



**STAP's Perspective on the Way Forward in Knowledge
and Learning for the GEF Partnership**

Rosina Bierbaum, STAP Chair

STAP and KM

- *Knowledge management in the GEF: STAP interim report June 2015*
- *Managing knowledge for a sustainable future June 2018*
- Report to June 2019 Council (after reviewing IP PFDs):
 - “Monitoring, evaluation, learning and knowledge management were a central element of all the IPs.”
- Review of GEF NbS projects December 2020 found that:
 - “Monitoring and evaluation were more common in recent NbS projects, with much reporting on the numbers of people or species or hectares, but relatively little on **why** something worked or didn’t, i.e. learning that could help advise on future best practices was missing. And, adaptive management was usually not mentioned.”

Managing knowledge for a sustainable future June 2018

STAP's recommendations included:

- Strengthen knowledge-sharing and learning across the GEF partnership.
- Apply guided learning questions to support KM using STAP's 7 learning questions.
- Mainstream KM systematically into the GEF project cycle from the PIF stage onward.
- Include KM in project/program monitoring & evaluation activities from the PIF stage.
- Develop an 'Open Data Policy' so that GEF project information is freely accessible.
- Include KM progress indicators in the GEF Results-Based Management system.
- **Adopt an enterprise-wide GEF KM system.**



KM is one of STAP's enabling conditions

KM: “Establish a *monitoring, evaluation, and learning* process to track the intended innovations, integration, and transformation, as well as indicators of durability.

Develop explicit plans and funding for good quality *knowledge management* including sustainable databases, simple, useful, and usable common indicators; this is essential for ‘lessons learned’, scaling up, and adaptive management.”

Nature-based Solutions and the GEF, STAP, 2020

Why KM matters



"KM is based on the premise that, just as human beings are unable to draw on the full potential of their brains, organisations are generally not able to fully utilize the knowledge they possess"

(WR King. Knowledge management and organizational learning)

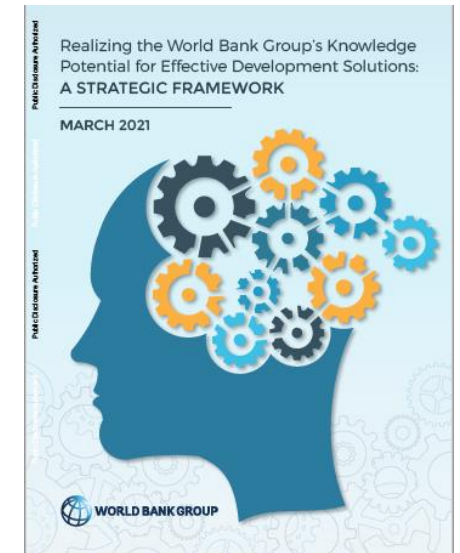
"If only HP knew what HP knows, we would be three times more productive"

(Lew Platt, former CEO Hewlett-Packard)

World Bank's Approach to Knowledge: A Strategic Framework

Vision: to strengthen its role as a solutions (bank) that combines financing with global knowledge to generate solutions in a timely, contextualized, and integrated way, informed by past evaluations, as well as extensive internal and external consultations.

- Knowledge and its use are vital to the mission
- Unique comparative advantage lies in the synergies **between** knowledge and financing
- Convening power as an independent generator and broker of global knowledge
- Knowledge supports the design of **operations**, which in turn generate knowledge about what works, informing **future operations**.



STAP's observations on KM - Dec 2020 work program

STAP continues to be concerned that lessons from past projects/programs are not considered or integrated into the formulation of new proposals.

Some good ones, but....

- Learning is usually focused on experience from other projects in the **same area, and the experience of that same agency.**
- There is a lack of 'mining' of the GEF database to include learning from projects that have been undertaken with similar objectives in **other geographies and/or undertaken by other agencies.**





Photo: Vadim Petrakov

Where to begin?

- Current state of play
- Integrated programming
- IAPs and IPs



Photo: Foundation for Ecological Security

What would it be interesting to know more about in the IAPs and IPs?

- How are the KM platforms operating in practice?
- Do each of the platforms have the same basic approach to KM?
- Are the platforms linked?
- Can agencies access each other's in-house KM systems?
- How does the GEF learn from the platforms?
- Can non-IAP/IP agencies and countries access the platforms?

What is to be done?

- “Codify monitoring, evaluation, and learning, and develop common metrics to assess progress and evaluate success and improve the design of investments. Develop a knowledge management system that documents best practices, what works, what doesn’t, and why.”
(STAP's Initial Perspective on GEF-8, Dec. 2020)
- Goal: If you do intervention X in Y context, you can expect Z outcome.

The Conservation Measures Partnership



CONSERVATION STANDARDS

Providing Principles and Practices for Effective Conservation



CONSERVATION MEASURES PARTNERSHIP

Guiding the Practice of Conservation



CONSERVATION COACHES NETWORK

Strengthening Conservation Strategies and Practice through Coaching

WOCAT database on SLM

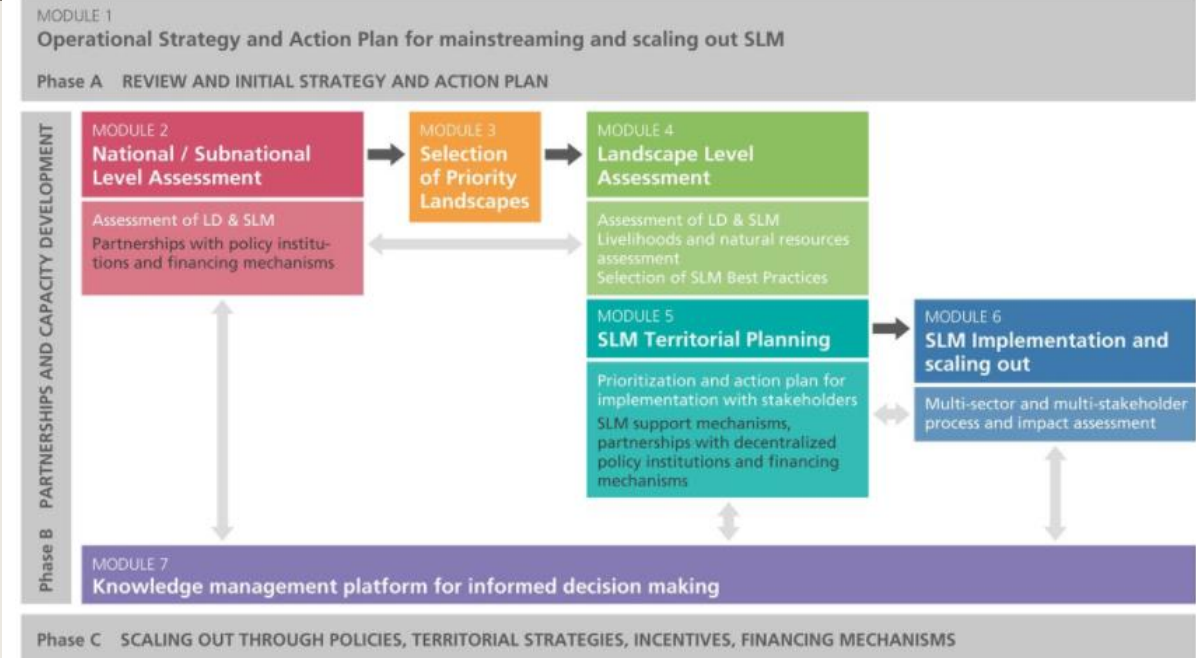
WOCAT SLM DATABASE

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Decision Support Framework for SLM mainstreaming and scaling out



IW:LEARN

- IW:LEARN supported by the GEF since 1999
- Collects & shares good practices, & lessons learned across the GEF's IW portfolio
- Brings together project managers, country officials, agencies, and other partners



Source: <https://www.iwlearn.net/>

Thank you!

stapgef.org

