

KNOWLEDGE MANAGEMENT LEARNING EXCHANGE

14-16 March 2012

Astoria Plaza,
Mandaluyong City, Philippines

Regional Cooperation on Knowledge Management,
Policy, and Institutional Support to the
Coral Triangle Initiative

in cooperation with the Global Environment
Facility/International Waters Learning Exchange
and Resource Network (GEF/IW:LEARN)



OPENING SESSION

WELCOME REMARKS

Ms Marilou Drilon, ADB Project Officer, welcomed the participants and said that the KM Learning Exchange was a follow-up to the ICT training sponsored by the Global Environment Facility International Waters Learning Exchange and Resource Network (GEF/IW:LEARN) last May 2011 in Ayutthaya, Thailand. This time around, the group was graduating to developing knowledge solutions. She welcomed the cross-fertilization of learning that will happen in the next three days.

Besides the resource person, she said the participants can look forward to the sharing of Richard Bolt and Olivier Serrat who are ADB's experts on KM. Ms. Drilon also briefly discussed the relationship of ADB with the participating institutions and hoped that the learning exchange will increase the synergy among participants.

Project Director Ms. Elvira Ablaza also warmly welcomed the participants particularly those from Indonesia and the Solomon Islands. She said although Malaysia, Papua New Guinea, and Timor-Leste were not able to send representatives due to travel issues, she wished the group will still make the most of the learning opportunity.

BACKGROUND TO THE WORKSHOP

Ms. Abbie Trinidad, Team Leader, gave a brief background of the technical assistance and the importance of KM in the CTI. She said that most people think that KM is just information, education, and communication (IEC) but it is more than that. She shared her enthusiasm about the workshop because it will also

be a personal learning experience for her since she will appreciate more the value of KM. Abbie also outlined the attributes of the KM plan of the project as outlined in the needs assessment report as well as the progress in those areas. This included the following:

- Formation of KM Teams
- Institutional support to KM (e.g. recognizing KM teams, budget support)
- Support through the focus areas through mentoring
- Use of the IW:LEARN platform that the CTI can use via the Community Workspace
- Shared functionalities - media library
- Organization of data relevant to the CTI
- Processing of tacit knowledge through preparation of knowledge products (KPs) Partnerships and cost sharing
- Newsletter

The project's concern was for KM knowhow to be transferred and applied by the KM teams in the National Coordinating Committees (NCCs) even after the project ends in last quarter of 2012. She also hoped that the NCCs will be able to internalize the value of KM.

SELF-INTRODUCTIONS

Eleven institutions and projects attended the workshop including:

1. ADB's Knowledge Management Project for the Coral Triangle Initiative (KM4CTI)
2. IW:LEARN

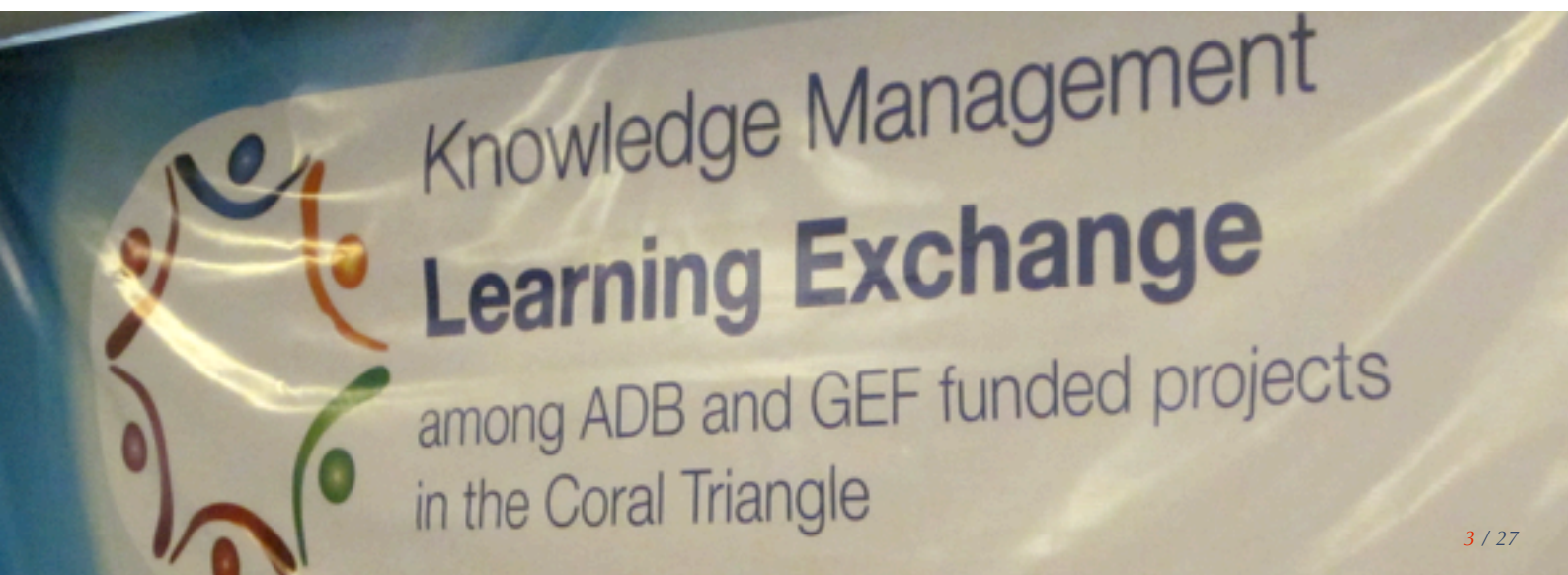
3. Bureau of Fisheries and Aquatic Resources –Fisheries Information Management Center (BFAR-FIMC)
4. Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)
5. Sulu-Celebes Sea Sustainable Fisheries Project (SCFP)
6. Protected Area and Wildlife Bureau (PAWB), Department of Environment and Natural Resources (DENR)
7. Integrated Coastal Resource Management Project (ICRMP), DENR
8. Public Affairs Office (PAO), DENR
9. Philippine National Coordinating Committee (PHI NCC)
10. Indonesian National Coordinating Committee (INA NCC)
11. Solomon Islands National Coordinating Committee (SOL NCC)

Participants introduced themselves as well as their motivation to participate in the workshop. For several people, it was their first formal workshop on KM so they wanted to take advantage of the opportunity on how to use it in their work in maintaining websites and in coordinating with their NCCs. Other reasons included the following:

- to develop partnerships and meet collaborators (i.e. PEMSEA)
- to learn about the real needs of projects

- to share the progress of KM from last year's IW:LEARN sponsored ICT Training
- to learn how to manage and develop INA's KM in the future
- to see the next steps after inputting data on their respective websites
- to complement IEC activities in their organization (i.e., DENR-PAO, DENR-PAWB)
- to learn how science can be translated to the language the audience can understand (for scientists like SCFP)
- to be oriented about the basics of KM for first timers and to understand the link between communication and KM and to be refreshed with the principles
- to increase appreciation for KM and the Coral Triangle and to learn other ways to share knowledge in the CTI network and to promote it to other groups, e.g. interns, youth

The Resource Person, Dr. Serafin Talisayon, encouraged the webmasters from seven of the eleven organizations to get to know each other throughout the next three days. The [directory of participants](#) is available online at the [Coral Triangle Learning Resource Network](#). The Project Evaluator, Dr. Madeline Quiamco from the Asian Institute of Journalism and Communication (AIJC), was also present to observe the workshop.





WORKSHOP DAY 1

Overview

In his overview, Dr. Talisayon said Day 1 will be KM for an organization, Day 2 will be KM for a network, and then Day 3 will be practice of principles in IW LEARN. He shared that the workshop approaches will pay attention to success factors in doing KM, share experiences, hands-on learning, start the habit of learning from action using after action review (AAR), work toward demand-driven KM, and build relationships.

The following were some of the pointers he shared:

1. Conversation is a KM tool. Gossip can be useful if one benefits from it by taking action based on what was said. In this case, gossip has a positive outcome.
2. Mistakes are knowledge. You learn what you should not do. But people usually find it difficult to share their mistakes.

In his first lecture, he stressed that knowledge provides the grounds for effective action. If information is not actionable, then from the perspective of KM it is not knowledge. The difficulty is

that the word “knowledge” means many things to many people but in KM it is defined as the capacity to improve organization performance. One useful definition that he shared was an elevator pitch which defined KM as “the sourcing and deploying knowledge, workable practices, and working relationships, to improve organizational performance.” From the point of view of businesses, this means that KM increases profit (products and services will be sold), and for development organizations, it is to make stakeholders happy.

In his decades of studying KM, he shared that the key question he asked many groups is “what helps you do your job well?” and the answers always fell into five clusters namely: human capital, structural/process capital, relationship/stakeholder capital, and tangible assets. This shows that KM is about managing knowledge assets to perform effective action.

He challenged the group to ask what percentage of their website has content that was actionable. If it has a lot of actionable content, then it will create value and help stakeholders act effectively. Information and

communication technology (ICT), human resources (HR), and quality management (QM) staff members should all know KM and work together as a team instead of looking at just one slice of the organizational pie. Learning by doing is better than learning from reading, thinking, etc.

Dr. Talisayon also affirmed that many of the participants were already doing KM but they need to do it systematically. KM should benefit an office worker by leading to faster work performance. This includes:

- Re-use of work templates (structural capital)
- Needed information are “at my fingertips”, i.e., 2 or 3 clicks away (structural capital)
- Support from boss and teammates is available (relationship capital)
- Decision rules are clear (structural capital)
- “I know what works well from past experience.” (human capital)

Open Forum

1. How do you measure if your web content is actionable?

He advised the group to talk to their stakeholders and ask them if they used the website. IW LEARN said they use surveys when they open special sections in their website. The needs assessment form can also answer this question.

2. How is KM implemented in the Philippines and in other regional organizations?

Dr. Talisayon gave links to KM in the Philippines as well as links to his blog entry where he discussed his mistakes in KM. He also identified the four levels of learning which include: reading and practicing, watching from a demo then practicing, and practicing under a teacher.

3. What key questions need to be asked in developing a KM plan?

The key question to answer is “Who is our audience?” and “what do they need” so that they will be guided in their action. Dr. Talisayon added a follow-up question - “What actions on each audience segment do you wish to support to achieve your desired results?”

Parked Questions

1. What are the failure factors in KM?
2. How do we integrate the various communication and KM tools/media?
3. How do we reward knowledge contributions?
4. How do we correct or back track when we’ve made KM mistakes?

Dr. Talisayon identified several success factors in KM implementation based on the results of a research conducted among 43 case studies. The list included the following:

- Executive sponsorship or support from the top bosses
- Informal KM champion or formal KM position
- KM team which formulates KM strategy/program
- KM is linked to “high-gain”/“high-pain” points in the organization
- Training and internal communication on KM
- Internal budgetary commitment to KM

He also answered one of the parked questions regarding incentives in contributing to knowledge within organizations. The results of a research by McKinsey showed that the most effective (and least expensive) way of motivating a knowledge worker is acknowledgement and encouragement from the top boss or immediate boss.

Workshop A

Participants shared the positive aspects of their KM implementation that others can learn from.

INA NCC

- Supervisors give clear guidance (formal and informal instructions) and directions to partners.
- Team meetings twice a month provides an opportunity to remind concerned staff about their tasks.
- Trust-building becomes a reward when it facilitates the process for trusted staff to get approval to attend workshops and other activities, etc.
- Working as partners instead of working in a hierarchical manner promotes horizontal communication.

Sulu-Celebes Fisheries Project

- A trusting and supportive management that listens and provides room for staff to contribute on ideas for KM operations is a big boost to the staff.
- A comprehensive and searchable database of references for the project helps staff find relevant information.
- Another advantage is the project's ability to provide multiple translations (selected Philippine dialects) for some outputs.

DENR - PAWB

- Knowledge products from regional offices and CENRO are readily available but the problem is the translation of the data to an actionable form.
- Partnerships with international and local agencies are easily facilitated because PAWB is a national agency and they share advocacies with these organizations.
- They have clear role delineation for their sectoral and multi sectoral organizational structure.

IW:LEARN

- There is a culture of sharing and trust - knowledge sharing, shared responsibility.
- The organization has a wealth of tangible assets and human capital.

DENR - PAO

- Constant meeting among key staff improves coordination within the office.
- Management has devised an incentive for staff for working during weekends. Offsetting reward allows staff to get days off during the week.

BFAR-FIMC

- Security and protection provided by their supervisor to the staff boosts staff morale and promotes a healthy working environment.
- There is strong knowledge sharing culture among FIMC staff. For instance, evaluation and re-echo of every training attended are required.

SOLOMON ISLANDS NCC

- The NCC recognized the need to collect information, make informed decisions, and communicate to their stakeholders. The group supported endorsement efforts to achieve the National Plan of Action (NPOA) and learned the value of developing the M&E system (processes and structure).
- The NCC succeeded in developing the website for their NCC.
- The Solomon Islands Locally Managed Marine Area Network (SILMMA) serves as an accessible storage where information can easily be retrieved.

AIJC

- They have a deep service orientation which makes them ready to help a colleague beyond the call of duty.

PEMSEA

- They have a good mix of technical staff and their portal/Intranet provides a venue for sharing of outputs and knowledge products.

Action Points from Dr. Talisayon

1. Dr. Talisayon encouraged everyone to **listen to all the sharing** and approach the participants with interesting ideas to learn more. Workshops such as the KM Learning Exchange provide good ideas and then refined for later use (e.g. DENR's idea to put up a section in their website on green investments). He also suggested the possibility of linking and combining ideas from the workshop to get more funding.
2. He suggested that the group **set up a federated search engine and an expertise directory**. The former requires Google and would need a list of all important sources of coastal resource management (CRM) online. The directory will enable stakeholders to locate expertise quickly. An expertise directory tells the user "who knows what?" while a stakeholders directory tells you "who knows who?" which is also very helpful in connecting you to the right people.
3. For those who want to facilitate file search, he suggested installing **Google Desktop** in their laptops/desktop computers.

Assignment

The participants were assigned to list down everything they were good at and share it with the group tomorrow. These information provided inputs to the Expertise Directory.

KM Needs Assessment

Participants examined their answers to the KM Needs Assessment forms that were circulated before the workshop. It had several sections to show how well the

organization listened to their stakeholders. Dr. Talisayon reminded the group that LISTENING was the keyword since it enabled project implementers to get customer knowledge and decide if their organization was doing the right thing.

His constant reminder to the group was to start with the problem and not the technology because clear problem identification will ensure that KM activities and process that a team will develop will be demand-driven instead of supply-driven. Knowledge translation is important in KM because it involves converting a document that is less actionable to something more actionable.

There are two goals of KM - productivity and innovation. Productivity is concerned about improving performance which is the value of KM. However, he said that innovation was also important since you can only increase your productivity up to a certain point but innovation has no limits.

Workshop B

Participants were asked to write down five actionable things that they thought were important to improve their organization's KM. The list will not be discussed as a group but will serve as input for the continuing conversation in the IW:LEARN Community Platform.

WORKSHOP DAY 2



After Action Review (AAR)

The facilitator initiated an AAR to get participants into the habit of drawing knowledge from their experience and identifying opportunities for improvement. Three questions were used for the AAR and Google Docs was introduced as the tool for documentation. This served as introduction for collaborative authoring planned for Day 3. The answers below summarized the group's response.

1. What worked well?

- Participants appreciated the clear discussion of KM's definition, success factors in KM, and the value proposition of KM (i.e. finish work faster).
- The method used by the facilitator-input and peer-to-peer learning plus examples in the countries and in the CTI helped explain key concepts.
- Start with the problem and not the solution. To set up demand driven KM, listen first to stakeholders' needs.

2. What did not work well?

- Repairs of the venue's restrooms and limited time occasionally hampered the smooth flow of the discussion.
- Behavioral change was not emphasized.

3. What was your most significant learning?

- **Full appreciation of the concept of KM and the KM framework** - "There's a lot more to KM than we first thought. It's more than a website." "Many of us have been doing KM activities but not systematically. The most important learning is to do KM systematically and consciously."
- **Increased motivation to apply learning** - "I wish I can contribute my knowledge to my office in PAWB." "There are a lot of KM plans and activities that I need to organize in the next few weeks."
- **Identified concrete action steps** - "Developing a common language is important. It is important to be precise and to articulate the concepts and explain it in a structured way." "We need to discuss KM as one organization because each of us have different ideas about KM. The main problem is working in isolation."
- **Assessed the pros and cons of AAR** - "The AAR would require investment in terms of time. If you have many activities, you'd have to do many AARs."



Richard Bolt's presentation

Richard's lecture focused on KM as it was being implemented in the Southeast Asia Regional Department in ADB. He said that KM was much more than creating knowledge products. It was also concerned on how to communicate knowledge to stakeholders. He also identified good practices in development communication in his department. His presentation answered the following questions:

Why manage knowledge better?

From the demand side, it is crucial to know "who really needs it?" From the supply side, the KM product has to be a solution for a developmental issue. The task is to efficiently and effectively organize the creation, capture, and communication of knowledge without adding to administrative burdens. KM has to add value for results by building on the vast existing knowledge in the region.

"If it's been done, there is no need to repeat it unless it was not delivered properly," he said. Practitioners must always systematize the process and make sure that they consider the point of view of the clients who are always concerned on how KM is going to help them.

What do we know and need to know?

1. Identify best practices from past experience;

2. Update understanding of the current problems, priorities, solutions and responses; and
3. Anticipate relevant solutions and plans for future development.

Where to access data, information, and knowledge?

Richard classified existing knowledge assets in ADB into three categories - internal sources, external sources, and SERD Intranet and knowledge repository

How do we communicate knowledge solutions?

Use facts, research, two way communication, and dialogue among stakeholders. Most importantly, use a process that builds consensus and knowledge sharing. Seeing the issue and solution through the eyes of beneficiaries is most important.

Open Forum

1. **Mistakes are also knowledge as we have learned. How are mistakes reported within ADB and how does the bank recover from it?**

Marilou - "Through monthly meetings we instantly know if things are not doing well and we advise the team to get their acts together. We also conduct review missions for loans and for Technical Assistance (TA) projects and back-to-office reports (BTOR) for internal use which

helps us identify issues, and bring them to the attention of the senior management. The senior management can then act on this. Mistakes happen but we report those and learn and act on it.”

Richard - “You need to have a proactive point of view. From the project preparation stage, look at lessons learned in previous programs, do consultations, and dialogue. If it is still not working, the monitoring and evaluation (M&E) should pick it up and do mid-course changes, to address problems, monitor, let people know early enough so to effect a relevant response. If addressed only at the end, which is the worst place to bring it up, the positive way to approach it is to mention it during the project completion report and learn from the past. M&E should be an ongoing process, not a blame game. Understand and get to the core of the problem and create dialogue.”

2. **How can we (INA NCC) address the varying capacity of the staff and the difficulty of communicating with other projects and ministries?**

Richard - “Working together through a central coordinating agency, such as the Ministry of Home Affairs or a central technical agency, is one way to address the problem. Get the guidelines right first then bring in the line agencies and have them meet together. For example, in a project in Sulawesi we developed guidelines on M&E in line with national agency guidelines and found a local government coordinating agency which had the a local coordinating role over other agencies involved. We recognized that there are many agencies and others involved; stakeholder mapping can help identify who really counts in the project.”

3. **The knowledge cycle as a deceptive KM model according to Dr. Talisayon. The knowledge cycle in ADB was geared towards ADB cycle because KM supported it. He identified the four weaknesses of the knowledge cycle:**

- **It does not say anything about or help its user connect KM to organizational goals.** It therefore gives the wrong impression that good KM is simply following the steps in the knowledge cycle. It can therefore lead to a KM project that is "floating" or unconnected to the performance targets of an organization, team or employee.
- The knowledge cycle **deflects the attention of the manager to managing knowledge processes themselves** instead of how to manage them in order to enhance organizational performance.
- **An organization does not have to follow all of the steps in the cycle.** It was possible that the best or fastest way to obtain a knowledge asset needed by an organization may simply be to buy it from outside (bypass the entire cycle). The most important step in the knowledge cycle is using the knowledge. Using knowledge is the step that creates value.
- If an organization does the steps of creating/copying, validating, storing, retrieving and sharing/transferring but fails to do the step of using knowledge, then it has only incurred expenses. **The use of knowledge should drive the rest of KM decisions, but in a cyclic framework this important point is lost.** For organizations which organize their work on the basis of projects, KM must be configured to support each step in the project cycle, instead of along the steps in the knowledge cycle.

Dr. Talisayon invited Richard to be a resource person in the KM COP and he agreed.

KM for the Network

- In this lecture, Dr. Talisayon listed the benefits of belonging in a network which were productivity, knowledge transfer, and opportunity to do collaborative work. He showed exemplar KM practices for a network such as LifeWeb where matching the



supply and demand of fundable community projects were made, hence it was profitable work. The upcoming CTI High Level Financial Roundtable (HLFRT) on May 2 also has a similar activity. PEMSEA said they were also waiting for a World Bank grant that will enable them to do an initiative similar to this.

- KM practices within a network fall under three levels: level 1 which is one way communication, level 2 which is interactive communication, level 2a which is interactive learning, and level 3 which is collaborative work. The benefits for members of the CTI network when collaborative work is active are improved or better/new knowledge products and knowledge services. The bottom line is to add value to the work of the members.
- It was useful for the webmasters and content developers present to learn about the evolution of interaction from one to many to many-to-many where more democratic KM practices are encouraged. The websites can be tools for mass collaboration if functionalities available are not limited to level 1 (information push) and level 2 (interactive) but also moving to level 3 (facilitating collaborative work).

He then invited participants to visit the Google Sites that he created entitled "Forum on Exemplar KM Practices for

Networks" for a Southeast Asian Ministers of Education Organization (SEAMEO) meeting where he was invited as a resource person. In this site, participants can select from 10 networks and read about unique and successful KM practices that they have been doing.

The list included the Asia Pacific Mountain Network (APMN), Asian Productivity Organization (APO), CGXchange 2.0, Evidence Informed Policy Network (EVIPNET), International Fund for Agriculture Development (IFAD) Asia Portal, Knowledge Sharing Toolkit, International Labor Organization's (ILO) Microinsurance Facility Knowledge Hub, IW:LEARN, Solution Exchange, and UN Teamworks. The comparisons which he provided in terms of level of interaction were useful for organizations looking for good models.

Olivier Serrat's presentation

Olivier Serrat's presentation covered the basics of building and developing Communities of Practice (CoPs) and ADB's experience in nurturing them, with an accent on the last three years. He identified critical success factors to include:

- The domain is of strategic importance to the host.



- The host recognizes knowledge management and learning as important.
- The CoP and its host share common values.
- The results are relevant and beneficial for the host and its staff members.

He went on to discuss notions of community, organization, and functions that should be considered carefully to enable CoPs is to evolve with due respects to the organizational structure (and pragmatism) of their host.

He shared details of ADB's strategy for enhancing knowledge management under Strategy 2020, with particular reference to the plan of action (2009–2011), its four pillars, and the results of the 2011 Survey of ADB-Hosted Communities of Practice. Olivier talked about ADB's approach to budgeting for CoPs, which now rests on work programs.

He spoke on the use of information and communication technologies for CoPs; ADB-hosted CoPs maintain webpages and the Knowledge Management Center provides related downloadable resources that participants can use to enhance their work.

Olivier also distributed copies of the Compendium of Knowledge Solutions, containing 90 articles on strategy development, management techniques, collaboration mechanisms, knowledge sharing and learning, and knowledge capture and storage.. He circulated copies of an audio composition titled "Beyond:

Stories and Sounds from ADB's Region", as well as 2012 planners designed to enhance awareness of tools, approaches, and techniques for knowledge management and learning.

Open Forum

1. What is a key characteristic of a successful CoP?

They must be decisive. Effective CoPs design good work programs and execute these on time and within budget. The 2011 Survey of ADB-Hosted Communities of Practice offers detailed analyses and findings on the performance of 14 CoPs in ADB.

2. What advice can you give in the building of CoPs?

- Find and engage champions. In the case of the CTI, where funding is available, money does not appear to be a deciding factor. Olivier suggested that the CTI might wish to identify a champion in one of its more critical countries. For instance, Indonesia might be one such driving force but the group would have to have to refine its thinking about what sort of results it hopes to achieve.
- Elect rather than select CoP chairs.
- Recognize the accomplishments of CoP members. In ADB, active membership in CoPs is now recognized in the annual performance review.
- Build bridges with CoPs in other funding agencies. Look outside the

organization, e.g., check if there is a CoP on CTI outside ADB.

- Move from asking questions to doing things. This is the only way to make progress. Instead of finding difficulties in opportunities, find opportunities in difficulties.

Olivier agreed to Dr. Talisayon's invitation to be a resource person for the informal CoP on knowledge management that the group hopes to form.

COP Lecture of Dr. Talisayon

Dr. Talisayon gave an example of a successful CoP to demonstrate the approach of different organizations. UNDP in India formed Solution Exchange where they organized thematic communities of development practitioners. When an actual problem was posted by an e-group member, on the average about 15-20 other members will answer, giving solutions they have actually implemented to solve the particular problem. The answers are consolidated in a single document and archived afterwards.

He also outlined the benefits of CoP membership to the group including access to a "Solution Exchange" forum which makes members feel that they are not alone in solving their problem and the responses are real world solutions and not textbook solutions. Therefore, it was better to form a demand-driven e-group that is based on the interests of the members so they will benefit from experiences of

other members in solving actual problems.

Dr. Talisayon said that portals were better than email for groups because members interested at the same thing and were doing the same activity can work on a common task or resolve problems through the portal. He shared that one of the most important lesson he learned was to focus on community building first before the portal or the technology because that will increase the chances that the group will use the technology. In a CoP, members will also assume roles and there must be clear delineation of tasks.

Workshop C: Next Steps in Enhancing Knowledge Sharing and Collaboration in the CT6

Participants were grouped into three to discuss the needs of the CT6 network based on the inputs so far including activities they want to do as a group. The groups were asked to report the following day the results of their discussion.



WORKSHOP DAY 3

After Action Review

Participants simultaneously filled in an online Google Docs spreadsheet form which was designed by Dr. Talisayon for the AAR. He guided the participants in the collaborative authoring exercise by instructing them how to fill in the rows for editing the Google document. Each participant populated individual cells with their contributions to the AAR. They saw the practicality of simultaneous editing through a spreadsheet file on Google Docs, where inputs are done one cell at a time. For MS Word documents, parallel editing is not possible; rather, it allows serial editing. Participants would have to wait for one to finish before another one can work on the file.

What worked well?

- Learners gained in-depth understanding of KM by listening to examples, how to build and develop the COP, and strategies in assessing the success of a COP through qualitative means. It was helpful to know that even ADB was still in the process of developing and refining their KM and learning from it.
- Identifying the entry point was important to be able to penetrate a community and an influential local political leader will be helpful for this purpose.

What did not work well?

- Participants wanted more examples of how KM has been conducted by local/ small (government, NGO, private, or a project similar to the KM4CTI) institution and the minimum requirement (budget, skill person, infrastructure) needed to implement it.

- It would have been helpful to discuss examples of a successful CoP vs. An unsuccessful CoP and how to integrate so many CoPs into an existing system.



Most significant learning

• On forming a COP:

Community building must be done first before developing a portal.

The diversity of an organization can be united through building CoPs.

Participating in a proactive COP has several advantages hence it makes sense to integrate COPs in every organization.

- The small group discussions helped participants appreciate each other through sharing tacit knowledge. “(I learned that) my opinion actually matters, my knowledge is beneficial to others.” They gathered ideas on how to work with stakeholders in different levels.

- Participants learned new tools - e.g. Google Docs which is useful to enhance coordination and finish their work faster.
- To prevent costly mistakes, monitor your project closely, meet with the key people to be aware of the problems, and adjust accordingly.
- Two important factors for KM to succeed are listening and acting.

Benefits of Google Docs:

Mr. Talisayon stressed that the beauty of using Google Docs for AAR was that it was a work in progress with many people contributing ideas on the same document. It can also be done from multiple locations.

To illustrate another practical use, Dr. Talisayon gave the following example: if an online meeting will be scheduled on April 16, a Google Docs agenda can be posted online and everyone can comment on the agenda. In the spreadsheet file, three columns can be created with col. 1 listing the agenda items, col. 2 enumerating decisions reached during the meeting, and col. 3 reserved for tracking progress towards action points after the meeting. In this way, the document evolves and becomes multipurpose from serving as agenda, to documentation, to monitoring. At a quick glance, it will be easier to see where the bottleneck is.

Benefits and disadvantages of Skype meetings

- In Skype, five people can be conveniently carried out but beyond 10 people, it will become problematic.
- In Skype, calls initiated by developed countries get priority line. Thus, calls should be initiated by the developed country. Korea has the best Internet connection.
- Skype conversation or voice calls do not leave a paper trail thus it is best to do Skype with Google Docs. Emails have paper trails.
- Fuze meeting can be an option to record meetings.

Plenary

Reporters presented the results of the group discussion during Workshop C on the needs of the CTI network.

Group 1

Members: Permana Yudiarso, Erick Avelino, Rueth Cabral, Ian Tajonera

- Trust building is very important.
- It was suggested to integrate the websites into a common platform or website however the difficulty was that participants did not fully understand how information flows within and among the CT6 countries.
- NCCs currently did not have templates or guidelines for content development.
- The sustainability has been a persistent concern which must be addressed and hopefully the group can develop something that will last beyond project life and the end of the CTI.

Group 2

Members

- Explore possible communication channels among the KM teams KM COP members and increase the frequency of meetings (e.g. bi-annual to quarterly).
- Identify KM champions in the individual working groups.
- Include feedback mechanism from generated reports.

Group 3

Members: Thelma, Lourdes Caballero, Lysa Wini, Marites and Claire

- Solomon Islands will invite Dr. Talisayon for orientation and create short learning modules and will explore tapping university students to help in content development
- Outlined ways to integrate, collaborate information in promoting CTI
- Dr. Talisayon to be invited in the Executive Committee meeting to brief them about KM and its benefits.
- Participate in the informal KM CoP and nominate those who might be interested from each organization
- Dr. Talisayon suggested to the participants to integrate all the three presentations into one report without removing anything and putting them together into one smart report as well as integrating the comments that will be generated during the Q&A.

Open Forum

- **On inviting Dr. Talisayon to Solomon Islands:** Abbie suggested to SOL NCC to explore the possibility of getting funds from ANZED which was the implementing agency of CTI Pacific. It may be possible to piggy back a KM activity on a scheduled meeting.
- **On the development of learning modules:** Khristine said that IW:LEARN can help in the development of the learning module, since it has the facility to support this.
- **On the formation of a community of practice on KM:** Lourdes encouraged all to take advantage of each one's presence in the meeting. Dr. Talisayon said that the people present in the meeting can form a CoP on KM and those managing websites can discuss coordination, cooperation, and

standardization of the websites.

IW:LEARN already has a community but maybe a sub-community will be created for CTI, specific for the region. Dr. Talisayon encouraged the participants who will form the CoP to go online and update their documents. He can also go online and make himself available to answer questions.

- **On the building of a common repository:** It was suggested to have a common repository which will serve a space where all materials developed by NCC about CTI will be saved. It will have several kinds of permissions for contributors. In this way, members can share and give inputs or feedback on knowledge products or about their experience in similar areas or topics. A list of best practices and lessons learned can also be formed.
- **On the learning modules:** Telecenter.org can also help in the development of the learning module.
- **On the expertise directory:** Dr. Talisayon commented that if the group formed a CoP on KM, they will need to know one another, and what each member was good at. To help participants assess their own strengths, he posed the question "What do people ask you to do often?" To kick off the formation of the directory, participants had earlier posted on an Expertise Directory Wall with their names and a list of their strengths. Dr. Talisayon asked the participants to enhance their lists and ask others about their own strengths. With a colored pen, each one was asked to mark items which they liked and affix their signature as a way to affirm each other's talent.

Lessons learned from building and developing websites

Each institution was requested to present within ten minutes what works well in



building and managing their websites. The following were the highlights:

BFAR-FIMC

- Consider organizing your taxonomy based on what users are looking for, not necessarily by division.
- Invest in region based trainings.
- Have junior and senior persons in charge of the site.

PEMSEA

- Develop a responsive design philosophy, a good taxonomy, and good internal and external search function.
- Enable authoring/content development for mobile devices.
- Make content reusable for other websites.
- Nurture culture of sharing.

Sulu Celebes Fisheries Project

- Hire the right people to develop and maintain the site.
- Ensure IT connectivity and set protocols in site management.

- Install analytics and talk to stakeholders to know if site is effective.

PHI NCC

- Ensure that resources are available to build contents for sections of the site.
- Developer should always be in the office.
- Tap partners to provide content for selected sections.

SOL NCC

- Build relationship with institutions.
- Explore low bandwidth tools.

Philippine CHM

- Having many stakeholders can both be an advantage and a disadvantage because they are also busy.
- Provide ways on how non-techies can use the site.
- It is better to have a team to work on the site rather than just one person doing everything. Having one dedicated person is a good start.

DENR PAO

- Include analytics and search button.
- Consider youth viewers by adding trivia.
- Add quick facts and FAQs.

BFAR-FIMC

- Identify focal person in each unit and create a web management team up to the regional level
- Invest on regular personnel who will be in charge of the site
- Pay attention to people who email your office/public queries
- Monitor how quickly public queries are addressed

INA NCC

- Ensure resources for key personnel who will build and maintain site.
- Ask people what they want to see in the website.

KM4CTI

- Explore options on how to build a sustainable learning platform
- Bring up good ideas on websited development to the funders.
- Partner with institutions that can help and those that support cross-learning.
- Focus on key areas of expertise to help focus efforts in content development.
- Upload useful material.
- Practice strict content editing although this can be time consuming.

Open Forum

Dr. Talisayon asked participants if they heard something that made them say – “That’s a good idea!” This was an advantage of joining a CoP because each one can ask questions and receive

answers. Participants listed some of the new ideas they learned including

- Know where your organization’s website is being used.
- The Biodiversity Symposium can include SEARCA and WorldFish Center to enrich their website.
- To improve layout, follow the AIDA principle (attention, interest, desire, and action). This entailed putting an element that gets the attention of the visitor, spark their interest, form desire, and move them to action.
- As webmaster/content developer, you have only 5 seconds to catch the viewer’s attention. Jed of PEMSEA advised the developers, “If you do not satisfy their interest and desire within five seconds, you lose your visitor. Also, if you work with colors, 12% of men are color vision deficient. Some men cannot see red. But if you put in a big nice photo with a catchy headline and short summary, that works.”
- Dr. Talisayon suggested to participants that they tag recent posts as “NEW” which encourages visitors to come back.
- The Joomla content management system databasing is relatively easy to learn since content is made from the ground up. It was created with the mindset that web content must be easy to get.

Responsive Websites to Support a COP

As an introduction to Khristine’s presentation on the IW:LEARN Community Platform, Dr. Talisayon reviewed the key concepts of effective support for CoPs from earlier sessions. According to importance, these were energy, people (trust, sense of community, clear benefits, and common practice), and training and technical support.

He also outlined the continuum on how the participants can assess if their website is user or demand driven or if it is supply driven. Finally, he outlined the steps which include prioritizing needed information and identifying what the users want to do together. Step 2 is about identifying priority content and functionalities.

About the IW:LEARN and the Community Platform

Khristine discussed the background of IW:LEARN which is a project initiated by GEF. The Community Platform which the promote uses open source software since it is free, avoids dependence on vendors, no compatibility issues.

The advantage of using community platform is that users do not need a Gmail account to participate. Furthermore, this facility will be open to participants even after the ADB KM4CTI project ends this year. After discussing the features and functionalities, the participants were asked to do a hands on exercise.

The session included practice on modifying their profile, viewing their community, posting on the discussion thread, creating a wiki page.

Open Forum

1. Can each country moderate their own forum?

Yes. You can have a nested community such as a country community. They can customize their own community. But right now this nested community is not yet available.

2. Can the participating agencies, even if they are not GEF funded get help on how to use the COP?

Yes, this is alright.

3. What are the responsibilities of the moderators?

For the content, the moderators are responsible but when it comes to the use of the platform, users can rely on IW:LEARN.

4. What innovations can we expect from IW:LEARN?

The enhancement will support the creation of "open" communities that don't require moderator's approval for people who want to join the community. Administrators will have the ability to change the security status of a community from "open" to "public" (a.k.a. moderated



communities) and to "private". Other upcoming enhancements can be found be at <http://www.sixfeetup.com/technologies/KARL-enhancements-by-six-feet-up>.

Action Points

Lourdes synthesized the eight action points which were culled from the three presentations (Workshop C). Everybody agreed to the list which included the following:

1. Participants in this workshop agree to form an informal CoP in KM across the CTI. This COP will use the CTI Learning Resource Network CoP webpage for:
 - Q&A on KM Roadmaps for your organization
 - Q&A on other topics
 - Serafin Talisayon, Olivier Serrat, and Richard Bolt will be available to answer questions.
2. COP in KM will compile an expertise directory (talents directory) using initially Google Docs and the IW:LEARN Community Platform;
3. Invite members from Malaysia, Papua New Guinea, and Timor Leste;
4. Identify champions among our organization who will serve as additional representatives to the KM COP.
5. COP in KM will agree on common tags/language that will be used to mark CTI-related articles and events
6. Use the CTI-CFF clickable logo to be incorporated in NCC websites.
7. Develop/provide online learning modules on KM for those who were not able to attend the KM Learning Exchange;
8. Share content (events, knowledge products) within the group via really simple syndication (RSS) and/or by putting cross-links. This will update the NCCs and Regional Secretariat of new CTI-related content.



CLOSING SESSION

Workshop Evaluation

The group had a final AAR for the workshop using Google Docs.

What worked well?

- Hands on learning, sharing of first-hand experiences on website development, and high caliber resource persons were appreciated by the learners especially the willingness of everyone to share information, expertise, including lessons learned.
- It was helpful to learn KM success factors including its applications in ADB KM Center.
- Learners appreciated KM and how CoP can support sharing of best practice and continued learning. "We should not stop at making people aware but make them act on things that affect us."

What did not work well?

- Slow internet connection
- Explaining the whole workshop to the participants who were not able to come - e.g. KM team from Malaysia, Timor-Leste, and Papua New Guinea - will be a challenge.
- Present examples not only from the big institution like ADB, but also the local institution/government/private
- There was limited time for hands on training which made it hard for participants who were not tech savvy to catch up with instructions and understand the terms.

Most Significant Learning

- The next important challenge was to plan the follow-up actions after the

workshop and form the CoP in KM for CTI.

Message of Thanks

Abbie thanked the participants and said that it was a unique gathering because people were interested and engaged which was quite infectious. She also acknowledged the participants from Indonesia and the Solomon Islands and encouraged them to report to their bosses the results of the workshop.

She also committed to pushing for other efforts on KM for the CTI. The outputs will be sent to ADB so they may see potentials for other initiatives. Finally, Abbie recognized the support from IW:LEARN and the presence of Khristine as well as the major contribution from the resource person. "He is truly the father of KM and we are happy that he is our resource person."

Awarding of Certificates of Participation

Dr. Talisayon and Abbie handed out the certificates and congratulated the participants for finishing the workshop. They also announced the winners of the giveaways from ADB's Knowledge Management Center.

Directory of Participants

| Country / Organization | Name | Designation and Office |
|------------------------|------------------------------------|--|
| Indonesia NCC | Tomi Supratomo | Assistant Deputy Director for Partnership Program, Directorate General Marine, Coastal and Small Islands Affairs, Ministry of Marine Affairs and Fisheries |
| | Permana Yudianto | Program Officer, Directorate Spatial Planning for Marine, Coastal and Small Islands, Directorate General Marine, Coastal and Small Islands Affairs, Ministry of Marine Affairs and Fisheries |
| Solomon Islands NCC | Lysa Wini | Focal Point, Coral Triangle Support Partnership and Member of the CTI National Coordinating Committee |
| Philippines NCC | Carmen Aquino | OIC-Division Chief, Public Information Division, Department of Environment and Natural Resources |
| | Mary Claire Miguel | Creative Art Specialist II, Public Information Division, Department of Environment and Natural Resources |
| | Jhorace Engay | Project Evaluation Officer II, Coastal and Marine Management Office, Department of Environment and Natural Resources |
| | Erick Avelino | Information Officer, Coastal and Marine Management Office |
| | Rueth Cabral | IT Specialist, Planning Staff, Protected Area and Wildlife Bureau |
| | Thelma Perez | Chief, Interpretive and Nature Conservation and Education Section, Protected Area and Wildlife Bureau |
| | Marites T. Salas | FIMI- Bureau of Fisheries and Aquatic Resources |
| | Michelle C. Garcia | FIMI- Bureau of Fisheries and Aquatic Resources |
| | Charisse Macalalag | Senior Ecotourism Development Officer, ADB-ICRM Project, Protected Areas and Wildlife Bureau |

| | | |
|--|---|---|
| Sulu-Celebes Sea Sustainable Fisheries Management Project | Annadel Cabanban | Senior Fisheries Expert |
| | Ian Joey Tajonera | Project Assistant |
| Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) | Diane Factuar | Training Specialist |
| | John Eric Dylan Saet | Webmaster |
| Global Environment Facility's (GEF) International Waters Learning Exchange and Resource Network (GEF / IW:LEARN) | Khristine Custodio | Project Manager, IW:LEARN Component 4 |
| ADB Knowledge Management Project | Abbie Trinidad | EEPES Specialist and Team Leader |
| | Lourdes Margarita Caballero | Web Writer and Documentation Specialist |
| | Jay Payuyo | IT Specialist |
| | Leo Pura | Senior Manager, Operation |
| | Joy Ortiz | Project Assistant |
| | Dr. Serafin Talisayon | Resource Person |

Workshop Schedule

DAY 1 - March 14, 2012 (Wednesday)

| Time | Activity | Outputs and Desired Learning Outcomes |
|-------|--|--|
| 8:30 | Registration | |
| 9:00 | Opening Session Welcome Message - Marilou Drilon, ADB Opening Remarks - Abbie Trinidad, Team Leader Self-introduction of Participants Workshop Overview - Dr. Serafin Talisayon, Resource Person Group Photo | 1 Start building of personal trust and professional relationships |
| 10:00 | Coffee Break | |
| 10:15 | Lecture 1: Knowledge Management and Communications for Enhancing Organizational Performance | 1 Appreciate how KM and communication enhance organizational performance 2 Understand and appreciate examples |
| 11:00 | Lecture 2: Success Factors in KM Implementation Open Forum | 1 Know best practices in implementing successful KM projects or programs |
| 12:00 | Lunch | |
| 1:00 | Workshop A: Identifying what worked well in our organization's KM | 1 Share good practices on organizational KM |
| 2:00 | Lecture 3: Interpreting KM Self-assessments | 1 Identify opportunities for improvement in one's organization |
| 2:45 | Coffee Break | |
| 3:00 | Workshop B: Next Steps in Applying KM in my Organization | > First-pass road map of next KM steps, by organization (towards Objective 1) |

DAY 2 - March 15, 2012 (Thursday)

| Time | Activity | Outputs and Desired Learning Outcomes |
|-------|---|---|
| 9:00 | Management of Learning | 1 Perform AAR on learning sessions in Day 1 > What worked well, opportunities for improvement and most significant learning from Day 1 |
| 9:30 | Lecture 4: Knowledge Management for Enhancing Knowledge Sharing and Collaboration in a Network Invited Speaker: Richard S. Bolt, Advisor, South East Asia Regional Department, ADB | 1 Appreciate how KM can produce benefits for members of a network |
| 10:30 | Coffee Break | |
| 10:45 | Exercise and Group Discussion: Access and browse "Exemplar KM Practices for Networks" | 1 Able to open a Gmail account and access the Google Site 2 Know about KM practices used by different networks |
| 12:00 | Lunch Break | |

| Time | Activity | Outputs and Desired Learning Outcomes |
|------|---|---|
| 1:00 | Lecture 5: Success Factors in Communities of Practice (COP) Invited Speaker: Olivier Serrat, Head, Knowledge Management Center, Asian Development Bank | 1 Know best practices behind successful communities of practice |
| 2:00 | Workshop C: Next Steps in Enhancing Knowledge Sharing and Collaboration in CT6 | > First-pass road maps for developing KM across the CT6 network (towards Objective 2) |
| 3:00 | Coffee Break | |
| 3:15 | Continuation of Workshop C | |

DAY 3 - March 16, 2012 (Friday)

| Time | Activity | Outputs and Desired Learning Outcomes |
|-------|---|---|
| 8:30 | Management of Learning | 1 Perform AAR on learning sessions in Day 2 > What worked well, opportunities for improvement and most significant learning from Day 2 |
| 9:00 | Presentation and Discussion of Results of Workshop | > Second-pass road map for developing KM across the CT6 network |
| 10:00 | Coffee Break | |
| 10:15 | Sharing of experiences by organization/country in building and managing organizational websites | 1 Draw out and document good practices in maintaining websites to enhance coordination |
| 12:00 | Lunch | |
| 1:00 | Lecture 6: Developing a Responsive Website to Support a Community of Practice | |
| 1:30 | Workshop D: Hands-on Session on IW:Learn Community Platform Invited Resource Person: Khristine Custodio, Project Manager, IW:LEARN Component 4 | 1 Practice in using functionalities of the IW:Learn Community Platform |
| 3:00 | Plenary discussion: Incorporating IW:Learn in Road Map for Developing KM across the CTI-6 Network | > Consensus on final road map for developing KM across the CTI-6 network involving the use of IW:Learn (towards Objective 3) |
| 4:00 | Workshop Evaluation | |
| 4:30 | Closing | |

Downloadable Resources

Visit the Coral Triangle Learning Resource Network - www.coraltriangleinitiative.net for more knowledge products on Knowledge Management in the Coral Triangle.

| No. | Title |
|-----|---|
| | Overview |
| 1 | Knowledge Management and Communications for Enhancing Organizational Performance |
| 2 | Success Factors in KM Implementation |
| 3 | Interpreting KM Assessments |
| 4 | KM for Enhancing Knowledge Sharing and Collaboration in a Network |
| | Sharing: The Experience of the Distance Learning Information Tool (DLIST) |
| | Sharing: KM from an ADB Regional Department Perspective by Richard Bolt |
| 5 | Success Factors in Community of Practice (COPs) |
| | Sharing: COPs: Passing the Fitness Test by Olivier Serrat |
| 6 | Responsive Websites to Support a Community of Practice (COPs) |
| 7 | About the GEF International Waters Learning Resources Network by Khristine Custodio |
| | Resource: Features of the GEF/IW Community Platform |

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