

# KM 4 CTI Learning Notes

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ADB Regional Technical Assistance (RETA) 7307:

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

## KM 101. Why Knowledge Management for the CTI?

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The basic premise of ADB's Knowledge Management for the Coral Triangle Initiative (KM4CTI) is that knowledge, which is defined as the "*capacity for effective action*," is an important resource for sustaining the CTI for food security and improving livelihoods in the region.

KM4CTI recognizes that the CTI is turning out a wealth of knowledge, also referred to as "what works" and not just "what is," and appreciates the need to capture, collect, repackage, share, and use that knowledge to improve action and decision-making on marine conservation and management in the countries and in the region.

### **KM Needs in the CTI Plans of Action (POAs)**

The Project acknowledges that one of the most relevant factors for the successful implementation and sustenance of momentum for KM initiatives is alignment with organizational objectives. A thematic content analysis of the six NPOAs and the Regional Plan of Action (RPOA) undertaken during the Project's Needs Assessment work, confirmed that knowledge management is an integral and critical element in the implementation of the POAs.<sup>1</sup> The analysis revealed at least ten categories of knowledge management and

communication (KM/C) functions and activities in the POAs. These are:

- Data generation/gathering and analysis for decision-making;
- Knowledge creation (synthesizing, developing guidelines etc.);
- Capacity building;
- Networking/ partnership;
- Information, education, and communication (IEC);
- Participatory processes;
- Information/data management;
- Institutional set-up/mechanisms for KM;
- Documentation; and
- Knowledge harvesting and packaging.

The Needs Assessment results suggested that of all the categories, **data generation and analysis** (including all types of research activities including surveys, mapping, assessments and the like) is highly valued. The second highest category is **knowledge creation**, which is operationalized via the "*development of guidelines or frameworks requiring reflection and synthesis of existing*

<sup>1</sup> PRIMEX in association with Fraser Thomas and Partners. 2011. *Needs Assessment Report. Regional Cooperation in Knowledge Management, Policy, and Institutional Support to the Coral Triangle Initiative (TA 7307-REG)*. Report submitted to the Asian Development Bank (ADB). Manila, Philippines. March 2011.

**Table 1: Categories of KM/C activities or functions in CT6 NPOAs and in the CTI RPOA**

KM/Elements	CT6 NPOAs						Total	RPOA
	INA	MAL	PHI	PNG	SOL	TIM		
1. Data generation/gathering and analysis for decision-making	17	22	19	11	3		83	16
2. Knowledge creation (synthesizing, developing guidelines etc.)	23	5	4	9	4	11	58	30
3. Capacity building	8	-	4	6	3	13	23	10
4. Networking/ partnership	4	6	1	5	1	2	20	25
5. IEC	4	7		3		3	19	4
6. Participatory processes	5	1		5		-	14	3
6. Information/data management	5	2		1		-	10	3
6. Institutional set-up/mechanisms for KM	2	-	1	-	1	1	5	2
6. Documentation	1	-	2	-	-	-	3	-
6. Knowledge harvesting and packaging	-	-	-	-	1	-	1	-
<b>Total</b>	<b>69</b>	<b>43</b>	<b>38</b>	<b>40</b>	<b>16</b>	<b>30</b>	<b>236</b>	<b>93</b>

research findings and case experiences in order to guide future actions.”

The RPOA places a lot of importance on **knowledge creation**, a category it shares with Indonesia, Timor-Leste, and the Solomon Islands. Meanwhile, Malaysia, the Philippines, and Papua New Guinea value **data generation, gathering, and analysis**. As expected, **networking** outnumbers most other KM/C functions in the regional document. The other prominent KM/C categories of activities or functions in the NPOAs include **information, capacity building, networking/ partnership/collaborative mechanisms/ sharing of information**, and **IEC** (Table 1).

These functions/activities fall within the four knowledge processes in the KM4CTI framework (Box 1). Knowledge processes are defined as the “social and technological steps that enhance the contribution of knowledge in the organization.” These are: (i) **knowledge capture and creation**; (ii) **knowledge storage and retrieval**; (iii) **knowledge sharing and dissemination**; and (iv) **knowledge use**.

KM4CTI pays particular attention to the RPOA’s and NPOAs’ need for **knowledge creation** and

**data management**. It will provide, among others, KM/C platforms that will equip stakeholders to develop guidelines, frameworks, and templates emanating from the vast amount of research and pilots already accomplished in the CTI.

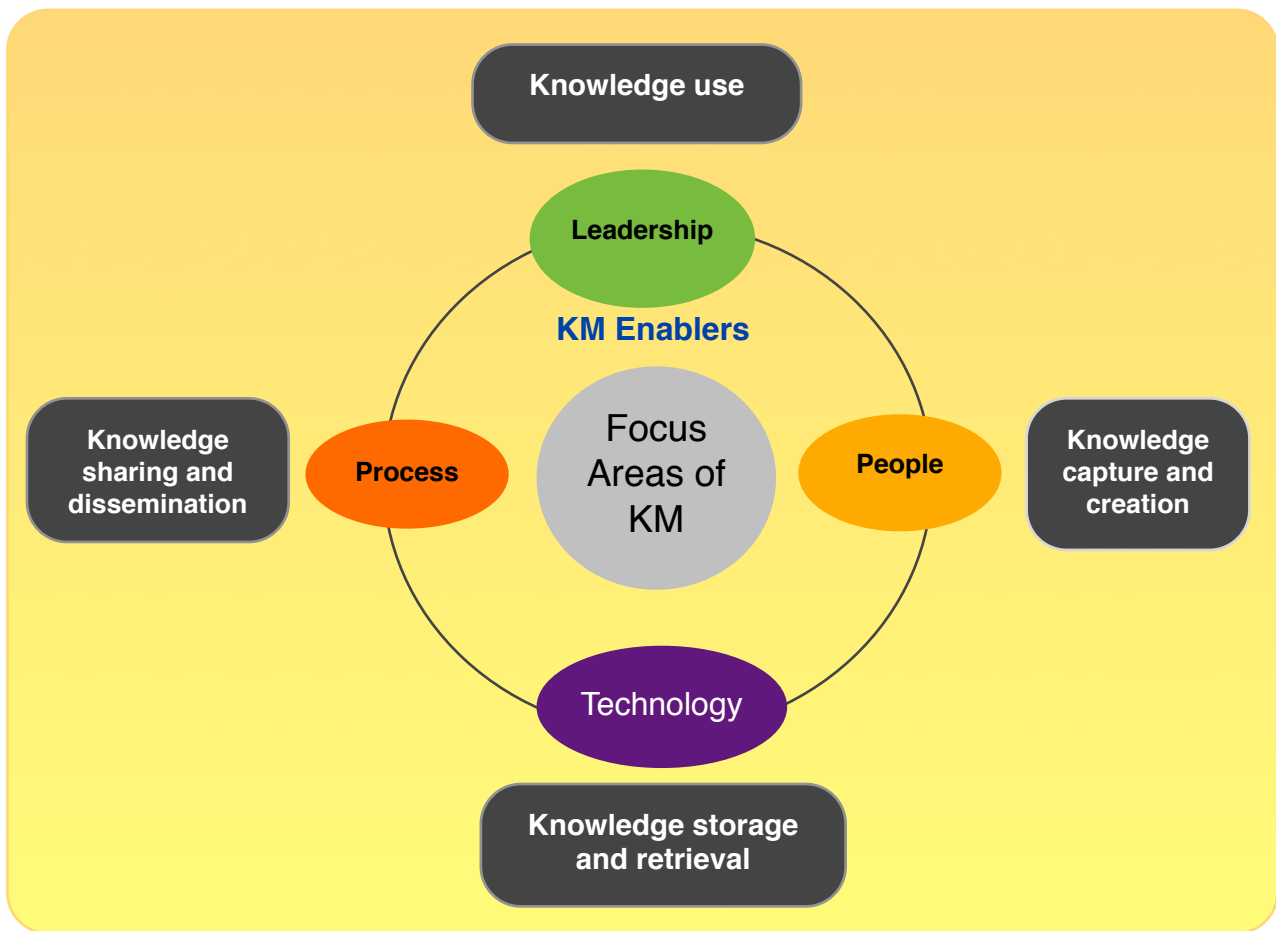
It will help address the NPOA implementers’ need for systematic generation and analysis of data systems, databases, and data management tools. It will likewise give priority to **knowledge sharing and dissemination**, as well as **networking** among stakeholders, and provide a system for sharing, receiving, and adapting knowledge for the five goals of the RPOA.

### Benefits of KM at Various Levels of the CTI

The concept of knowledge management as an approach, which gets *the right knowledge to the right people at the right time in order to achieve the goals and purpose of organizations*, should be enough reason for a multi-country development initiative like the CTI to embrace knowledge management. The benefits, however, go beyond just timely delivery of knowledge.

Once fully adopted and operational, knowledge management in the CTI promises great rewards at various levels:





**Box 1. Knowledge Processes in the KM4CTI Framework**

• **For Individual Knowledge Workers and Teams in the Organizations, NCCs, and the Regional Secretariat:**

- Needed information at one's fingertips;
- Work finished faster;
- Knowledge of what works well from past experience and learning from mistakes;
- No need to reinvent things – reuse of templates;
- Increased knowledge and skills arising out of learning and innovation in the knowledge process;
- Support from others in terms of information, documents, formats, templates, especially when working with some process or problem; and

- Enhanced team capability due to increased knowledge and skills of individual members as brought about by constant learning and sharing of knowledge with each other;

• **For the Organization, i. e., member agencies of NCCs, NCC, Regional Secretariat**

- Improved internal processes and systems;
- Developing core competencies;
- Designing innovative strategies; and
- Organizational capability to create, reorganize, disseminate widely, and embody knowledge.

Benefits can also be classified according to its impact on the following:<sup>2</sup>

• **Relationships**

- Higher levels of trust, both internally and externally;

<sup>2</sup> Food and Agriculture Organization of the United Nations. 2011. *Knowledge Sharing for Development*.



- Increased staff satisfaction (more positive work environment, less turnover);
- Improved virtual work;
- Better relationships with partners; and
- Increased knowledge sharing and collaboration with partners.

• **Efficiency**

- Increased staff productivity;
- Faster turnaround times for new projects and programs;
- Fewer cases of “reinventing the wheel”;
- Better quality of core work/services; and
- More efficient use of IT tools.

• **Human Resources Development**

- Faster integration of new staff;
- Better organization-wide learning from (good and bad experiences);
- Shorter learning curves for staff with less experience;
- Lower levels of knowledge lost when people leave the organization; and
- Developed/enhanced competency of staff.

**The CTI Learning Resource Network (CTI-LRN) as a tool to advance knowledge sharing and learning in the CTI**

KM4CTI is going full blast on the development of the CTI Learning Resource Network (CTI-LRN) ([www.coraltriangleinitiative.net](http://www.coraltriangleinitiative.net)), a knowledge portal which serves as a tool to strengthen collaboration and communication among the CT6. The site was designed to promote knowledge sharing using ICTs

<sup>3</sup> R. Djohani, personal communication, 22 September 2011.

by engaging and collaborating with NCCs in developing the structure and content.

As a knowledge storage and retrieval facility, it provides for the housing of structured information on the CTI, e.g. plans and policies that have been formulated, and research findings. In the coming months, it will also feature an Experts’ Directory and provide links to sites that have similar databases (i.e., a 'Who's Who' directory) to help people find and connect with experts.

As a knowledge sharing and creation platform, it features a knowledge hub where knowledge products, such as Learning and Experience Notes, highlight both good or best practices (learning from the best) and lessons learned (learning from mistakes). CTI-LRN is also developing knowledge networks and communities, discussion fora, and collaborative workspaces for the countries. Equally important, CTI-LRN will showcase a replicable and adaptive learning process between and among CTI stakeholders.

Knowledge management holds a lot of promise for the CTI. Effective knowledge management is, and always will be, critical to its development, performance, and growth. This was expressed by Ms. Rili Djohani from Indonesia, a pioneer in the CTI, when she shared the following insight:

*“To me, the work that all our governments and partners are doing in the field of knowledge management and capacity development and training is the most important aspect of the CTI. We can have all the science in the world and all the money in the world, but if we are not able to share these effectively among those people who need the information and have the ability to update this, it would be such a waste. I think this is a very difficult challenge, and a critical, if not the most critical, aspect of CTI at this stage.”<sup>3</sup>*

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RETA 7307 supports ongoing CTI efforts via knowledge management in the preparation of a State of the Coral Triangle Report, sustainable financing, and environmental economics and payment of environmental services for the CTI.

<http://www.coraltriangleinitiative.net/>

