



With PES as a possible SF option, the TA will work with WWF-Philippines on the identification of 'PES-able' sites and assist them to develop a PES proposal. PES opportunities will also be discussed with the Solomon Islands Government.

A Community of PES Practitioners will be established to include PES collaborators in the Philippines (and hopefully in the Solomon Islands and Indonesia). The Network of PES Experts will be formally introduced to the CTI through the preparation of an Experience Note that will profile the research interests and expertise of the experts. Additionally, the PES schemes in Indonesia will be reviewed in a learning note.

Knowledge Products. The TA will continue to churn out knowledge products on its focus areas and work with the country KM teams to encourage preparation of relevant knowledge products. It will also continue to work with the designated KM teams and encourage other countries to designate their own KM teams so that capacity building can commence.

The TA will provide coaching and mentoring to the KM teams by setting up COPs, providing guidance

documents on "How to do KM", and continuing to motivate the KM teams.

The TA will continue to work on CTI-LRN, i.e., finalize its basic features and functionalities for the countries to test; coordinate with the NCCs on how to enhance their existing workflows and processes related to content management for the CTI; coordinate with the Regional Secretariat on how to strengthen the collaboration within the CT6 on how to sustain and manage the CTI learning portal; and coordinate with countries for proposed follow up in-country coaching activities.

CTI KM teams will be mentored in enhancing their websites and processes for data capture as well as website content build-up. The TA will also propose recommendations to the Regional Secretariat on how the collaboration platform will work and how it will be managed by the countries with the R-Sec serving as overall coordinator. A beta-version of the regional CTI portal is expected to be available for testing in the next quarter.

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

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CTI Experience Notes

ADB Regional Technical Assistance (RETA) 7307:
Regional Cooperation on Knowledge Management, Policy,
and Institutional Support to the Coral Triangle Initiative

Harnessing collective knowledge to serve the CTI



This collage gives a snapshot of the stakeholders within the Coral Triangle community. Engaging them in a process of collaborative learning process is crucial to the success of the CTI. In this issue, ADB's KM project shares its experience in contributing to this effort.

Introduction

In December 2007, during the first CTI Senior Officials Meeting (SOM) in Bali, Indonesian President Susilo Bambang Yudhoyono requested the Asian Development Bank (ADB) to provide technical and financial assistance to support the preparation of CTI plans of action (POAs), and serve as the lead agency for CTI to access resources from the Global Environment Facility (GEF).

ADB responded by coming up with a regional policy and advisory technical assistance (TA). ADB and the United Nations Development Programme received a GEF project preparation grant (PPG) for a project called "Portfolio Learning in International Waters, with the Focus on Oceans, Coasts, and Islands and Regional Asia/Pacific and Coral Triangle Learning Processes" – under the GEF International Waters Learning Exchange and Resource Network (IW:LEARN).



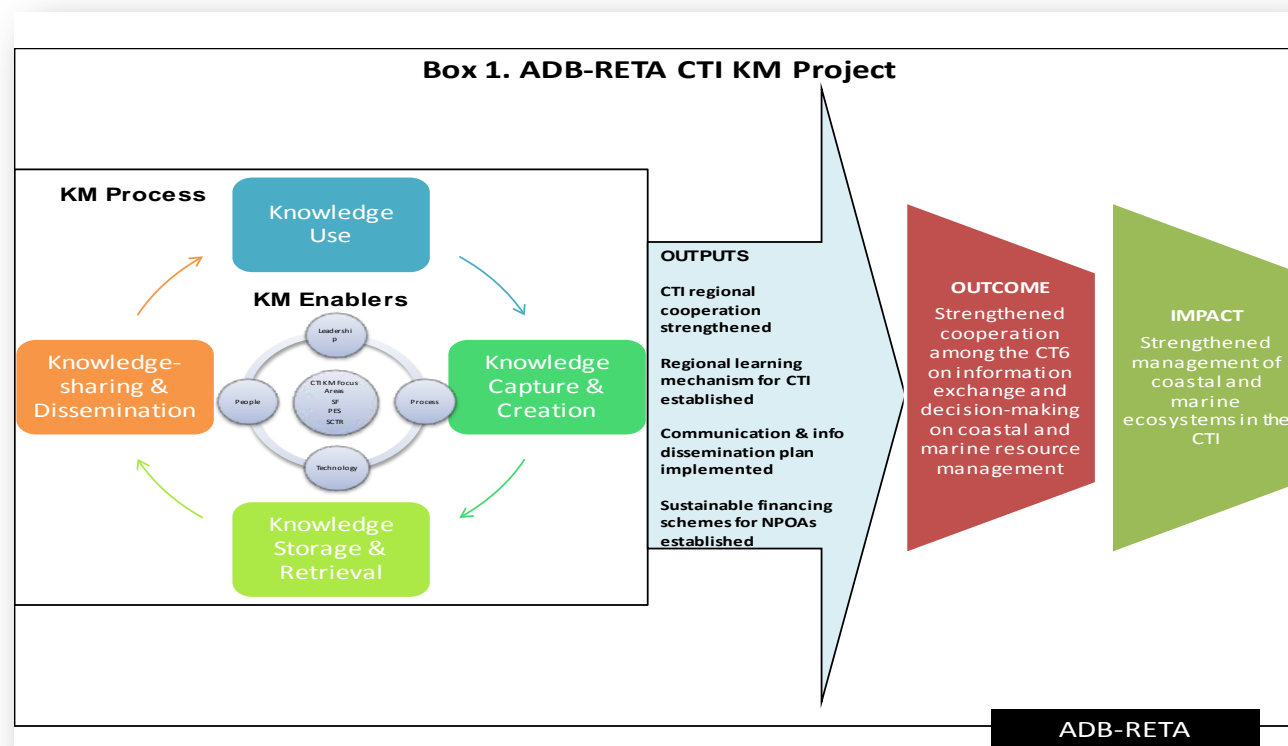


Figure 1. The RETA Knowledge Management Framework and linkages with project outcomes, outputs and impacts

The PPG has four components:

- advancing the global agenda on oceans, coasts, and small island developing states;
- GEF IW Portfolio learning;
- regional cooperation on knowledge management (KM), policy, and institutional support to the CTI; and
- project coordination and management.

The **ADB RETA 7307 (Regional Cooperation on Knowledge Management, Policy, and Institutional Support to the Coral Triangle Initiative)** comprises Component 3 of the said GEF IW:LEARN Project. Its primary outcome is an improved management system for CTI strategic planning and implementation through inter- and intra-regional adaptive learning processes.

The TA provides a unique and high-profile opportunity to promote regional cooperation among the six core Southeast Asian and Pacific countries of the Coral Triangle (CT6).

It aims to strengthen regional policy dialogue and coordination among national governments and regional entities in relation to cross-border issues directly affecting the sustainability of the sub-region's economy, its environment, and measures for good governance in the use and management of the natural resources of the CTI.

The TA also promotes policy and program development based on scientific knowledge, global best practices, and participatory processes involving the CT6 countries and the CTI development partners (DPs).

It is envisaged to link ADB's Southeast Asian and Pacific CTI activities and facilitate CTI-wide information exchange and learning, including program management and coordination support.

ADB engaged Pacific Rim Innovation and Management Exponents, Inc. (PRIMEX), Philippines in association with Fraser Thomas Partners (NZ) in May 2010 to implement the 30-month TA, which will end on October 2012.

RETA 7307 Framework

Impact, Outcomes, and Outputs

RETA 7307 is the first ADB support to the CTI. Its intended impact is strengthened management of coastal and marine ecosystems in the CT, while its expected outcome is strengthened cooperation among the CT6 countries and the establishment of policies, institutions, and associated investments to realize the sustainable management of CT coastal and marine ecosystems.

Its four expected outputs are:

1. strengthening regional cooperation;

2. establishment of regional learning mechanisms;
3. implementation of a communication and information dissemination plan; and
4. establishment of sustainable financing schemes in support of the CTI national plans of actions (NPOA)s

Three focus areas had been identified to deliver on these outputs:

1. preparation of the State of the Coral Triangle Reports (SCTR);
2. economics studies focusing on environmental economics and payments for ecosystem services (EEPES); and
3. sustainable financing (SF).

These focus areas were agreed upon during the Inception Workshop held in July 2010 after the other development partners, notably the US Government, indicated that much of the proposed scope of work was already being covered by their program. In the interest of economical use of resources and also sensing that the ADB, as a development bank had comparative advantage in the areas of economics and finance, the RETA accepted the focus areas as its mandate.

Using these focus areas, the TA will develop a KM system that has to be enabled by (i) shared and supportive leadership, (ii) appropriate infrastructure/technology, (iii) KM-equipped people and KM-conducive culture, and (iv) KM processes.

In some KM literature, these are referred to as the "pillars", "enablers" or "accelerators" of a KM system. In this report, the term "enabler" is used, implying that some form of KM already exists but will be evolved and enhanced through the TA. Management and

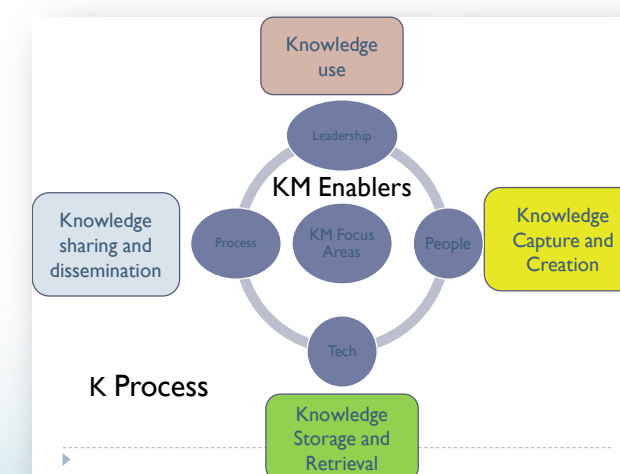


Figure 2. Knowledge Enabling Factors



Information and Communication Technology can be leveraged to support KM in the CTI

organizational support refers to the leadership, policy support, incentives, and working environment that support KM. The TA conforms to Knowledge Processes and strives to strengthen Knowledge Enabling Factors (Box 2).

Since much of knowledge is embedded in the minds of people, they constitute a critical component of any KM system. People create, share, and use knowledge; thus, people should be at the core of any KM system. How the KM system is configured will depend on the main focus of the KM system and current capacities of the organization in terms of human and physical resources.

The challenge faced by KM systems in the CTI results from the constitution of the CTI NCCs, each of which is composed of more than one agency with varying missions, goals, and cultures. Thus, the design of the KM system will consider this organizational nuance.

The second knowledge enabler is **leadership**, which refers to the involvement of top managers, policy support, incentives, and a working environment that supports KM.

The third element is **infrastructure/technology**, an important backbone of a KM system, which has been touted as one of the triggers for KM because technology allows faster transfer of information. Knowledge management is sometimes equated with technology and inordinate focus on technology results, in some instances, to the failure of the KM system. In the CTI, technology (availability of internet and email access) is not distributed evenly among the CT countries, but it does not preclude the establishment of a working KM system.

Process is the last element of KM. Processes are "social and technological steps that enhance the contribution of knowledge in the organization". The TA looks at how



knowledge is used in managing, implementing, and improving the organization's key processes, such as assessing which strategies or interventions are likely to achieve the goals of the plans of action.

The knowledge enablers provide the condition under which a KM system can evolve. This necessarily covers the human resource capacities, leadership focus, resources, and technology existing in each of the CT countries. It is envisioned that the implementation of the KM system under this TA will enhance the enabling factors in each CT country and result in a greater commitment to KM.

The knowledge process, shown in Figure 2 as boxes connected by arrows representing iterativeness, is often viewed as a cycle, which normally starts with knowledge capture and creation and proceeds to knowledge storage and retrieval, knowledge sharing and dissemination, and knowledge use.

Although the TA will pilot the KM system using the three focus areas, it will also develop processes and structures that will allow the expansion of focus areas and eventually, full coverage of the RPOA/NPOAs. This will allow not just the delivery of project outputs, but also ensure sustainability and replicability and contribute to the attainment of the Project impact.

KM system design and implementation will be guided by KM processes of knowledge capture and creation, knowledge sharing and use, knowledge storage and retrieval, and knowledge dissemination.

To be embedded within the TA, KM processes would be an adaptive and social learning process while piloting and improving KM platforms that would work for the CTI as informed by the field of 'KM in development.'

Each participating CT country would have its customized KM scheme along with common processes that would allow regional knowledge sharing.

The TA will enable mutual learning among its specialists and their CT6 and R-Sec counterparts in the three selected focus areas. Everyone will be encouraged to document and track their practices in order to capture lessons and insights for sharing and further knowledge creation along the way, whether in the areas of KM in development, specifically for the CTI, EEPES, SF, or SCTR preparation. Everyone to be involved in these KM processes will be regarded as co-learners who would comprise the initial COP associated with the TA.

Linking the CT6 and CTI KM teams to other KM professionals in their respective countries is seen as providing an incentive, as well as support, for their efforts to improve their KM capacities and practices, with a caveat that corporate-style KM found in mainstream KM literature and KM practice in professional organizations often differs in context from KM in development, which is the type of KM practice needed in the CTI.

KM in development inherently addresses learning and capacity building needs, ensures the inclusion of localized knowledge, and fosters participation in



Securing the support of leaders is crucial to enable KM to grow and thrive.

Table 1. Specific Objectives of the Three TA Focus Areas and KM

Focus Areas	Objectives	Outputs	Outcome	Impact
Knowledge Management	<ul style="list-style-type: none"> To set up working platforms for KM <ul style="list-style-type: none"> To increase awareness of the project and the focus areas among CT6 To establish a community of practice in the region on the focus areas To enhance policy-making of the CT6 through the provision of decision support tools 	<ul style="list-style-type: none"> Strengthening CTI regional collaboration A regional learning mechanism for CTI established A communication and information dissemination plan implemented 	Strengthened cooperation among the CT6 on information exchange and decision making on coastal and marine resource management	Strengthened management of coastal marine ecosystem in the CTI
State of the Coral Triangle Report	<ul style="list-style-type: none"> To produce the national SCTRs and Regional SCTR 			
Payment for Ecosystem Services	<ul style="list-style-type: none"> To enhance the capacities of CT6 to develop and implement PES 	<ul style="list-style-type: none"> Sustainable financing schemes for NPOAs established 		
Environmental Economics	<ul style="list-style-type: none"> To enhance policymaking through the introduction of economic evaluation concepts 			
Sustainable Financing	<ul style="list-style-type: none"> To upgrade the capacities of CT6 countries to prepare a sustainable financing plan for priority targets of NPOA implementation and identify potential sources of financing To develop a regional financial architecture on SF for implementation by the CT6 countries 			

decision making and policy processes via networks. This TA will, thus, consciously adapt its KM approach to the CTI and specific CT6 contexts.

Focus Areas

As mentioned earlier, the TA's scope is limited to three focus areas: SF, EEPES, and preparation of the SCTR. The definition of the focus areas was a practical move considering the TA duration and the available TA resources. It allowed the TA to carve out a niche within the broad CTI RPOA and the CT6 NPOAs.

Furthermore, the redefined scope of the TA was seen as being a perfect match to ADB's strong economics/finance expertise, as compared to the other DPs whose emphasis was/is on supporting the implementation of the technical aspects of the CTI POAs.

In addition, the CTI interim regional secretariat stressed the need for the TA to prioritize the delivery of knowledge products, particularly the SCTR, which they believe to be a very important output of the RETA. The focus areas are described above and are summarized according to the contribution to outputs and outcomes of the RETA in Table 1.



Issues affecting marine and coastal resources will be explored through the State of the Coral Triangle Report (Photo Credit: Rollan Geronimo)

Environmental Economics and Payments for Ecosystem Services.

Numerous studies have been conducted on coastal resource valuation for major ecosystems, but the impact of these studies on policies and decision making still lags behind. Reasons for this include: (i) inability of resource economists and scientists to effectively communicate the message to the right people; (ii) inherent difficulty in understanding the concepts and application of environmental economics; (iii) lack of studies in some of the CT6 possibly due to a lack of in-country expertise; and (iv) lack of a comprehensive information management system that illustrates how the existing studies can be used for decision-making.

The implementation of the RPOA and NPOAs should be based on more informed decisions on investment planning, valuation, and prioritization of alternative resource use, spatial planning, and appropriate pricing of government services for resource protection. The TA will use the knowledge from global and regional valuation studies and process this information for the CT6.

Valuation is a critical input for PES work and is one of the basic processes for doing PES. PES is defined as the appropriate valuation of ecosystem service that is threatened by the current usage of one sector, which another sector is willing to pay for. The TA will examine good examples of PES in the coastal sector and share this with the CT6. As successful PES schemes are potential sources of sustainable financing, there is interest to develop and socialize the concept.

The TA objective for this focus area is to enhance the capacities of the CT6 to develop and implement PES, and to enhance policymaking through the introduction

of economic evaluation concepts. The TA is implementing capacity-building interventions which include dissemination of knowledge products to enhance understanding, assistance in determining the preparedness of sites, face-to-face and distance modes of mentoring, and networking with other DPs working in particular sites for pilot testing. In the area of coastal valuation, the TA will prepare knowledge products that will enhance policymaking.

Sustainable Financing. Due to the enormous financial resources needed to implement the NPOAs over the long term, sustainable financing has always been viewed as a means to generate revenues. Unfortunately, there are many misinterpretations. Thus, the financing cycle continues to rely on investments and disregards recurring operational costs to the detriment of project sustainability.

More often than not, environmental projects are tagged as sustainable even if two basic principles for sustainability are not attained. These are: (i) the long-term nature of the financing, as opposed to covering only the short-term costs, including project costs; and (ii) engaging in activities that run the risk of not being sustained after project life.

In the former, sustainable financing clearly alludes to financing beyond the project lifetime; in the latter, there is an inherent qualifier that sustainable financing must be applied to programs that ensure that benefits are maintained for future generations and conform to acknowledged best practices.

Most projects claim to have an 'embedded' sustainable financing component, but most of these projects fail because they were not appropriately designed from the outset, and not enough resources were allocated for their implementation. Another point that needs to be "unlearned" is the notion that existing donor funding is equal to funding requirements. This myth accounts for the inability to veer away from current practices and determine what actions are really required.

The TA seeks to upgrade the capacities of the CT6 in developing financing plans for priority targets of NPOA implementation and identify potential sources of financing. It also aims to develop a regional financial architecture on SF for implementation by the CT6 countries.

The TA views the NPOA costing exercise as the development of a marketable product for potential donors to invest in. Costing the CT6 NPOAs will also contribute to the determination of the financial architecture for receiving funding at the regional level.

State of the Coral Triangle Report. To be produced at the national and the regional level, this report will describe the current status of the marine environment and resources within the CT. It will also describe the biophysical characteristics of the country and region, as well as the threats and vulnerabilities, current and future/emerging, especially in the present setting of global or climate change.

The SCTR will serve as the benchmark for measuring the effects of any activities, practices, and policies that will have been adopted and implemented in the coming years. The national SCTRs will also deal with policy, capacity building, and financial considerations. The SCTR will also be able to provide the baselines for future monitoring and evaluation (M&E) measurement, which could be useful to the CTI M&E Working Group (MEWG).

The SCTR will be initially accomplished at the national level. By 2012, a regional SCTR integrating all reports is expected to be completed by the Regional Secretariat.

Although the TA will pilot a KM system using the three focus areas, it will also develop processes and structures that will allow the expansion of focus areas and eventually, full coverage of the RPOA/NPOAs. This will allow not just the delivery of Project outputs, but also ensure sustainability and replicability and contribute to the attainment of the Project impact.

Knowledge Management Approach

The basic premise of the TA is that knowledge is an important resource for sustaining the CTI for food security and improved livelihoods in the region. There is, thus, a need to capture, collect, organize, repackage, share, and use knowledge, defined as "the capacity for effective action ('what works' not just 'what is')," that the CTI is turning out in great wealth, much of it is left untapped to improve action and decision-making in the region. Cognizant of this complexity of making KM work for the CTI, the TA will equip a community of learners and knowledge sharers and users in its focus areas of SF, EEPES, and SCTR.

The TA aims to set up working platforms for KM, which can evolve into a full-blown, operational regional KM system for CTI beyond 2012. The TA's KM platforms will include KM processes and information technology (IT)-based tools to facilitate the capture, collection, organization, and sharing of knowledge in the CTI region.

More than just setting up a KM facility, the TA will mobilize users of this facility by building communities of practice (COPs) in the three focus areas, while providing

a window for the participation of local stakeholders from DP projects, which the DPs may wish to facilitate themselves.

Particular emphasis has been placed on improving decision-making and using the best science available for decision-making. The KM system will have this feature through the introduction of DSS tools, such as software, models, and facilitation tools that may provide useful benchmarks for decision-making.

The process of knowledge generation, communication of the knowledge gained, and transformative learning contributes to the strengthening of regional cooperation. DSS inevitably needs a system of people and institutions, who are assisted by science-based choices, decisions, and actions in performing required actions as contained in the RPOA/NPOAs.

These systems and processes promote good governance practices where decision-makers functionally participate in informed decision-making



In-country needs assessment and validation workshops, such as this one in Dili, Timor Leste, provided the TA a platform for confirming each country's KM/C and capacity building needs, which is essential towards ensuring that the TA is responsive to the country's needs and demands.





and are motivated and accountable for their tasks and responsibilities. Progress and development standards can also be assisted by DSS tools and the DSS process, especially in its linkage and utility in the M&E adaptive management cycle.

While DSS may be akin to a KM system – as it involves an entire process that begins with collecting and using the right information and is completed with applications and M&E – its specific input into the KM system would be the use of DSS tools that contribute to various dimensions of KM.

Needs Assessment: Methods

The needs assessment, validation, and detailed planning phase allowed the TA Team to affirm and refine, jointly with the CT6 countries, the major tasks and activities identified for the project implementation phase and more importantly, to begin the orientation and capacity building process for the main focus areas of the TA (i.e., SF, EEPES, and SCTR) as well as the KM and communication (KM/C) framework and work plan for the TA.

It should be emphasized that the TA design did not anticipate the selection of the aforementioned main focus areas at the Inception Workshop, which necessitated an in-depth needs assessment that sought to determine how these focus areas are to be addressed within the context of KM. The needs assessment phase was considered critical to the success of the TA due to the varying needs and capacities of the CT6 and the intent of the Team to adapt a demand-driven approach to TA implementation.

The in-country needs assessment and validation work conducted by the TA Team provided a platform for confirming each country's KM/C and capacity building needs, which is essential towards ensuring that the TA is responsive to the country's needs and demands.

During this phase, the TA Team assessed the current situation with respect to knowledge systems,

information sharing, utilization of information for decision-making, and software and hardware capacities of institutions in the CT6 countries to implement and maintain KM systems. For the three focus areas, the RPOA and NPOAs served as bases for determining common areas of interest and priority needs.

The in-country assessments provided a knowledge baseline for SF and EEPES, including information required, country expertise, potential applications (especially for PES sites), and partners. For the SCTR, the needs assessment confirmed country demand for the report as a way of summarizing relevant information to monitor the progress of CTI commitments, contribute to the enhancement of proposed report outline, and determine possible writers and modalities for preparing the report.

The RETA conducted four regional workshops in a span of 15 months, starting in May 2010. The first workshop was the **Project Scoping, Visioning, and Teambuilding (PSVT) Workshop** held in Jakarta, Indonesia in May 2010, and the last to date was the *Needs Assessment Workshop* held in Manila in March 2011. In between these regional workshops, six country-level needs assessment workshops were organized in each CT country starting in the Philippines in August 2010 and ending in PNG in February 2011. The highlights of these workshops are as follows.

- **Project Scoping, Visioning, and Teambuilding (PSVT) Workshop in Jakarta, Indonesia**

This workshop launched the TA and established roles and interactions with the government representatives and DPs, and set indicative deadlines. It also led to the clarification of the TA scope and requirements as well as ADB's and the six countries' expectations of the TA Team. Consensus on the TA work priorities, milestones, scheduling, and task assignments provided the basis for the Inception Report.

The PSVT Workshop had 42 participants comprised of representatives of the NCCs of the CT6, DPs (AusAID, NOAA, USAID, CI, TNC, WWF), ADB, and the consultants (PRIMEX, UniQuest, Dr. K. Viswanathan).

- **Inception Workshop and First Tripartite Meeting**

The **Regional Inception Workshop** was held at ADB on 29-30 July 2010. Immediately after the workshop, the first tripartite meeting (TM1) among ADB, the CTI R-Sec and NCC representatives, and the Consultant was held at the same venue.

Key outcomes of the workshop included (i) agreement on the focus areas of the TA; (ii) alignment with agreed CTI regional priorities; (iii) DP roundtable discussion

(RTD); (iv) validation of the roles of the knowledge integrators (KIs); (v) recognition of the need of the CTI R-Secfor assistance in website maintenance; (vi) preparation for the country-Level needs assessment; and (vii) general agreement on communication and coordination protocols.

The workshop had 32 participants composed of representatives of the six NCCs and the interim CTI R-Sec, DPs (ADB, USAID, CTSP, WWF, WorldFish Center), and the Consultant Team.

- **Country-level Needs Assessment Workshops**

Six in-country needs assessment and validation workshops were organized starting in August 2010 in the Philippines, and ending in February 2011 in PNG. The assessments sought to determine each country's KM and communication (KM/C) as well as capacity building needs. It also affirmed with the CT6 the major tasks and activities identified for the Project implementation phase, as well as provided the opportunity to begin orientation.

The TA Team assessed the current situation with respect to knowledge systems, information sharing, utilization of information for decision-making, and software and hardware capacities of institutions in the CT6 to implement and maintain KM systems. For the three focus areas, the RPOA and the six NPOAs served as bases for determining common areas of interest and priority needs.

The in-country assessments provided a knowledge baseline for SF and EEPES, including information required, country expertise, potential applications (especially for PES sites), and partners. For the SCTR, the needs assessment confirmed country demand for the

report as a way of summarizing relevant information to monitor the progress of CTI commitments, contribute to the enhancement of the proposed outline, and determine possible writers and modalities for preparing the report.

- **Joint Needs Assessment and Detailed Implementation Workshop**

In preparation for the full implementation phase of the RETA, the Consultant Team convened a **Needs Assessment and Detailed Implementation Planning Workshop** with representatives of the CT6 NCCs in attendance. The workshop was organized by the TA in collaboration with the Philippine NCC on 2-4 February 2011 and was attended by 22 participants from the CT countries, ADB, and the Consultant Team.

The workshop enabled the Team and the NCCs to jointly assess strengths, weaknesses, and opportunities for initiating a KM system in each CT country and for the CT region as a whole. The workshop also allowed the participants to agree on a common framework for a KM system that responds to the unique features of each CT country in terms of human resource availability and capacity, institutional maturity, and KM infrastructure.

- **Regional Needs Assessment and SCTR Workshop**

This two-day workshop was held at the ADB headquarters in Manila on 15-16 March 2011. The workshop validated the acceptability of the Consultant's Needs Assessment Report (NAR), which incorporated the comments from the earlier Joint Needs Assessment and Detailed Implementation Workshop).



Participants during the Regional Needs Assessment Workshop In Manila



Country participants commented on the NAR and generally agreed that the report was very comprehensive, technically sound, and accurately reflected country sentiments, and provided a basis for the full implementation phase of the project. A one-day meeting on the SCTR allowed the country teams to revisit the proposed outline of the report and further improve on it.

• Other Data Collection and Processing Methods

In addition to the regional and country workshops, the TA team employed various information gathering techniques which included (i) desk reviews of various knowledge sources (literature, websites, project reports, decision support tools, etc.) relevant to the focus areas and related to the CT6; (ii) review of the RPOA and NPOAs to better understand the priority actions of each of the countries and align these priorities with information and financing needs; and (iii) thematic content analysis pertaining to KM/C in the RPOA and NPOAs.

Likewise used were structured tools such as (i) a needs assessment questionnaire, which was circulated to all countries prior to the country visits; (ii) a KM audit, which evaluated the readiness of the CT6 plus the interim CTI R-Sec to start a KM system by examining the four KM enablers (people, processes, institutions, and technology); and (iii) a knowledge map (K-map), which summarized the current capacities, sources of information, and processes of the CT6, with focus on their NCCs and allied institutions, along the three focus areas.

Summary

Analysis of the RPOA and its nine priority actions, as well as the CT6 NPOAs, revealed manifest and implicit needs for KM and highlighted tremendous opportunities for knowledge capture, sharing, and use. The NPOAs showed at least 10 KM/C categories, with the most privileged being knowledge creation (synthesizing and developing guidelines) and data generation, including the analysis of data for decision-making.

During the in-country consultations, participants had limited awareness of knowledge management as a discipline, but expressed strong needs in the area of knowledge sharing, organization of a central repository of information relevant to the CTI, codification of knowledge gained by senior members of an organization, traditional knowledge, and knowledge arising from community-based work. Opportunities for

piloting of a KM system also emerged, cutting across the three focus areas of SF, EEPES, and SCTR.

The TA findings revealed a nascent KM system in the CTI, which is built on the strength of teamwork, personal and professional relationships, and a vast network of knowledge users and providers engendered by the CTI. KM champions exist at the regional and national levels, indicating potential for continued support and institutionalization of KM initiatives. While there may be no “formal” KM system established in any of the CT6 (except perhaps for Malaysia, which has an advanced information system dedicated to CTI), the existing systems or structures in the NCC agencies can be tapped and evolved into KM for CTI.

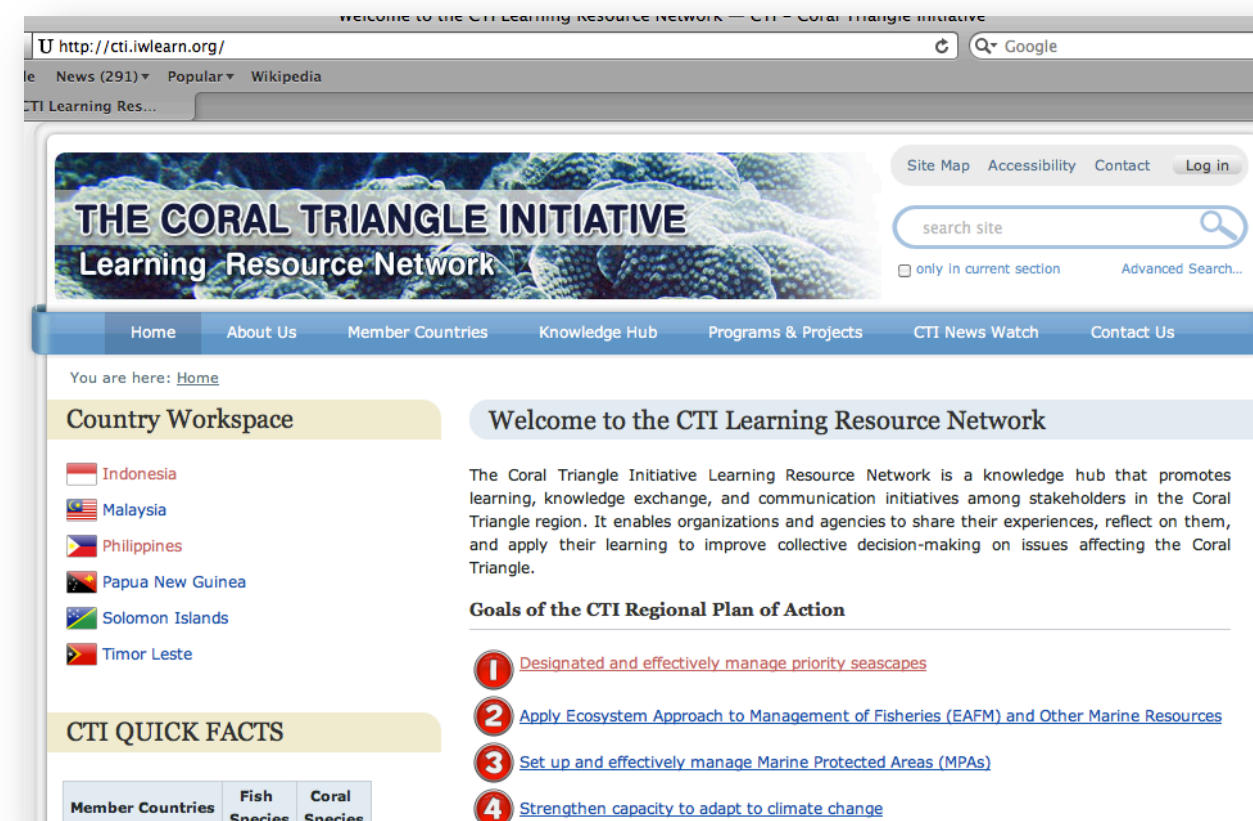
The needs assessment indicated that for EEPES, the relevant information on PES and valuation does not seem to be getting to the right people, i.e., the policymakers. The information is not consolidated, and no guidance material exists on how to use this information in the implementation of the NPOA/RPOA. Expertise for PES has been identified by all the NCCs, but these are mostly outside of the NCC. Valuation concepts are recognized as a key tool for enhancing policies in the CTI, but the connection between policy and science must be strengthened. In the area of SF, the needs assessment confirmed the tendency of the CT6 to misinterpret SF concepts and the automatic association of DPS’ funding with NPOA funding.

For SCTR, the findings of the needs assessment suggest that individual countries have varying degrees of preparedness for the writing of their SCTRs. Assistance provided by the TA included (i) preparing the outline of the SCTR, which was presented to all countries as well as the Senior Officials’ Meeting (SOM); (ii) consolidating lists of various websites, reports, and publications peculiar to each of the CT6 as well as for the CTI region as a whole; and (iii) assistance in organizing the SCTR writing group.

Design of the KM System

Based on the findings of the Needs Assessment, a KM system for the CTI was designed and piloted with applications in the focus areas. The features of the KM system are as follows:

- **Country KM Teams.** Country teams organized as Communities of Practice (CoP)s that will link KM teams across the CT6, contribute to the robustness of the CTI KM system by constant update and enrichment, and enhance communications;

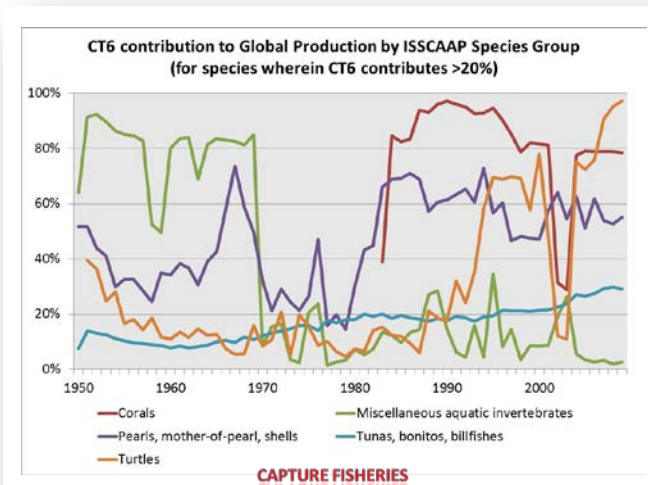


The Coral Triangle Learning Resource Network (www.coraltriangleinitiative.net) serves as a knowledge hub.

- **Institutional support for the KM system** to be nurtured via strengthening of incentive systems, proper recognition, tie-ups with formal KM institutions, and networking with subject matter specialists;
- **Support to knowledge processes through mentoring** in the three focus areas to support applications of PES and SF and prepare the SCTR;
- **Design and development of a knowledge portal using** a common platform for the CT and other stakeholders to collaborate and share CTI-related information. It will have
 - seamless links to the CTI country websites of the CT6 (The online platform includes country work spaces where the CT6 may publish and organize their profiles and all information that they wish to share with the world);
 - decision support systems and tools;
 - a document library (e.g. annotated references on the CTI starting with useful materials to build the SCTR, PES, and KM);
 - experts directory (starting with experts on PES);
 - links to CTI partners (provides links to knowledge resources, including databases, reports and other knowledge products, newsletters, and media articles lodged all over the web but not limited to the websites of DPs serving the CT region);
 - community of practice (linking to the IW Community Workspace) – blogging, document collaboration, group discussions;
 - knowledge products (learning notes, experience notes, newsletter archive, videos produced by different organizations on the CTI);
 - gateway to other organizations working on the CTI – brief descriptions of each program/project and link it to their site);
 - CTI News Watch, Upcoming Events, Announcements, Calendar;
- **Organization of data relevant to the CTI** (literature, guidelines, reports, DSS tools, relevant policies, listing of experts, lessons learned, and various forms of learning materials) **and aligned with the RPOA/NPOA;**



- **Processing of tacit knowledge** through the preparation and socialization of guidelines for harvesting information, including writing news reports, conducting interviews, and documenting meetings and workshops;
- **Preparation of knowledge products** (learning notes, experience notes, guidelines, etc.) across the three focus areas and, a **CTI Newsletter**, which will feature content shared by CT6 stakeholders, thereby serving as a regional platform for information sharing among them;
- **Regional and national workshop programs** to build and nurture KM COPs; and
- **Partnership and cost-sharing with various sectors**, including other regional projects that complement KM/C endeavors for the CTI and contribute to magnifying whatever value the TA may add to CTI, especially beyond the focus areas already covered. Using the K-maps and K-audit tools adapted for the CTI, the TA will provide guidelines on implementing these instruments and work with DPs to expand the coverage of the KM system.



E-FACT Study

On 1-3 June 2011, the TA conducted a Scoping Workshop to determine the focus, themes, methodology, actors, roles and responsibilities, and timelines of The Study on the Economics of Fisheries and Aquaculture in the CTI (or the E-FACT Study). The study will provide information on the impact on the various threats to biodiversity including human impact and how these contribute to losses to economies.

It is also a timely and relevant project since it will enrich the knowledge base in aquaculture and coastal fisheries in the CT6. The results of the study which will be useful in policy and decision making, will tackle three themes, namely: valuation, management regimes, and economic, biophysical, and institutional connectivity. A preliminary result is shown in Figure 3 which indicates the contribution of the CT6 to global production of corals (more than 80%), pearls (more than 60%), and tuna and bonitos (more than 20%).

Formation of KM Teams

One strategy adopted by the TA to introduce and obtain support for its KM initiatives, both at the country and regional levels, is to create KM teams per country. The KM Team is primarily expected to be the TA's extension or "arm" in the country. As such, they serve as coordinators for the RETA's KM activities requiring the countries' participation. They will also be the primary targets of capacity-building in knowledge management.

The TA Team suggested organizational arrangements for the KM Team, but left the countries to decide which one would work best given their situation. Of the six countries, Indonesia and Malaysia have officially named the members of their KM Teams.

An e-group called "KMTeams4CTI" was created as a venue for the members of the KM teams to communicate with each other, exchange information, and learn from each other as they share their experiences (successes, challenges, lessons learned) in carrying out their tasks. It is also a means by which they can motivate each other and assist each other in solving problems.

Dissemination of Decision Support System (DSS) Tools

DSS tools facilitate communication of choices for decision-makers and explain how these choices relate to the CTI NPOAs. The TA will contribute to efforts that engender informed choices by (i) identifying and disseminating DSS tools that can be utilized by the CTI, (ii) preparing learning notes and other knowledge products to explain their utility, (iii) attend forums where DSS tools can be discussed, and (iv) include DSS tools as part of the KMIS. As part of the larger KM system, the TA will also strive to organize a DSS COP by organizing users, encouraging them to share knowledge, and provide online coaching and mentoring. The COP will be organized using existing web-based users' groups, such as Google and Yahoo groups, in anticipation of the establishment of the CTI regional portal.

The TA has initiated a scan of available DSS tools in the CTI and their levels of adoption in the countries. Learning notes have been developed and disseminated through the KM distribution list and the KM website, Fish-Be, Coast Plan, and Vulnerability Assessment (VA) tools are among the DSS tools featured in the KMIS that were used as core training materials for activities sponsored by Worldfish Center involving coastal local governments in the Philippines.

Development of Knowledge Products

As early as the first quarter of Project implementation, several knowledge products were prepared by the TA Team, including briefing materials, vertical tarpaulin poster with headline on TA thrusts, and an audiovisual presentation providing a similar briefing on the Project. These materials were distributed during the Inception Workshop and at the CTI Philippines' communication and information dissemination event held in May 2010.

The maiden issue of *CTI News* was released in September 2010 and featured agreements reached during the Inception Workshop, links and resources on PES and on corals and reefs, CT6 focal persons, the Philippine Planning Workshop for NPOA cum TA needs assessment, announcements and schedules, and calls for feedback.

To date, the following learning notes have been produced to support the technical focus areas of the TA:

- *KM 101: Basics on Knowledge Management for the Coral Triangle Initiative;*
- *PES 101: Basics on Payment for Ecosystem Services for the Coral Triangle Initiative; and*
- *SCTR 101: Preparing the State of the Coral Triangle Report.*
- *SF 101: Basics on Sustainable Financing for the CTI*
- *PES 101: Is your site PES-able?*
- *DSS 101: Preparing for Vulnerability Assessments – Tools for Understanding Resiliencies in Fisheries*

The learning note introduces in a two-page, single sheet the assumptions, concepts, and basic principles dispelling myths in sustainable financing as applied to the CTI. A second part of this learning note has been developed and is being packaged into an experience note that illustrates a successful sustainable financing case in the South Pacific region.

CTI Newsletter – CTI News

The four-page October 2010 issue features the needs assessment meetings with Indonesian and Malaysian

Key Accomplishments to Date

SCTR

Towards the end of the 2nd quarter of 2011, the TA, through official ADB communication, requested the CT6 to designate their respective focal points for the preparation of the SCTR. The intent was for the TA Team's Marine Science Specialist to start direct communication with each country for the preparation of the individual country SCTRs. All countries have complied with this request, and SCTR writing teams have been designated.

Development of the Science Advisory Committee (SAC) Concept

The informal "SAC" concept was accepted by the NCCs when brought up during the needs assessment. Formation of SACs was subsequently agreed to at SOM6 in Manado. The TA produced the concept note and circulated this among the DPs for comment. An updated version of the concept note for the RSAC was circulated by the TA, after it was prioritized over the NSACs due to the perceived unpreparedness of countries to take on additional tasks. It has also been flagged as an agenda item for SOM7, if not in the preliminary technical working group (TWG) meetings.





NCCs, Prof. Dr. Nor Aieni Binti Hj. Mokhtar as CTI champion and NCC lead person in Malaysia, and CTI news and useful databases harvested from various online sources. The November-December 2010 issue is being polished and will be integrated with the January 2011 issue of the CTI News, as the months of December 2010 and January 2011 were devoted to consolidation of its reports and strategy and did not include much activity with CTI stakeholders.

The TA has invited KIs and NCCs to contribute to this *CTI Newsletter* and has received a contribution from the Solomon Islands, which will be included in its next issue. To facilitate submission of contributions to the Newsletter, the TA prepared and distributed an activity report template. The template may also be adopted as a monitoring tool for gathering inputs for report preparation.

Three issues of the Newsletter were produced in 2011 : February-March 2011, April-June 2011, and July-August 2011 and covered RETA activities, NCC updates, feedback from workshop participants, new publications, general news about the CT6, feature of KM teams (starting with the Philippines), upcoming events, and important personalities in the CTI (Focal Persons).

Facebook Page

The RETA set up its Facebook page (<http://www.facebook.com/pages/Knowledge-Management-for-the-Coral-Triangle-Initiative-KM-4-CTI/132380826820701>), which contains photo documentation of the in-country Needs Assessment Workshops in Indonesia, the Solomon Islands, Timor Leste, and Philippines as well as links to knowledge resources, the RETA website, Learning Notes, and the CTI News.

CTI Regional Learning Resource Network

The CTI Regional Learning Resource Network (CTI-LRN) has been developed and is being hosted by IW:LEARN. The initial content of the Project website has been migrated to the CTI KM portal. It can now be accessed using a permanent domain (www.coraltriangleinitiative.net) which has been approved by the Regional Secretariat. The site has been populated with data relevant to the CTI (literature, guidelines, reports, DSS tools, relevant policies, listing of experts, lessons learned, and various forms of learning materials). The TA has also been working closely with the NCCs in the development of their CTI websites, providing mentoring where required.

On May 23-27, 2011 the TA facilitated the participation of representatives from Indonesia, Malaysia, the Philippines, and the Solomon Islands, at the IW:LEARN Workshop in Thailand. The workshop aimed to assist GEF-funded projects, including RETA 7307 (KM 4 CTI), in creating and managing their project websites using the freely available IW:LEARN Toolkit.

Facilitators also taught the features and basic visualization tools so that participants can apply these skills in developing their respective project websites. The workshop enabled the KM 4 CTI participants and the TA Team to learn how to use the Plone website toolkit, a type of content management system, to build the websites of the NCC and the proposed regional collaboration platform.

Through the Workshop, The TA Team was able to secure internal buy-in from the country representatives who will serve as advocates among the NCCs and the R-Sec to use a common platform for the CTI.

Established Sustainable Financing Schemes for POAs

The TA has begun the process of disseminating knowledge on the concept; correcting prevailing misinterpretations of sustainable financing, and guiding the CT6 countries on processes for costing the NPOAs, estimating the gaps, and ultimately financing those gaps.

The SF Specialist participated in most of the country-level orientation and needs assessment workshops¹ to introduce the topic on SF, which was one of the concepts least understood or misunderstood. This knowledge is now contained in a Learning Note. As of this writing, there have been two country-level workshops organized. One was with the Philippine NCC on December 3, 2010, and the other with the Solomon Islands NCC in April 2011. At a separate workshop on costing the NPOA conducted by TNC in Bali, Indonesia, the SF Specialist utilized the knowledge products on SF and PES developed by the TA.

The EEPES/TL has also partnered with NGOs engaged in site-based work in order to test and apply PES. WWF-Philippines has agreed to examine PES applications in one of their sites (either Live Reef Fish or Tuna) and agreed to cover the cost of local consultations. A draft proposal has been prepared by the EEPES for WWF and is awaiting further inputs. PES expertise is viewed as being available in the CTI but not necessarily in the NCCs. The EEPES/TL has initiated the informal



organization of a group of PES/valuation experts who have agreed for their names to be featured in a database for CTI use.

Moving Forward

As indicated in the RETA workplan, the TA should be completed on 31 October 2012, allowing for a three-month period for the writing of the concluding report and the organization of the final/ concluding workshop. The major tasks for the TA as organized into the focus areas are summarized briefly below.

SCTR. The TA will continue to mentor and guide the countries in the preparation of the SCTR by helping organize writeshops in partnership with the Knowledge Integrators. Plans are underway to organize an SCTR COP among the countries to exchange notes on writing methods, treatment of data, sources of information, etc. The RETA will emphasize the utility of the SCTR to engage NCC writers and designates, provide feedback to other national monitoring reports, and develop institutional platforms to enable periodic updates and monitoring. It is anticipated that the first drafts of the report will be available in January 2011 after which an editing/layouting process will commence. A culminating activity is being planned as the "launch" of the six country SCTR as well as the E-FACT study. A pre-conference activity is being planned with James Cook University in July 2012 at the margins of the International Coral Reef Symposium (ICRS).

Economics of Fisheries and Aquaculture in the Coral Triangle (E-FACT). A second writeshop is being planned as of time of writing that will enable the team and the knowledge integrators to inventory the data available including the primary data gathered as required by the report outline. Thereafter, the team will focus on the writing of the report which is slated for January to March 2012. A technical report and several knowledge products as well as policy briefs relevant to each country, shall be produced. The TA also plans to launch the E-FACT Study Report at the ICRS in July 2012.

Sustainable Finance. The TA will continue to support the establishment of SF regimes for the NPOAs, first through the finalization and dissemination of an experience note that will assist the CT6 in using the Costing Template. Second, an NPOA costing exercise has been proposed for Indonesia in the coming quarter; the workshop will also highlight PES as an option for financing. Third, small planning meetings will be organized with ADB staff and TNC to brainstorm on ideas for the High Level Financial Round Table.

