data and perspective
- Effective International Waters Grants; and why the Caribbean Large Marine Eco-system seems to have disappeared?
- Formación
- How can I attends
- How to access funding
- How to ensure continued GEF support to this essential area?
- How to promote area-based management tools
- Insufficient legal consideration
- Marine biodiversity
- Modalities of implementing effective TDAs and SAPs
- Priority areas for approval of projects by GEF in each year
- TO KNOW MORE

Land Degradation

- Basic issues at international level
- Cannot think of any right away
- Capacity building for land degradation
- Carbon management in the context of SLM
- Crosscutting issues/mainstreaming - possible links to chemicals focal area
- CSOs need technical support from country offices to access to funds
- Data and perspective
- Detailed maps of land degradation on a country basis
- Good practice and examples
- How to access more GEF funds for a better implementation of the sustainable management of GEF
- How to conserve the soil sustainably?
- Increase allocation
- Insufficient consideration of biodiversity
- Land Degradation
- Learning and successful lessons with critical analyses
- Mainstreaming Sustainable land management in the implementation frameworks
- More funds
- Multi-focal areas funding opportunities
- Payment for ecosystem services in watershed rehabilitation and management
- PPP and laws and regulations as support
- Priority areas for approval of projects by GEF in each year

- Reforzamiento de las capacidades para la evaluación de suelos
- Scientific papers on cross-cutting development issues
- Sensibilización
- Sharing best practices
- Studies on land degradation
- Sustainable Land management
- Sustainable land Management
- TO KNOW MORE
- Unless there is land use plans and ownership, this land degradation could be stopped or reduced.
- What programmes of Land Degradation control are available
- Would projects dealing with land degradation include housing, in case it is necessary to transfer populations from an area that has become dangerous?

Monitoring and Evaluation

- Capacity building in this area for executing agencies is critical to the overall success
- CSOs need technical support from country offices to access to funds
- Current guidance is poor; M&E is not an effective part of the project design process
- Development of indicators
- Easier way to monitor and explain the result
- GEF project output monitoring
- Guidelines
- How many tracking tools are required for multifocal area projects?
- How to apply the monitoring and evaluation GEF system on the national level
- How to do in country? methodologies, please
- How to, which systems, creating a M and E system
- Independence not evidenced
- It is necessary to open the process to be an international expert associated to make monitoring and evaluation of technical projects
- Lack of impact analysis and verification of underlying theoretical concepts
- Local participatory systems for ecological monitoring?
- Need a more specific training in how to prepare the require GEF reports for M&E
- Need to involve GEF OFP in monitoring and evaluation GEF projects
- Needs materials and training
- Procedures for Stakeholder analysis for M &E
- Quarterly and Project ended report
- Que me envíen documentos al respecto
- Reforzamiento para la realización de autoevaluaciones
- Report and perspective
- Técnicas de auditorias
- TO LEAN MORE
- Tracking Tools need to be supported by methodologies and rigor. This is a niche for GEF that it is not exploiting.
- Use of new technologies to EFFECTIVELY support biodiversity and CC programs
- We need detailed information / data to increase our awareness and deepen our knowledge.
- what are common approaches and challenges in GEF evaluations experienced by other agencies?
- What are the process
- What is role of GEF FP in view of agencies control over M&E.



- What is the role of CSO GEF network in the Monitoring and Evaluation of the program like Small Grant Program specially dedicated to CSO, when the management staff of this program bad manage the fund of this program
- Which items are most regarded at.
- Yes. Improve the dissemination of monitoring and evaluation requirements and training (broadly) the consultants running GEF projects
- GEF used to have good, well written Evaluations, but I haven't seen any mentioned in recent years?
- How the operational focal point will involve in monitoring and evaluation on implementation of conventions requirements
- I would like to receive additional information on Evaluation.
- Methods
- National and regional evaluation
- Who should pay for Midterm and Final evaluations?
- Why aren't there good on-line learning courses for Evaluation?
- Yes. Improve the dissemination of results

Ozone Layer Depletion

- Better communication with MLF Secretariat needed to better tap into synergies among funds
- Data and perspective
- How to access funds for implement effectively the termination of Ozone depleting substances
- How to lower the level of depletion
- Hydrocarbons
- Link to CDM?
- Priority areas for approval of projects by GEF in each year
- Sensibilización
- TO KNOW
- Training

Policy Development

- Based on Government Development Policy and MDG
- Climate change adaptation policy
- CSOs need technical support from country offices to access to funds
- Drafting
- Financial support for government for policy coordination
- Formulation and review of policy documents
- How can we keep up with the permanently changing policies
- How do they make their policy development?
- How to develop an integrated policy approach?
- Lack of relevance to operations and needs
- Needs materials and training
- Policy Development
- Priority areas for approval of projects by GEF in each each year
- Projects and partnerships
- Que me envíen documentos al respecto
- Regional Centres serving as GEF project agencies
- Report and perspective
- Reveal possibilities to create a productive cooperation with GEF and Environmental Funds



- Role of STAP?
- Sids experiences
- Sometimes, it is hard to follow policy development - Council decisions. Changes in policies should be summaries and circulated appropriately, in particular related to access to funds. /
- Specific question
- Strategic objective integration on political objective
- TO BE FORMED
- Tools processes, and EXTRA TIME for policy development in multi-small-island programs
- Training of public servants

Project Management

- Basic information
- Can the GEF provide for a project management training for GEF OFP
- CSOs need technical support from country offices to access to funds
- Dissemination of tools between agencies
- GEF needs to undertake an annual strategic review of lessons learned, building upon the information compiled in annual PIRs
- How can we keep up with the permanently changing requirements
- How does the GEF address the challenges faced by executing agencies in regards to implementing agencies policies and procedures
- How to increase efficiency and delivery based on RBM
- How to submit a project
- I need to know more
- Increase allocation
- Insufficient clarity of responsibility
- More flexible project management
- Most funds provide for NGOs does not give room for program management.
- Need a closer collaboration with UN agencies (e.g. UNDP, UNEP)
- New standards of openness applied to project management, especially in multi-state programs
- Procedures
- Provided Project Development Guideline/Template
- Que me envíen los documentos disponibles
- Reforzamiento para establecimiento de los indicadores
- Report and perspective
- Support
- The relations between the countries and the GEF agencies of execution
- TO BE FORMED
- Training of GEF FP in PM
- Training of public servants
- What are the qualifications needed to be a Project Manager?
- Yes. Continue updated Guidelines

Small Grants Programme

- Biodiversity and Climate Change
- Cannot think of any right away
- Desearía que me pasen al correo toda la información disponible para PPD~¥s
- For rural projects

- Future additions and changes to SGP allocations in specific countries
- GEF SGP
- Government should support local and International NGO/CSO with funds and education on the environment.
- How can local environmental funds manage this portfolio?
- How do they give execute small grants programme?
- How to access
- How to access these programmes, developing these type of programmes
- How to do for pursuing the actions of projects in SGP when the GEF funds come at the end
- How to increase?
- I need to know more
- In good shape
- Increase allocation
- Increase in funding as it has proved success
- International experience
- Is it mandatory that at least one CSO of GEF network must be in the National Steering Comity of Small grant Program in a country?
- Is it possible to look again in the 50 50 contribution for NGOs?
- Is there a small grants program? Is it available to anyone in the region or what?
- Make the wind to be run together with civil society organization. Other there is lot of government red tapes in accessing funds.
- More sensitization on this programme
- National country programme
- Need a closer collaboration with the CPMT management team
- Need more explanation on this project
- Need more small grand funds
- Opportunities for NGO in the chemicals field to participate in the SGP
- Report and perspective
- Role of GEF FP in SGP
- The deadlines for application not transparent enough
- TO DEVELOP
- We are experienced
- Who are the target and how do they access funds

Sustainable Forest Management / REDD +

- Acceso a los fondos
- Any opportunities for training
- Basic information
- Cannot think of any right away
- Complementarities and synergies of Natural forests and REDD+
- Crosscutting issues/mainstreaming - possible links to chemicals focal area
- CSOs need technical support from country offices to access to funds
- Difficult to get a resource that can assist local community to run a large and long term projects.
- Forced link to biodiversity and climate change
- Forest reserves, Fresh water bodies as well as
- GEF needs to encourage programmatic frameworks for REDD that link multilateral and bilateral efforts
- How do we introduce Reforestation programmes on a sustainable basis
- How to formulate projects



- How to increase forest plantation in developing countries?
- How to use the innovative funds on REDD+ for more synergetic actions in environment
- Inventario de carbono
- Main priority
- Methodologies to assess degradation
- More information is needed on SFM as such (excess of publicity/info on REDD)
- Multiple benefits and trade-offs between ecosystem services in forest landscape
- NA. Not in my area of expertise.
- Need more explanation on how this project could benefit to community
- Needs materials and training
- Priority areas for approval of projects by GEF in each year
- Process, conditionality
- Sids experiences
- Sustainable Forest Management / REDD +
- The Clean Development Mechanism
- TO BE TEACHED
- We need detailed information / data.
- What are the country programs, contact organizations?
- What are the process
- What is the strategy adopted now by the GEF to allow the continuity of Kyoto protocol after 2012
- Why are REDD+ initiatives not taking off in many African countries?
- Would this include restoration of watersheds that are linked to forests that has had its land use modified to, for example, residential or industrial uses??

From your experience, how the current GEF knowledge and information systems could be modified to address more effectively your knowledge needs?

GEF Staff

- The first issue with systems related to GEF projects is the data is of poor quality. Fixing these data are crucial. 2. In #15, I indicated a new for a teleconference platform but all that is really needed is for skype to work in this building. We constantly get thrown off when trying to use it. This service is essential for working with others overseas.
- Actually I don't know that well the systems, so I can't provide an opinion on this
- Develop training modules exclusive to GEF operations to be administered under LMS and make it a requirement for new GEF staff to take.
- Documented Workflows how project cycle data get updated in IT Systems and related Website with clear responsibility assignments for each step e.g. for project completion date / Terminal Evaluation Review reports etc.
- Have a program with people, budgets, separate web pages, funding for KM activities, funding to learn. right now EO people visit projects....staff from NR and CC need to visit projects and learn from them.
- How to incentivize staff to be more willing and more participating in the knowledge sharing events.
- I think this is the wrong question. We need better systems to help transfer knowledge out of GEF. For example, we can hire Bloomberg New Energy Finance (BNEF) to analyze all GEF renewable energy projects and provide lessons learned. That publication would be a best-seller! It would also help if we could subscribe to BNEF as well!

- If you have visitors, do you explain them the location of the GEF Secretariat Office accurately? The GEF web-site lacks fundamental information.
- It needs to be done by an externally-contracted, professional firm. The GEF website at present is not set up logically. It also does not display consistently for users outside the WB network. The PMIS system could stand have more resources put to it, but is quite functional. It needs an alert system to tell you when info was updated for your particular focal area of interest.
- It should be simple way to express rule and regulations so that anyone can read understand and work with GEF.
- Link and harmonize existing knowledge and information systems to a global standardized platform for KM (e.g. WOCAT-UNCCD-GEF- Banks- ...)
- More effective streamlining and integration of existing systems (PMIS, Website) and addition of relevant infrastructure for spatial data, image banks, and knowledge products from GEF projects under implementation.
- More online presence
- One of the most important things for the Secretariat to focus on (before jumping into knowledge platforms, teleconference platforms, workspaces etc.) is to have a robust, automatic update of the website that is linked to the project database. With limited resources, if the website is focused on to become ""state of the art"" it will be a tremendous tool for KM.
- Other than the database the big area for modification is the website. The search engine needs a lot of work. I currently go to Google to search for information on the GEF because the search engine on the website is so weak. I am not a KM expert but in this day an age, I think the key to proper knowledge management is having a website that is easy to use, easily searchable, and contains the most up to date information available in an organization.
- Project database can be more searchable for key sectors. More successful stories written on project business models not general achievements.
- Re-designed website with more accessible project, country, thematic (focal area and other themes) and agency information; user-needs based design
- The GEF systems need to be not only simplified but also need to become a more systematic activity.
- The platform we use are always created on an ""emergency basis"" and there is little time for planning. All website should be condensed in one big GEF portal and there is the need to have an intranet for GEF staff use, since the Bank one is too big and too generic to be effective as sharing tool within the division.
- The PMIS database could be made more transparent for the quicker access of project documents
- There should be a GEF intranet where information can be accessible, workspaces, document sharing etc. can be done.
- Updated and correct entries on PMIS updated and well-indexed (searchable) online library with all GEF documents and publications, as well as technical references published by other sources permanent electronic place where we can share working documents and virtual library with consultants who do not have access to intranet that is EASY to use and easily accessible GIS database on all projects, including their current status
- We need to do better to catalogue GEF policy papers, procedures, and guidelines.

GEF Partners and Stakeholders

- Every GEF project has a component on knowledge collection and management however, very rarely these are shared at an integrated level - as the resources available at OFP level are rather limited. (2) At the global level, countries should be provided space to share their stories from grass-root and also learn from each other
- A strategy is needed
- A system for aggregating and posting data from the focal area tracking tools would be very useful

- Again, the GEF Secretariat should play a more active role to engage implementing agencies to coordinate and share best practices in the same region, like the case of many GEF funds related to mitigation in the Central America context.
- All of these tools mentioned in the past few questions are currently available and being used by Agencies, as well as many individual GEF projects have resources to do them (especially websites and online networking). We do not necessarily see a need for another centralized system in the GEF Secretariat. Connecting existing networks and tools is far more important and that can be done more cost effectively by a) building on what exists, and b) mandating the GEF Inter-Agency Task Forces to take the lead in fostering linkages and collaboration on KM.
- As a learning project which serves as a service unit (like a Communications and IT unit) to the international waters focal area, it would be very helpful in achieving our goal if the GEF can make it mandatory for GEF-supported projects to submit required project info (up-to-date contact details of key staff) and results (technical reports, evaluation reports, etc.) to us. Once this is more strictly implemented, then we can contribute more to GEF's KM and information system, functioning as the sub-unit for the IW focal area.
- As mentioned under item 12 the GEF knowledge and information systems could focus more on solving common business problems faced by all of the GEF Partners.
- Be more close and open
- Be more user friendly in reading, add more figure/picture/drawings and if possible establish learners clubs for GEF programs in each Country.
- Being less "general", less library like and more paper-like, with headers, news, hot issues would encourage readers to use it more.
- Best search engine and mailing list
- By communicating at regular intervals to people new information.
- By e-mail
- By increasing the use of French
- By organizing many workshops
- By seminars and conferences in our region each six month available
- Comunicación a través de teléfonos, e-mail y fax.
- Constantly improve to keep clear and easy overview of references and links
- Creation of a global gef:learn portal
- Demonstrating innovative approach to facilitate reporting dissemination of project information and direct technical assistance for National profile development
- Difundir la información disponible del FMAM con talleres por lo menos dos en el año en cada circunscripción y siempre con los puntos focales de las convenciones de cc, cbd y desertificación
- En caso de que haya nueva dinámica en el seno de FMAM para el reforzamiento de las capacidades, aquello podría servir mucho para que yo personalmente pueda adquirir más información sobre los procedimientos y más eficacia en mis campos laborales
- Encouraging study visits
- Exchange solution through e-networking and regular partner meeting
- Expand GEF working languages (i.e. add Russian)
- Facilitation of access to existing KMS
- Focus strongly on the results: baseline-objectives-quantitatively-measurable indicators-global environmental benefits
- GEF can play more active role in consolidating existing knowledge generated by the GEF agencies and facilitating knowledge partnerships within the GEF system and beyond.
- GEF helps us for fulfill our proposals
- GEF KM system is not adapted to new times
- GEF needs to work with the GEF Agencies in partnership. This partnership is the real value of the GEF.
- GEF policies and management training course for those who newly joined GEF projects

- GEF SHOULD FOLLOW COUNTRY BY COUNTRY AND TRY TO TRANSLATE DOCUMENTS IN FRENCH. SOME COUNTRIES ARE NOT SO GOOD IN ENGLISH AND HAVE LOST A LOT OF THINGS. GIVE MORE ADVICES.
- GEFSec should provide global thematic fora for South-South Knowledge transfer between project managers and practitioners. GEF agencies to serve as the conduits for the identification and codification of suitable projects and lessons learned.
- Has the GEFSec ever looked at how the EU has arranged for on-line submissions of proposals ?
- How to link the information with the real circumstances in the indigenous communities?
- I haven't use enough to critic
- I need to think a bit more on this one since i wrote this down a while ago
- I THINK IS NEEDED TO KNOW OF HOW A DONOR COUNTRY, WITHOUT HAVING A SPECIAL TRUST FUND, CAN PARTICIPATE IN THE DEVELOPMENT OF A PROGRAM IN A DEVELOPING COUNTRY
- I think that The current systems on knowledge and information must be pursued for one or two more years in its actual shape and to make an assessment just after this period
- I think to be well knowledgeable; we have to talk with people in their own language and according to their culture and ethics. We should show the commitments from partners.
- I would love to have GEF information systems at national level to be open to all stakeholders at national level.
- I am not familiar to the gef current system. But from what i learn since three months, are efficient
- Improving the web site would help. It is difficult to find documents and information. Online tools would greatly facilitate knowledge sharing. In times of scarce travel budgets, the development of online webinars and other electronic media should be fostered.
- In a bulleted points, list all requirements for each of the available funds
- In fact the needs vary depending on the ""client"". For the Executing and Implementing agencies a more pragmatic ICT tools with rosters, know how information etc. is very useful. If you are addressing the needs of the GEF national focal point the needs are different. Therefore a platform that is organized by client needs and not a fit-all platform
- in many communities there is very little access to internet so GEF should seek other means of information sharing
- In the work I do i am able to get whatever info i need from the GEF Website
- Information could be translated into local languages
- It became more and more user friendly during last years. I receive enough knowledge from GEF web.
- It should be more transparent at all levels.
- Let the modifications kindly take account of the issues I've identified above.
- Mail, DVD and CD
- Mailing list for networking and e-discussions and Application sharing tools for collaborative authoring, drafting or peer reviewing of documents
- Make explicit all the guidance, policies etc that GEF uses but won't say openly (such as co-financing ratio). Make public the Review Sheets so stakeholders can see what the issues are with their project. And most - CONSULT before you draft, send or issue something of any nature, so that it is useful and workable!
- Make information available by topic or by keywords , expand diffusion of the electronic letter
- Make it real time....That's what is of interest, knowing what, who, and where in the moment. Webinars are fabulous because you don't wait for the data/info to be published. Even online that's an out-of-date dissemination channel. Being as up to the second as Twitter is what people expect for data.
- More access to GEF-NGO Network materials
- More comprehensive literature and more issues related with the reality on the ground
- More design brokers knowledge retrieval and application
- More information in French.
- More involvement of NGO's in decision making processes

- My first suggestion would be to make the website more intuitive. It used to be much more easy to navigate than it is now - looks great, but a lot of content is difficult to find (not obvious where to look for it; need to leaf through several layers to find it)
- Need to involve OFP for any process of GEF.
- Need to involvement more grantees, less catering to principalities of the Implementing Agencies.
- No comment, the actual system information is good
- No comment.
- No experience as far as now.
- On LDC countries we have problem with the low connection
- Please keep in mind that people are often too busy to actively participate of contribute. A simple efficient well-structured search providing not too many results would be the most effective. Ideally, there should be a single point of entry.
- Redesign of your website
- RSS system can be modified and supported by an e-mail network
- See answers above.
- Sharing more information via internet, with key people (focal points of convention, organizations, etc). Making practical workshops on punctual topics.
- Simple guideline for using each GEF foundation documents and to support the translating to all languages.
- Strengthen formal and informal communication with country Focal Points
- Stronger project design guidance that includes M&E framework development and testing. Easy access to key lessons learned from project implementation.
- System is good
- Systematic and dedicated portal for sharing knowledge uniting KM products of GEF agencies, geo-referencing
- Tenir une réunion d'échange avec tous les partenaires sur le système actuel et d'arrêter des mesures adéquates pour l'améliorer.
- The current GEF knowledge and information systems are 80% alright.
- The current GEF web site is a night mare to navigate and information as a tendency to move location
- The existing mechanism should be promoted to country wide, reach to more CSOs, schools and libraries
- The GEF website could be used to announce the relevant events organized by other GEF Agencies and partner organizations.
- The GEF website is frequently updated with useful information. However, some don't have the time to keep up with these updates. An e-mail alert would certainly help direct attention to these updates.
- The networking between evaluation offices of GEF and agencies could be strengthened.
- The system of the GEF event announcement could be made more effective.
- To be more friendly to users and have more materials and information regarding implementation reports and monitoring & evaluation documents to be accessed by people interested in the theme
- Training programs tailored for specific regions. small islands (remote and e-learning)
- Training of GEF Focal Points is dire need to supervise overall country portfolio
- Try to make it more concise and easier to follow
- Updating about the current affairs of GEF
- Use much more tugs and explanation where and what people can find
- User friendly tools need to developed
- Very brief and Short , simple Language
- We would like GEF to enhance language list to facilitate the access to GEF knowledge and information systems.
- Web design for more transparent access
- Well I would like to work with GEFsec to replicate the iwlearn model (with some additions/changes of course). I think we have a mature methodology and consolidated list of services (KM Services) that achieve comprehensive knowledge sharing.



- Within the GEF Partnership the implementing agencies are most appropriately poised to be leading on KM work, with GEFSEC ideally playing a more active role of highlighting what is created by the agencies. This could be achieved by promoting platforms like IW:Learn or ALM more actively as sources of KM products.

Annex 5: Knowledge Maps

Biodiversity

Websites	e-Newsletters
<ul style="list-style-type: none"> • BIO • http://iwlearn.net/ • http://www.ambiente.gob.ec • http://www.cbd.int • http://www.cbd.int • http://www.cbd.int/ • http://www.cbd.int/financial • http://www.cbd.org • http://www.cdb.int • http://www.ecosystemmarketplace.com • http://www.fao.org/fishery/en • http://www.IUCN.org • http://www.iucn.org/ • http://www.mongabay.org • http://www.sciencedaily.com/ • http://www.senplades.gob.ec • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.ugandawildlife.org/ • http://www.undp.org • http://www.unep.org/ • http://www.unep.org/ • http://www.wsscc.org 	<ul style="list-style-type: none"> • Biodiversity news • CBD Newsletter • DCMC news letters • Ex-AT • GEF-NGO Network on-line newsletter • http://ncsp.undp.org/newsletter • http://www.climate.org • http://www.conservationmagazine.org/ • http://www.iisd.org • http://www.sciencedaily.com/ • http://www.undispatch.com • http://www.unfccc.int • http://www.wateraid.org • IUCN Newsletter • IISD • Mercado Etico http://mercadoetico.terra.com.br/ • Science Daily • Talleres de capacitacion • The Geenline at http://www.thegef.org/gef/greenline • UNCBD • UNCCD • UNFCCC • World Environment News
e-Forums	Journals and Publications
<ul style="list-style-type: none"> • Aliens-L • BIOPLAN • EEnet • Elaboracion de programas como UNDAF • http://unfccc.int/cc_inet/cc_inet/items/3514.php • http://www.cbd.int • http://www.earthwire.org/marine/ • http://www.ebmtools.org/ • http://www.patagoniansea.org/ • http://www.thegef.org • http://www.undp..org • Planetizen: Planning, Design & Development 	<ul style="list-style-type: none"> • AAAS/Science • Biological Conservation • CBD Technical Series • Climate Change • Conservation - Springer • Conservation Biology • Ecology and Society • Fisheries • GEF newsletter • http://revistapesquisa.fapesp.br/ • http://www.conservationmagazine.org/ • http://www.elsevier.com/wps/find/journaldescription.cws_home/405889/description

<ul style="list-style-type: none"> • UNDP • UNDP / EENet • wiseearth 	<ul style="list-style-type: none"> • http://www.wikipedia.org • http://www.worldbank.org • Nature Publishing Group/Nature • Plan of good living (Ecuador 2009-2013) • Springer • Talleres de capacitacion • Yale Environment Journal • Youth - Change
---	---

Chemicals

Websites	e-Newsletters
<ul style="list-style-type: none"> • http://chm.pops.int • http://gulfofmexicoproject.org/index.html • http://multilateralfund.org • http://www.unido.org/pops • http://www.basel.int • http://www.basel.int • http://www.blacksmithinstitute.org/ • http://www.chem.unep.ch/POPs • http://www.chm.pops.int • http://www.chm.pops.int;www.unido.org/POPs • http://www.chmPOPs.int • http://www.oecd.org/topic/0,3699,en_2649_34365_1_1_1_1_37465,00.html • http://www.pic.int • http://www.pops.int • http://www.pops.int • http://www.pops.int • http://www.pops.int • http://www.pops.int • http://www.saicm.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org/gef/Chemicals • http://www.undp.org/chemicals • http://www.unep.org/chemicals • http://www.unfccc.org • http://www.unfccc.org • http://www.who.int/iomc/en • IW:learn • LME project sites 	<ul style="list-style-type: none"> • Basel convention bulletin • Blacksmith Institute Newsletter • Chemicals-L list • ENB/IISD coverage of meetings! • http://www.cantox.com/newsletters.aspx#newsletter-form • http://www.iisd.ca/email/chemicals-L.htm; http://www.iisd.ca/voltoc.html • http://www.icis.com/about/news/ • http://www.chemicalonline.com/; http://www.chem.unep.ch/newslet.htm • http://www.sciencedaily.com • http://www.sciencedirect.com • http://www.unido.org/POPs • MP newsletter • OzonAction newsletter(UNEP) • PEN Group • POPs newsletters/SC • SC newsletter • Stockholm Convention Secretariat; UNIDO BAT/BEP Forums • Stockholm Convention' technical assistance newsletter • Thematic areas newsletters (Chemicals, IWs, CC)

e-Forums	Journals and Publications
<ul style="list-style-type: none"> • Environmental Science & Technology • Integrated Environmental Assessment and Management • http://jp1.estis.net/communities/cien/ • IPEN • Journal of Cleaner Production • POPs social • POPs Social Network • Stockholm Convention Webinar • UNDP/ EE net 	<ul style="list-style-type: none"> • Advances in Environmental Research • Chemical Engineering • Ecotoxicology; Nanotechnology • Environment • Environmental Science and Technology • Industry associations journals • Journal of Hazardous Wastes • Journal of the American Chemical Society • Springer/Environmental and Resource Economics • Springer/ESPR

Climate Change Adaptation

Websites	e-Newsletters
<ul style="list-style-type: none"> • ALM • GRAIN • http://cdkn.org/ • http://climatechange.worldbank.org • http://sdwebx.worldbank.org/climateportal/ • http://unfccc.int/2860.php • http://unfccc.int/2860.php • http://www.adaptation-fund.org • http://www.adaptation-fund.org • http://www.adaptationlearning.net • http://www.adaptationlearning.net • http://www.adaptationlearning.net • http://www.adaptationlearning.net • http://www.adaptationlearning.net/ • http://www.adaptationlearning.net/ • http://www.adaptationlearning.net/ • http://www.adaptationlearning.net/ • http://www.adaptationlearning.net/ • http://www.caribbeanclimate.bz • http://www.cbdd.int • http://www.gdnonline.org/ • http://www.globalnetwork-dr.org • http://www.iaia.org • http://www.iied.org • http://www.iied.org/climate-change • http://www.iisd.org/ • http://www.iisd.org/ • http://www.iwlearn.net • http://www.iwlearn.net/ • http://www.oecd.org • http://www.pointcarbon.com/ 	<ul style="list-style-type: none"> • cap-net-Newsletter • CC policy & practice (IISD) • Climate-L • Climate-L • Climate-L • Climate-L • Climate-L • Climate-L • CSP implementation • Earth Bulletin • economist • GEF Newsletter • Greenwire • http://expert-grup.org/ • http://unfccc.int/press/news_room/newsletter/items/3642.php • http://www.ceps.be/ • http://www.eldis.org/ • http://www.iisd.ca/desert/cop10/ • http://www.ipcc.ch/ • http://www.nccarf.edu.au/node/87 • http://www.ukcip.org.uk/ • iisd • iisd • IISD Reporting Services • IUCN News • JSTOR • Lettre quotidienne Enerzine • Objectif Terre • Plan International News Letter • Point Carbon News

<ul style="list-style-type: none"> • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org/gef/ • http://www.unccd.int/ • http://www.undp.org • http://www.undp.org • http://www.UNEP.org • http://www.unfccc.de • http://www.unfccc.int • http://www.unfccc.int • http://www.unfccc.int • http://www.unfccc.int • IIED • Lettre quotidienne Enerzine • most • NAPA preparation and implementation • NBSAP preparation • UNDP 	<ul style="list-style-type: none"> • Third World Network • UNCCD • UNCCD • UNCCD News • UNDP adaptation Bulletin • UNDP Africa in the Press • UNFCCC • UNFCCC Newsletter
e-Forums	Journals and Publications
<ul style="list-style-type: none"> • Africa-Asia Drought Risk Management Peer Assistance Network (AADP) • CC:iNet • Climate-Eval LinkedIn Group • Climate-L • ClimatEval • EEnet • FAO • http://cdkn.org/ • http://climate-l.iisd.org/ • http://iwlearn.net/ • http://www.adrrn.net/contact.html • http://www.climatefrontlines.org • http://www.climate-one.org/ • http://www.eldis.org/ • http://www.esdevaluation.org/gefeo/ • http://www.globalnetwork-dr.org • http://www.solutionexchange-un.net/ • http://www.theenvironmentsite.org/forum/climate-change-forum/ • http://www.UNDP.org • http://www.weadapt.org/ • linkedin.com environmental groups 	<ul style="list-style-type: none"> • Biodiversity • Biodiversity and Land degradation • Cambridge Journals Online - Environment and Development • Climate Change and Policy Development • Climate Change Economics • Climate Change Economics • Climate Change Journal • Climate Change Law • Climate Policy • Climate Policy • Climatic Change • Climatic Change • Climatic Change • Earthscan/Climate Policy • http://www.provia-climatechanges.org • http://www.springer.com/ • http://www.tyndall.ac.uk/index.shtml • http://www.waterjournal.org • http://www.wri.org/project/world-resources-report • http://www.wri.org/publications/climate • IPCC report

<ul style="list-style-type: none"> • UNCBD • UNDP / EENet • UNDP / EENet • UNDP/EE Net • UNDP/EENet • UNDP/EENet • UNEP • UNEP/EEnet • UNFCCC • World Water Forum 	<ul style="list-style-type: none"> • IPCC reports • IWA • Journal of Environment and Development • JSTOR database • Nature • Nature magazine • Science Direct/Climate Change • Springer/Climate Change
---	--

Climate Change Mitigation

Websites	e-Newsletters
<ul style="list-style-type: none"> • Climate change mitigation • http://bnef.com/ • http://cdm.unfccc.int • http://cleanenergysolutions.org/ • http://climategroup.org.ua/ • http://ec.europa.eu/energy/strategies/2010/2020_en.htm • http://ec.europa.eu/energy/strategies/2010/2020_en.htm • http://unfccc.int/2860.php • http://www.aceee.org/sector/state-policy • http://www.aceee.org/sector/state-policy • http://www.afforum.org • http://www.bess-project.info • http://www.bess-project.info/ • http://www.bun-ca.org • http://www.climatespectator.com.au/ • http://www.climnet.org/ • http://www.eceee.org • http://www.eceee.org/ • http://www.eceee.org/ • http://www.eceee.org/ • http://www.eea.europa.eu/themes/industry • http://www.eea.europa.eu/themes/industry • http://www.eere.energy.gov/ • http://www.eere.energy.gov/ • http://www.greenresources.no/ • http://www.greentechmedia.com/ • http://www.iea.org • http://www.ipcc.ch • http://www.lbl.gov • http://www.lbl.gov/ • http://www.lbl.gov/ • http://www.lbl.gov/ 	<ul style="list-style-type: none"> • Bloomberg New Energy Finance • Bloomberg New Energy Finance • Bloomberg new energy finance, energy weekly insight • Carbon market daily • CBD Newsletters • Clean economy network • Climate-L • Climate-L • Climate-L • Climate-L (IISD) • CSP • Eco news • Energy-L (IISD) • Greenline - GEF Newsletter • Greenline - GEF Newsletter • http://cloud2.gdnet.org • http://ec.europa.eu/energy/intelligent/promotional-tools/iee-magazine/index_en.htm • http://ec.europa.eu/energy/intelligent/promotional-tools/iee-magazine/index_en.htm • http://www.bioversityinternational.org • http://www.bun-ca.org/index.php?option=com_content&view=article&id=84&Itemid=89 • http://www.climatenetwork.org/eco-newsletters • http://www.infomea.org • http://www.nature.com/climate/index.html • IISD Climate Change • IISD report • IISD Reporting Services • The greenline

<ul style="list-style-type: none"> • http://www.moef.nic.in • http://www.odyssee-indicators.org/ • http://www.odyssee-indicators.org: • http://www.sciencedirect.com • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.unep.org • http://www.unep.org • http://www.unfccc.int • http://www.unfccc.int • http://www.unfccc.int • http://www.unfccc.int • http://www.unfccc.int • http://www.unfccc.org • http://www.unfccc.org • http://www.unido.org • http://www.unido.org/ • http://www.unido.org/ • http://www.unido.org/ • http://www.worldbank.org • http://www.worldbank.org • http://www.wri.org • http://www.wri.org/topics/climate-finance • http://www1.eere.energy.gov/industry/ • Sustainable Forest Management 	<ul style="list-style-type: none"> • UNEP Sectt newsletters
e-Forums	Journals and Publications
<ul style="list-style-type: none"> • BBC environment • Beijing Energy Network • Bloomberg Reuters Carbon community; cleanenergysolutions.org (NREL) • CAN-talk • CCAP • cleanenergysolutions.org (NREL) • Climate-L • HEDON • http://www.iucn.nl • http://www.realclimate.org • http://www.scidev.net/en/ • Leonardo • linked-in • Linked-in delected groups • linked-in selected groups; Bloomberg Reuters Carbon community • TED • TWN • UNDP 	<ul style="list-style-type: none"> • Bloomberg New Energy Finance, publications, industry intelligence, research • Carbon Balance and Management • Climate Change Policy • Co-generation on-site, Power Engineering International; Power Engineering; Power Grid International; WEC Report on EE; IEA publications; • Earthscan Climate Policy • Earthscan Climate Policy • Economic & Political Weekly • Elsevier / Energy Policy • Elsevier/Energy Policy • Energy & Environmental Science • Energy Economics • Energy Policy • Guardian • http://www.ipcc.ch • http://www.ipccc.int • http://www.nature.com/climate/index.html • http://www.sciencedirect.com

	<ul style="list-style-type: none"> • http://www1.eere.energy.gov/industry • http://www1.eere.energy.gov/industry/; • IEA Publications • Mitigation and Adaptation Strategies for Global Change • Mitigation and Adaptation Strategies for Global Change; Carbon balance and management • Power Engineering International • Power Grid International • Progress in Climate Change Research • Renewable Energy Journal • Renewable Energy Journal; Sustainable Development • Sanctuary • Science • Springer / Climatic Change • Springer/Climate Change • Sustainable Development • The Economist • WEC Report on EE • wired.com
--	---

International Waters

Websites	e-Newsletters
<ul style="list-style-type: none"> • http://cmsdata.iucn.org/downloads/flow___the_essentials_of_environmental_flow___dyson_et_al.pdf • http://faostat.fao.org/default.aspx • http://feru.org/ • http://governance-iwlearn.org/ • http://iwlearn.net/ • http://iwlearn.net/ • http://iwlearn.net/ • http://iwlearn.net/ • http://iwlearn.net/ • http://iwlearn.net/ • http://iwlearn.net/ • http://projects.csg.uwaterloo.ca/inweh/index.php • http://www.worldbank.org/water • http://www.fao.org/nr/water/aquastat/main/index.stm • http://www.panda.org • http://www.sciencedirect.com/ • http://www.thegef.org • http://www.transboundarywaters.orst.edu/ 	<ul style="list-style-type: none"> • http://iwlearn.net/ • http://lists.iisd.ca/read/?forum=water-l • http://www.cfa.org • http://www.iisd.ca/ • http://www.unesco.org/water/news/newsletter • http://www.wateronline.com/ • IISD newsletters • iucnscience@iucn.org • IW LEARN • IW:LEARN • IW:LEARN news • lettre@iddri.org • pemsea.org • UN Atlas of Oceans • UN Oceans newsletter • Water-L

<ul style="list-style-type: none"> • http://www.undp.org/water • http://www.unep.org • http://www.unep.org/depi/FreshWaterTerrestrialEcosystems/tabid/6390/Default.aspx • http://www.waterwiki.net • http://www.worldbank.org 	
e-Forums	Journals and Publications
<ul style="list-style-type: none"> • BIOPLAN • GEF/IWLEARN E bulletin • http://iwlearn.net/ • IW:LEARN CoP • IW:Learn via LinkedIn • IWLEARN communities of practice • Nature • Nature • UNDP EENet • WaterWiki.net 	<ul style="list-style-type: none"> • Elsevier - several marine, freshwater, policy e.g. Marine Policy, Fish and Fisheries • http://www.espaces-naturels.fr/ • http://www3.interscience.wiley.com/cgi-bin/jhome/117987076 • IW:LEARN Ebulletin • Marine Policy • Nature • Science • Science • Water and Environment Journal / CIWEM • Water Policy • Water Resources Development

Land Degradation

Websites	e-Newsletters
<ul style="list-style-type: none"> • http://unccd.int • http://www.iisd-rs@iisd.org • http://www.asiapacificadapt.net • http://www.dry-net.org/index.php?page=_ • http://www.fao.org/nr/lada/ • http://www.ipcc-wg2.gov/index.html • http://www.reEEP.org/443/south-east-asia-and-the-pacific.htm • http://www.sciencedaily.com/ • http://www.secheresse.info/ • http://www.slm.org.pk • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.thegef.org • http://www.unccd.int • http://www.unccd.int • http://www.unccd.int • http://www.unccd.int/ • http://www.wocat.net • http://www.wocat.net/ • https://www.soils.org/ 	<ul style="list-style-type: none"> • http://www.iisd.ca • cifor_polex@cgiar.org • GEF Greenline • http://www.asiantrendsmonitoring.com • http://www.newsbox.unccd.int • http://www.scidev.net/en/ • The Green line GEF • UNCCD • UNCCD Land Scan • UNCCD News • UNCCD News • UNCCD News • UNCCD News • UNCCD News • UNCCD News • UNEP

e-Forums	Journals and Publications
<ul style="list-style-type: none"> • http://www.afforum.org • bioplan@groups.undp.org • DesertNet Int • Desertnet international • Energy for all network • Frame web • Gef NGO network • UNDP • www.cifor.org 	<ul style="list-style-type: none"> • Agriculture, Ecosystems, and Environment • http://lada.virtualcentre.org/eims/download.asp?pub_id=96149&app=0 • Journal of Environmental Quality • Land Degradation Deveopment • Land degradation & development • Land Degradation and Development • Land Degradation and Development • Land Degradation and Development

Sustainable Forest Management

Websites	e-Newsletters
<ul style="list-style-type: none"> • FAO • http://www.adaptivecollaborativemanagement.org/writeshop2008/bloemfontein • http://www.cifor.org • http://www.fao.org • http://www.fao.org/forestry/cpf/en/ • http://www.gef.org • http://www.ifoam.org/owc/2008/Kenyangi • http://www.undp.org • http://www.undp.org/biodiversity/ • http://www.un-redd.org/ • IUCN 	<ul style="list-style-type: none"> • Agroforestry Online • http://www.iisd.ca/ • MFF Newsletter • RECOFT, CIFOR • UN-REDD Programme newsletter
e-Forums	Journals and Publications
<ul style="list-style-type: none"> • climate-l@lists.iisd.ca • Forest Policy Info Mailing List • IISD • UNDP / EENet • UN-REDD 	<ul style="list-style-type: none"> • Current Science • http://www.future-science.com • Nature • Oxford Journal on Forestry • Science



Annex 6: KM Glossary

Most definitions are either directly extracted or adapted from <http://www.kstoolkit.org> or Wikipedia

Data: discrete, objective facts about events, including numbers, letters, and images without context.

Information: data with some level of meaning. It is usually presented to describe a situation or condition and, therefore has added value over data.

Knowledge: built on data and information and created within the individual or the organizational unit. Knowledge, of course, has many levels and is usually related to a given domain of interest. In its strongest form, knowledge represents understanding of the context, insights into the relationships within a system, and the ability to identify leverage points and weaknesses and to understand future implications of actions taken to resolve problems.

Knowledge Sharing (KS): an activity through which knowledge (i.e. information, skills, or expertise) is exchanged among people, friends, or members of a family, a community (e.g. Wikipedia) or an organization. Organizations have recognized that knowledge constitutes a valuable intangible asset for creating and sustaining competitive advantages. The sharing of knowledge constitutes a major challenge in the field of knowledge management because some employees tend to resist sharing their knowledge with the rest of the organization. Knowledge Sharing can be seen as one main component but subset of Knowledge Management.

Knowledge Management (KM): the systematic processes, or range of practices, used by organizations to identify, capture, store, create, update, represent, and distribute knowledge for use, awareness and learning across the organization. “Knowledge Management programs are typically tied to organizational objectives and are intended to achieve specific outcomes”.

KM Capacities and Institutionalization: covers the individual, organizational and institutional capacities enabling KM work. Individual capacities include items such as KM staff, skills and trainings. Organizational capacities cover KM governance mechanisms and structures. Institutional capacities cover the existence of strategies or policies, level of KM mainstreaming in job descriptions and performance assessments, in business procedures and processes, etc. KM capacities also include the financial aspects, i.e. financial resources allotted to the implementation of KM activities (e.g. based on the annual KM work plans).

KM Products: the set of KM activities or components of a KM “toolkit” available in organizations. KM Products frequently encompass key KM areas such as *Knowledge Sharing Methods*, *Knowledge Content and Products*, and *ICT Tools for KM*.

Knowledge Sharing Methods: various group processes that people can use to interact with each other, online or offline.

Knowledge Product: an artefact that binds the knowledge, experience or perspectives of an individual or organization in an explicit form so that it can be effectively accessed, stored, shared, leveraged and maintained. Knowledge Products often refer to documents but may also include multimedia (video, podcasts, etc.).



Action Learning: an educational process whereby the participant studies their own actions and experience in order to improve performance. This concept is close to learning-by-doing and teaching through examples and repetitions.

After Action Review (AAR): a simple process used by a team to capture the lessons learned from past successes and failures, with the goal of improving future performance. Participants review what was intended, what actually happened, why it happened and what was learned. One member of the group facilitates. AARs can be short, frequent group process checks, or more extended, in-depth explorations. They can be conducted in person, on the telephone or even online, either asynchronously or synchronously.

Application Sharing / Synchronous Web Meeting Tools: a collaborative software used to communicate and interact in real time between two or more users by sharing applications or documents and making them simultaneously available across all connected desktops.

Blogs: an easy-to-publish web page consisting primarily of periodic articles posted by date, usually with the newest entry at the top.

Brown Bag Lunch: a structured social gathering during an organizational lunch time period which is used specifically for the purpose of transferring knowledge, building trust, social learning, problem solving, establishing networking or brainstorming.

Case Studies: a form of qualitative descriptive research that looks intensely at a small participant pool or focus area, drawing conclusions only about that group or focus area and only in that specific context.

Chats (or Instant Messengers): a technology that facilitates near real-time text based communication between two or more participants over a network.

Collaborative Workspaces: internet based tools (e.g. **DGroups, SharePoint, etc.**) that allow people to collaborate online through forums, file storing and sharing, shared calendars, polls, web page editing such as users' profiles and contacts details, etc.

Communities of Practice (CoP): groups of people who share a passion for something that they do, and who interact regularly to learn how to do it better. CoPs can exist online, such as within discussion boards and newsgroups, or in real life, such as in a lunchroom at work, in a field setting, on a factory floor, or elsewhere in the environment.

Content Management System (CMS): a computer application used to create, edit, manage, search and publish various kinds of digital media and electronic text. CMSs are frequently used for storing, controlling, versioning, and publishing industry-specific documentation. The content managed may include computer files, image media, audio files, video files, electronic documents, and Web content.

Discussion lists / groups (email lists, listserv): an email based list through which conversations can take place and information can be shared among a geographically dispersed group of people. Discussion lists are typically created around a specific topic of common interest or for a specific user group around a particular piece of work. Discussion lists can be moderated and/or facilitated.

Document Management Policy: a prescriptive framework presiding over the development and implementation of standard global procedures for electronic documentation and document management that will ensure availability of important business documents for an appropriate period of time, their security, and their integrity, especially when such documents are legal instruments or are required for audit purposes in relation to business processes. It usually reflects the principle of non-discrimination between information supported by a paper medium and information communicated or stored electronically.



Exit Interviews: a way of capturing knowledge from leavers. Rather than simply capturing human resources information, the interview also aims to capture the most critical knowledge about what it takes to do the job, insights about what could have been done next, or recommendations about working in the organization.

Expert Roster: a database of vetted external experts and consultants categorized and searchable according to the areas of work of the organization.

Extranet Site: an internet site with controlled access allowing an organization's staff and partners to share content and to collaborate online in a secure environment. Login and password are provided by the site manager or its delegates and visibility of content and site functionalities may depend on users profile and access rights.

Fact Sheets (or Fast Facts): a presentation of data on any subject in a format emphasizing brevity, key points of interest or concern, a fairly Spartan design, and a general desire to convey the most relevant information in the least amount of space.

Good (Best) Practices: a paper presenting a programme, technique, method, process, or activity that is believed to be (more) effective at delivering a particular outcome when applied to a particular context, condition or circumstance.

How-to Guides: a step-by-step guidance on how to design and implement particular initiatives, projects, etc. It captures an effective sequence or process with enough accuracy so that successful practices can be repeated with similar good results by others.

Information Disclosure Policy: a prescriptive framework also known as *Policy on Access to Information*, predicated that information concerning an organization's activities is available to the public except for limited information that is deemed confidential as set out in the policy.

Internet Sites / Web Pages: a publicly accessible web site.

Intranet Site: a web site with access restricted to internal staff.

Knowledge: information and skills acquired through experience or education. Knowledge is the sum of what is known by an individual or an organizational unit, it is awareness or familiarity gained by experience of a fact or situation. In its strongest form, knowledge represents understanding of the context, insights into the relationships within a system, and the ability to identify leverage points and weaknesses and to understand future implications of actions taken to resolve problems. The term knowledge is also used to mean the confident understanding of a subject, with the ability to use it for a specific purpose. Knowledge acquisition involves complex cognitive processes: perception, learning, communication, association, and reasoning.

Knowledge Audit: the capturing and analysis [i.e. the sum] of all intellectual assets (human, structural and relational capital) in an organization. It usually entails an assessment of both explicit and tacit knowledge assets and the provision of an opinion of their congruence with what the organization wants to achieve. It usually points out the knowledge gaps that the organization should fill in order to be able to satisfy its clients properly.

Knowledge Fairs: face to face events in which participants set up displays to share their undertakings. Knowledge Fairs aim to provide opportunities for multiple parties to broadcast their achievements, exhibit their products, and market new programs to donors, policymakers, other institutes and potential partners; facilitate face to face networking and promote South-North exchange on common agendas; help people benefit from each other's experiences; stimulate interest in future collaboration and the development of new programs.



Knowledge Inventory: the collection and/or mapping of the knowledge tools and methodologies used in an organization. It usually entails to determine what information and skills are available within the organization. It is to be noted that tacit knowledge is usually part of the knowledge inventory.

Knowledge Management Strategy: a planning document presenting a purposeful, comprehensive, coordinated and resourced manner to manage knowledge and contribute to an organization's goals.

Knowledge Needs Assessment: a mapping and analysis of the knowledge required by an organization to achieve its goals.

Learning Management System: web based platforms designed for the administration and delivery of courses or training. They typically have discussion forums, places for sharing files and a way to track a learner's progress through a course.

Lessons Learned Papers: a report bringing together any lessons learned during a project that can be usefully applied to other projects.

Meetings: face to face or online events that give participants the chance to talk with and listen to each other. From a knowledge sharing perspective, meetings differ from simply disseminating information in speeches, where few talk and many listen. Many options exist to enhance knowledge sharing every time people get together face to face or online.

Mentoring: a system under which a senior or more experienced staff (the mentor) is assigned to act as an advisor, counselor, or guide to a junior staff.

Newsletter: a compendium of recent and upcoming activities in a given domain area collecting activities and experiences from HQ and field staff as well as from external partners. It usually implies to select articles in order to highlight the "need to know" news and events and to aggregate them in a one-stop-shop type of format.

Online Knowledge Networks: groups of people who share knowledge, discuss and interact online using an email or web based technological platform.

Online Learning: electronically supported learning and teaching methods based on instructional packets delivered to students using Internet technologies, eventually complemented by online conversations between students and interactions about problems and actions as well as personal knowledge, perspectives, or past experiences.

Podcasts: audio programs that are broadcasted over the Internet. They are MP3 files which can be downloaded onto a compatible digital player or played on your computer. You can download one or many, for free (generally), or you can subscribe to an RSS service for downloads so you can be alerted when new postings are made available.

Policy Notes: a paper that articulates the corporate position of an organization on a development topic and that substantively guides and communicates the work in this area of focus.

Prodoc: A set of tools for software documentation from Statistical Process Control

Publications Policy: a prescriptive framework setting standards, processes and capacities to ensure the production of high quality, coherent and cost-effective publications and to keep a comprehensive record of information materials produced for external audiences.

RSS (Syndication of Content): a web-based standard that delivers information to users in an easily accessible, sharable and 'remixable' format. RSS stands for 'Really Simple Syndication' and information publishers such as



bloggers, news organizations, and podcasters use it to broadcast their regularly updated content so that it can quickly and easily be picked up by other media, much in the same way that the Associated Press syndicates its news stories in order to be picked up by newspapers throughout the world.

Search Engine: a tool used to search for information on Internet or Intranet sites, FTP servers and share drives, desktops. The information may consist of web pages, documents, images, information and other types of files. Well known market leaders include Google (Internet) and Autonomy (Intranet).

Social Networking Sites: allow users to create their own personal virtual space that includes applications like photo-sharing, instant messaging, Twitter and blogs. Users can connect to colleagues, friends and family, but more importantly, their colleagues, friends and family are connected to others, resulting in potential new networks.

Tagging: a collaboratively generated, open-ended labeling system that enables Internet users to categorize content such as Web pages, online photographs, and Web links. Tagging lets users categorize information online *their own* way.

Taxonomy: a terminology used to classify groups of like items. It helps people to organize and categorize information by using similar terms and concepts. It also provides an image of what an organization is doing at a certain period of time.

User ratings and recommendations: a collaborative site that allows users to rate and / or recommend content like web pages, discussion posts, or files and documents in order to provide a priority ranking to other members

Video: a medium particularly useful for storytelling, to demonstrate something (procedure), or to capture a live event to share widely out on the web to those who could not be there. Websites like YouTube offer organizations the ability to create dedicated video channels.

Voice over IP / VoIP (e.g. Skype): a family of methodologies, communication protocols, and transmission technologies for delivery of voice communications and multimedia sessions over Internet Protocol (IP) networks, such as the Internet.

Web 2.0: / Social Media: applications that facilitate interactive information sharing, interoperability, user-centered design, and collaboration on the World Wide Web. A Web 2.0 site gives its users the free choice to interact or collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community, in contrast to websites where users are limited to the passive viewing of content that was created for them.

Webinar: a specific type of Web conference used to conduct live meetings, training, or presentations via the Internet. It is either one-way from the speaker to the audience with limited audience interaction, or collaborative and includes polling and question & answer sessions to allow full participation between the audience and the presenter. In some cases, the presenter may speak over a standard telephone line, while pointing out information being presented on screen, and the audience can respond over their own telephones.

Wikis: a web site that allows users to add, remove, and otherwise edit and change content. At its core, a wiki is a simple online database in which each page is easily edited by any user with a Web browser; no special software or third party webmaster is needed to post content. It also allows for linking among any number of pages. Each article contains a discussion page where editors and readers can talk about the document. By looking at the history of a page, users can track changes and compare the versions of a document.

World Café (or Knowledge Café): a whole group interaction method focused on conversations in an environment set up like a café.



Yellow Pages / who's who / expertise locators: electronic directories which store information about staff in a given organization. In addition to providing information such as names, job titles, groups and contact details, staff pages include details about knowledge, skills, experience and interests, and even hobbies.



Global Environment Facility

Knowledge Needs Assessment

Survey Questionnaire for

**Focal Points
Program and Project Managers
Staff from GEF Agencies
Staff from CSOs or NGOs**

Final Version

Prepared with the GEF KM Task Force



Foreword

Welcome to the GEF Knowledge Needs Assessment!

We are very pleased to receive your contribution to this knowledge needs assessment. This survey and its analysis will inform the GEF about the knowledge sharing and learning needs of the GEF stakeholders and will contribute to provide solid foundations for the development of the GEF KM Initiative Strategy.

About the questionnaire

To fill-in the questionnaire, simply select one or more item(s) from those listed in the dropdown menus or radio buttons, or answer the questions in the open text areas. If you have any questions or difficulties, please contact Patrizia Cocca at pcocca@thegef.org.

Thank you for your contribution!



I. Personal Information

What is your relationship to the GEF?

ADB Staff
AfDB Staff
EBRD Staff
FAO Staff
IADB Staff
IFAD Staff
UNDP Staff
UNEP Staff
UNIDO Staff
World Bank Staff
GEF Political Focal Point
GEF Operational Focal Point
Staff of a Civil Society Organization or NGO
Other (please specify):

What is your main job function?

Management (senior management, team leader, manager, etc.)
Thematic Specialist (environment, climate change, forest, etc.)
Other Specialists (e.g. evaluation, donor relations, communications, etc.)
Operations Support and Administration Specialist (admin, HR, finance, procurement, ICT, etc.)
Program / Project Management
Program / Project Associate or Assistant
Consultant
Other (please specify):

II. Knowledge Strengths and Assets

1. Please choose up to 3 areas of work of the GEF on which you feel that you have good knowledge to share with others:

Areas of work	Your first area of knowledge	Second area of knowledge	Third area of knowledge
Access to GEF funds			
Biodiversity			
Capacity Development			
Chemicals			
Climate Change Adaptation			
Climate Change Mitigation			
Communications and KM			
Country Support Programme			
Earth Fund and Public Private Partnerships			



Gender Equality & Women's Empowerment			
International Freshwaters			
International Marine Waters			
Land Degradation			
Management / Coordination			
Ozone Layer Depletion			
Policy Development			
Project Management			
RBM / Monitoring / Evaluation			
Small Grants Programme			
Sustainable Forest Management / REDD +			

2. For the area of work on which you have the strongest knowledge, please indicate web sites you would recommend most (e.g. <http://www.thegef.org>):

-

-

-

3. For the area of work on which you have the strongest knowledge, please indicate online / electronic newsletters you would recommend most (e.g. UNCCD News):

-

-

-

4. For the area of work on which you have the strongest knowledge, please indicate electronic forums, online communities or e-networks you would recommend most (e.g. UNDP / EENet):

-

-

-

5. For the area of work on which you have the strongest knowledge, please indicate up to 3 scientific journals or other publications you would recommend most (e.g. Springer / Climatic Change):

-



-

-

II. Knowledge Objectives and Organization

6. In your opinion, what is the environmental knowledge niche in which the GEF should concentrate its efforts in the short and long run?

7. From your experience, please indicate if any of the following currently supports information / knowledge exchanges with the GEF and GEF stakeholders:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know
My supervisor encourages knowledge sharing					
My organization offers clear incentives for sharing knowledge					
My organization has a culture that facilitates learning from mistakes					
Knowledge sharing is explicitly featured in my job description					
Sharing knowledge impacts my annual performance evaluation					
Internal work processes in my organization allow knowledge to be shared easily with the GEF and GEF partners					
I have time to reflect and share my knowledge with others					
I know how to share knowledge with other GEF partners and stakeholders					
My organization has dedicated KM staff who contributes to make knowledge sharing easier with GEF partners and stakeholders					
ICT systems and tools currently available facilitate knowledge sharing with the GEF partnership					
We have a clearly defined corporate vision, strategy and guidelines for sharing knowledge with the GEF partnership					

III. Knowledge Flows

8. In your current job position, who is most frequently asking you for GEF related information/knowledge?

Source of request	Mode of delivery	Area
Colleagues in my unit, agency or ministry Government partners National NGOs, CSO, etc. Regional/global development partners Donors UN Secretariat ADB AfDB EBRD FAO IADB IFAD UNDP UNEP UNIDO The World Bank	Analytical papers, scientific information, evaluations, lessons learned (i.e. know- why) Best practices, success stories, comparative experiences, fact sheets (i.e. know-what) Procedures, guidance notes, training materials (i.e. know-how) Maps, GIS & statistical data, mapping of knowledge sources (i.e. know-where) Events, news, announcements, calendar, agendas (i.e. know-when) Directories, yellow pages, expert roster, who's who (i.e. know-who)	Access to GEF funds Biodiversity Capacity Development Chemicals Climate Change Adaptation Climate Change Mitigation Communications and KM Country Support Programme Earth Fund and Public Private Partnerships Gender Mainstreaming in GEF Projects International Freshwaters International Marine Waters Land Degradation Monitoring and Evaluation Ozone Layer Depletion Policy Development Project Management Small Grants Programme Sustainable Forest Management / REDD +

9. Other frequent requests for GEF related information/knowledge?

Source of request	Mode of delivery	Area
Colleagues in my unit, agency or ministry Government partners National NGOs, CSO, etc. Regional/global development partners Donors UN Secretariat ADB AfDB EBRD FAO IADB IFAD UNDP UNEP UNIDO The World Bank	Analytical papers, scientific information, evaluations, lessons learned (i.e. know- why) Best practices, success stories, comparative experiences, fact sheets (i.e. know-what) Procedures, guidance notes, training materials (i.e. know-how) Maps, GIS & statistical data, mapping of knowledge sources (i.e. know-where) Events, news, announcements, calendar, agendas (i.e. know-when) Directories, yellow pages, expert roster, who's who (i.e. know-who)	Access to GEF funds Biodiversity Capacity Development Chemicals Climate Change Adaptation Climate Change Mitigation Communications and KM Country Support Programme Earth Fund and Public Private Partnerships Gender Mainstreaming in GEF Projects International Freshwaters International Marine Waters Land Degradation Monitoring and Evaluation Ozone Layer Depletion Policy Development Project Management Small Grants Programme Sustainable Forest Management / REDD +

10. Which sources of knowledge would you need to access more when working on GEF programs or projects?

Sources	Access much more	Access more	Keep current level of access	Access less
Academia & researchers				
Colleagues at work				
Colleagues, peers or partners in other countries				
Consultants				
International organizations staff				
Local communities				
Private sector employees				
Staff from CSOs and NGOs				
Staff from Government agencies				
STAP				

11. Which knowledge sharing channels would you need to use more when working on GEF programs or projects?

Channels	Use much more	Use more	Keep current level of use	Use less
Analytical Papers / Reports				
Audio / Video / Multimedia materials				
Email networks or online Forums (listserv, web forums)				
Field visits or Study tours				
Group Meetings				
Scientific Journals				
Seminars, Conferences & Workshops				
Teleconferences or Webinars (Online Learning Events)				

12. In your area of work or experience, what would improve knowledge sharing within the GEF Partnership (i.e. within or with GEF secretariat, GEF Agencies, stakeholders)? What (if anything) is currently preventing this? Please comment:

IV. Knowledge Content

13. For any of the following topics, please indicate if there are specific technical issues on which you would like to know more or questions that you find yourself asking repeatedly:

Topics	Any specific question or technical issue on which you would need answers
Access to GEF funds	
Biodiversity	
Capacity Development	
Chemicals	
Climate Change Adaptation	
Climate Change Mitigation	
Communications/KM and Evaluation	
Country Support Programme	
Earth Fund and Public Private Partnerships	
Gender Mainstreaming in GEF Projects	
International Freshwaters	
International Marine Waters	
Land Degradation	
Monitoring and Evaluation	
Ozone Layer Depletion	
Policy Development	
Project Management	
Small Grants Programme	
Sustainable Forest Management / REDD +	

14. Please tell us what are for you the 3 most important types of information material / publications that the GEF should develop to help you in your work:

Type of Product	First priority	Second priority	Third priority
Analytical papers, scientific information, evaluation reports, lessons learned (i.e. know-why)			
Best practices, success stories, comparative experiences, case studies, fact sheets (i.e. know-what)			
Procedures, how-to guides and guidance notes, flow charts, training materials (i.e. know-how)			
Maps, GIS & statistical data, mapping of knowledge sources (i.e. know-where)			
Events, news, announcements, calendar, meeting agendas (i.e. know-when)			
Directories, yellow pages, expert roster, who's who (i.e. know-who)			

15. Please select one step in the GEF project cycle where you would like to access more knowledge (e.g. comparable experiences, best practices, guidelines, etc.):

	Project Formulation	Project Appraisal	Project Approval	Project Implementation	Project Monitoring and Evaluation	Project Closure
Priority step for further knowledge development						

V. Knowledge Platforms

16. Please tell us how useful the following tools would be to your work with the GEF:

	Very much needed	Much needed	Slightly needed	Not needed or already available
An optional email alert when documents have been added to a certain site or section (e.g. RSS feed)				
Application sharing tools for collaborative authoring, collective drafting or peer reviewing of documents (e.g. Adobe Buzzword, Google Docs)				
Blogs with opportunity to add comments at the end of articles				
Mailing list for networking and e-discussions (spontaneous or moderated)				
Mapping / Georeferencing of data				
Online learning events (e.g. webinars)				
Opportunity to create and contribute to Wikis for collective creation of content (e.g. Wikipedia)				
Opportunity to participate in real time e-discussions (i.e. live chat room, etc.)				
Federated search engine for retrieving content across the web sites of the GEF partnership (search simultaneously in multiple websites)				
Social Networking Sites (i.e. Facebook)				
Team and corporate calendars with events, mission schedules, to-do lists				
Teleconference platform (audio or video)				
Workspaces for teams and groups to share materials and discuss online through a web forum (online collaboration with partners, extranet, etc.)				
Yellow Pages (e.g. roster or who's who searchable by expertise areas, etc.)				

17. From your experience, how the current GEF knowledge and information systems could be modified to address more effectively your knowledge needs? (please describe):

VI. Cross-cutting Priorities

18. Please tell us how useful to your daily work are the following KM related initiatives of the GEF:

	Highly useful	Useful	Little useful	Not Useful	Do not know this initiative
Adaptation Learning Mechanism					
Country Support Program					
Interagency Meetings and Task Forces					
Development of methodologies and tools (i.e. GEF CO2 Calculator, etc.)					
IW:LEARN					
GEF Brown Bag Lunch (BBL) Series					
Operational Trainings					

19. What are the 3 most important knowledge management priorities the GEF should focus on within the next 2 years to help you in your daily work?

Upcoming KM Initiatives	First priority	Second priority	Third priority
Analytical papers on "topics" of interest for the GEF such as technology transfer, environmental trust funds, etc.			
Collection/analysis of impact data within the focal areas of the GEF			
Expansion of the GEF website with improved and enriched content (i.e. list of related external and internal resources on topics of interest, etc.)			
GEF Knowledge Platform with easy-to-retrieve information, data and lessons learned both at the project-level and at the portfolio-level			
Induction procedures and training materials for new comers to the GEF partnership			
Mapping/georeferencing of data			
Moderated e-mail network to form a Community of Practice to connect people across the GEF partnership and enable knowledge sharing			
Periodic testing of assumptions in GEF Program (e.g. "learning objectives")			
Portal to integrate/merge the websites and databases of the GEF and its partners			
Prescriptive content such as policies, guidelines, standard operating procedures			
Short-term visits/mobility/missions between GEF partner countries for			



information sharing and mutual support (e.g. study tours, advisory missions, etc.)			
Social Networking Platform across the entire GEF partnership (like FaceBook)			

20. In case you are interested to be contacted for an in-depth interview, please provide your personal details:

First name: _____
Last Name: _____
Email: _____
Telephone: _____

Thank You!

Thank you for taking our survey. Your response is very important to the GEF and our upcoming KM work with you.

Knowledge Management Analysis: Needs Assessment and Benchmarking

Background on the GEF and the Knowledge Management (KM) Strategy

The Global Environmental Facility (GEF) is a financial mechanism that provides grants and concessional funds to recipient countries for projects and activities to protect the global environment.

The GEF Secretariat has elaborated a corporate Knowledge Management Strategy ([GEF/C.40/Inf.03](#)) that outlines how the GEF will work toward developing a strong knowledge management system at a corporate level. To guide this effort, the GEF has established a KM Task Force coordinated by the Secretariat and comprising of members of the STAP, the Evaluation Office, partner agencies and the NGO Network. One of the first steps for the development of the KM strategy will be to undertake a KM analysis.

Purpose

The purpose of the KM analysis is to provide the KM Task Force with information about the knowledge sharing and learning needs of the GEF stakeholders. It will also compare GEF KM practices with the ones currently used by other organizations working on global environmental issues, in order to provide solid foundations for the development of the GEF KM Initiative Strategy.

More specifically the knowledge needs assessment and benchmarking will:

1. Identify the current knowledge needs of the members of the GEF Secretariat, STAP, Evaluation Office, Partner Agencies and the GEF NGO Network.
2. Assess current learning practices, identifying obstacles and weaknesses and proposing solutions on how to overcome them.
3. Benchmark the GEF KM Initiative against partner institution KM activities and suggest how to position the GEF as an authoritative source of information, data and knowledge.

Scope of the work

The work will comprise three main activities:

1. **Knowledge Needs assessment:** The assessment will identify and analyze the knowledge needs of the GEF main bodies (specifically GEF Council, Secretariat, STAP, Evaluation Office, GEF implementing agencies, GEF country focal points and the GEF NGO Network).
2. **Environmental Knowledge Map:** The map will identify what is currently available on the web with regard environmental issues related to the GEF main activities and what are the knowledge gaps the GEF could contribute to fill among its stakeholders.
3. **Benchmarking:** GEF KM activities and efforts will be compared against the ones of partner agencies and few major environmental organizations such as Conservation International and WWF.

Key questions for the study

1. What knowledge is needed to support the GEF goals and activities?
2. Specifically, what knowledge and in what form is needed by GEF program managers (including those in the Secretariat, and in partnership agencies and within a sample of the GEF focal points) when preparing, reviewing, and implementing programs and projects?
3. What should be the main priorities of a GEF KM program?
4. What are the current knowledge flows within the GEF Partnership?
5. What are the major weaknesses in the GEF current work process for the generation of KM products? What policies and practices affect knowledge flows within the Partnership? To what extent people, processes and technology affect the knowledge flow within the GEF partnership? What good practices and bottlenecks are there?
6. How the current GEF knowledge and information systems can be modified to address more effectively the knowledge needs of GEF stakeholders?
7. What is the current status of development and the degree of success of KM strategies/activities within the GEF (Secretariat, EO, STAP) and among the ten GEF agencies?
8. What are the opportunities for synergies in knowledge management within the GEF Partnership?
9. What is the environmental knowledge niche in which the GEF should concentrate its efforts in the short and long run?

Methodology

The study will be conducted by a consultant(s), led by the GEF KM Initiative Coordinator. The GEF KM Task Force will provide the consultant(s) with the list of existing partners and will provide inputs and support to help arrange interviews when necessary.

The study will utilize desk research as its primary method. The consultant(s) will review the GEF documents and will undertake independent search as needed for obtaining additional information.

The consultant(s) will develop and distribute a survey among GEF's main stakeholders (GEF staff, GEF agencies, Focal Points and Council Members, GEF CSOs) and organize and undertake a series of focus group interviews in person or using Internet-based video calling technology (e.g Skype or similar), involving the GEF Secretariat, Evaluation Office, STAP, GEF Agency task managers, a sample of GEF agency projects.