

Pacific Islands Oceanic Fisheries Management (OFM) project

Knowledge Management Strategy

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LIST OF ACRONYMS

DEVFISH	Development of Tuna Fisheries in the Pacific ACP Countries Project
DVD	Digital Video Disc
ENGO	Environmental Non Governmental Organisation
FFA	Forum Fisheries Agency
GEF	Global Environment Facility
ICTs	Information and Communication Technologies
INGO	Industry Non Governmental Organisation
IEC	Information, Education and Communication – usually in reference to publications
IT	Information and Technology
IUCN	World Conservation Union
IW: LEARN	International Waters Learning Exchange and Resource Network
IWP	International Waters Program
IW SAP	International Waters Strategic Action Programme
KM/S	Knowledge Management/Strategy
OFM	Oceanic Fisheries Management
PCU	Project Coordination Unit
PIMS	Project Information Management Systems
PITIA	Pacific Islands Trade and Investment Association
SIDs	Small Island Developing States
SPC	Secretariat of the Pacific Community
TOR	Terms of Reference
UNDP	United Nations Development Program
WCPF	Western and Central Pacific Fish Convention, properly called the Convention on the Conservation and Management of Highly Migratory Fish stocks in the Western and Central Pacific Ocean.
WWF	Worldwide Fund for Nature (formerly the World Wildlife Fund)

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Executive Summary

The proposed knowledge management strategy for the Oceanic Fisheries Management (OFM) project sets some guidelines which have been shaped by the Global Environment Facility (GEF) and regional OFM commitments to increased awareness and understanding of the Pacific Islands Oceanic Fisheries Management project. Through the suggested activities, and given its placement as a subset of the OFM project Information Strategy, the strategy aims to frame a dynamic interaction within which information and knowledge work can be developed by and in partnership with the key beneficiaries, being the project's 15 Pacific Island¹ member countries.

A vision statement helps to set a focus for the KM strategy. By no means cast in stone, and based on the need to represent a totality of information-based interventions within the project framework, the following is proposed:

‘to support communications and advocacy efforts by Pacific nations for the best management of their Oceanic Fisheries resources’.

Overall, the KM strategy must provide a clear and simple response to an identified weakness: the lack of understanding by Pacific Islanders about their own Oceanic resource and its importance to international waters management and global biodiversity.²

To achieve the broad vision above, and given its parallel aim of actively linking to IW:LEARN while falling under the GEF umbrella, the proposed OFM KM strategy and recommendations rest on four pillars for intervention:³

- Information systems development to assist the KM process and to meet long term monitoring and evaluation needs;
- Knowledge products and services based on analysis and sharing of lessons learnt/best practice;
- Effective dissemination of knowledge; and
- Training and other uptake activities aimed at effective application of knowledge and products.

Admittedly, an underlying constraint to enacting the strategy will be resources. Apart from being a relatively new discipline, knowledge management expertise is just one of many professional and technical skills in short supply in the Pacific region, forcing a high pressure on effective collaborations and externally funded support to build on communications and information or Information and Communication Technologies (ICTs) initiatives which may exist to differing extents, at national focal point level. Thus the strategy; like much of the OFM project is underscored by the need for activities that build partnerships, goodwill, collaboration and networking towards meeting its broad development goal⁴.

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¹ Cook Islands, FSM, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, PNG, Samoa, Solomon Islands, Tonga, Tokelau, Tuvalu, Vanuatu.

² Project summary, OFM flyer

³ Executive summary, UNDP/GEF KM in support of the global environment

⁴ As per project summary, OFM flyer

1.1 Recommendations

Key short-term actions in support of the long term Knowledge Management Strategy for the OFM Project are summarized below, and detailed in table format in Section four. The areas are raised in no particular priority order; can be combined at some levels where overlap is recognized. They are presented separately as strategic results differ, and are tipped at regional project level for consideration by the Project Coordination Unit as the enacting and coordinating body, subject to the availability of human, financial, and technical resources:

It is recommended that the OFM project consider/action the following:

- **A national focal point information and communications needs analysis** to assess best implementation of the knowledge management strategy. This would speed assessment of current information gaps and ensure ownership and ‘leveraging’ at national level of a dynamic knowledge management process.
- **An OFM Information strategy electronic reference group on the information strategy** to form a mechanism for feedback on outputs, particularly without a full time communications manager, and provide valuable consistency of information to outsourced freelancers or consultants. The group should include relevant FFA, SPC, and UNDP Communications and IT officers; as well as those representing ENGOs such as WWF/Greenpeace Pacific, and the Tuna Commission.
- **Update/review of the website and all hardcopy OFM knowledge products** with special consideration to identifying and developing print, audio, and audio-visual materials to broaden the scope of what is available, and who it is aimed at.
- **Production and dissemination of a communications and information guide** providing a step-by-step template for application to all OFM project meetings and activities.
- **An information and participatory awareness-raising workshop** aimed at bridge-building tools for raising awareness of OFM work in-country; which could work in tandem with a **knowledge management ‘visioning’ exercise** to grow project awareness and participation in marginalized areas, and develop innovative knowledge products promoting Oceans in newsrooms, classrooms, et al.
- **Database systems development and training** for key stakeholders in IW: LEARN and understanding of global GEF project information management systems (PIMS) to assist local innovation; and promote Pacific updates to the global templates. Activities suggested to drive that development in the short term include suggested initiatives/activities such as region-specific databases and an OFM knowledge portal.
- **Regional training for Fisheries, Marine and Environment information officers** on identifying current and emerging linkages in their work plans to the OFM information strategy.
- **Pacific media internships:** Advertisement of output-based attachments for media interns to apply specifically for attachment to the Project Coordination Unit of the OFM project, or to key OFM events for coverage (or both) will assist the Information strategy at two key levels – to reinforce awareness and bring media practitioners into the heart of the OFM project, and to seek their experience and expertise in the above areas related to publications and awareness workshops.

- **Maximise online potential:** Initiate e-groups, targeting a restricted list for national focal points and an open list for focal points, industry practitioners and donors/development partners to enable feedback, posting of e-newsletters, and encourage participation and debate on OFM work, including the recommendations above.

2. The OFM project: background and brief

The origins of the GEF Pacific Islands Oceanic Fisheries Management Project go back more than a decade. Two world summits on sustainable development – the first in Barbados in 1995, and then ten years later, in Johannesburg, gave special mention to Small Island Developing States (SIDs) and cemented the importance of coastal and marine resources on the global donor and development agenda.

The Global Environment Facility (GEF) has partnered with SIDs since 2000 and supported the implementation of an International Waters Strategic Action Program (SAP) for the region which piloted the OFM project and assisted the success of the WCPF⁵ Convention. The current OFM project represents a new phase of GEF support covering the set up of the regional Tuna Commission, and new efforts to strengthen national fisheries laws, policies, institutions and programs linked to trans-boundary oceanic fishery resources. It is also partnered to the United Nations Development Program, the World Conservation Union (IUCN), and the Pacific Community (SPC).

In previous consultations, Pacific Islanders have noted their concerns about threats to International Waters in the region. The key threat, deficiencies in management, stems from lack of understanding, and weaknesses in governance. Thus, the immediate objectives of the OFM project are aimed at improving information and knowledge on the one hand, and governance on the other. The project structure provides two key technical components, covering scientific data and monitoring, and governance, and a third support service component, of coordination, participation and information services.

A key focus of the third component around information services is to increase awareness of oceanic fishery resource and ecosystem management through promotion of the project – with particular reference to components one and two, and the WCPF process, in order to support effective implementation.

2.2 Strategic directions and key points of reference

The strategic directions for developing a knowledge management process for Pacific Islands Oceanic Fisheries Management are provided within the framework of the Project document, while key points of reference were derived from the consultations done in the first IW-Pacific SAP phase.

The current project document provides a broad scope for further referencing, with an emphasis on stakeholder consultations to gauge what is known on oceanic fishery resources and ecosystem management; and how that knowledge is shared and/or accessed, and ways to

⁵ Western Central Pacific Fish Convention for short properly called the Convention on the Conservation and Management of Highly Migratory Fish stocks in the Western and Central Pacific Ocean.

create new information products to deepen awareness, broaden advocacy, and drive policy and leadership reforms to meet the governance questions.

The desk bound nature of the terms of reference for this report meant the author relied heavily on basic materials provided such as the project document and key information products, online research and readings on knowledge management and the GEF/IW: LEARN sites, combined with wide experience in Pacific media and communications work; knowledge of development project processes in some nations, and previous in-country experience in the Pacific region. Particular attention was given to Knowledge Management and processes used by GEF and GEF International Waters projects, such as the work undertaken by SPREP in the previous GEF Pacific phase. This would best help to identify knowledge management (KM) processes towards the required community of practice sharing, transforming and innovating best practice and lessons learnt.

The active link to IW: LEARN is given particular reference within the OFM project framework in component 3 requiring efficient coordination, participation and information services. Given there is no full time Communications specialist in the transition from the pilot to the current phase of the OFM project, the Global Environment Facility's knowledge management umbrella under which the OFM project rests and use of outsourcing for the range of activities described within the sub-components are vital to maintain a 'fit' with the global frameworks provided by the IW: LEARN template; and to ensure clarity and flow are maintained.

Just as the issue of partnership and resource sharing has been raised for national implementation, it is critical to address the issue of participation and leadership of the Information strategy as an inter-agency one. The information officer post at FFA is in transition, but it is expected the incumbent should/would be well placed within their own TOR to assist and advise on implementation, as would any member of the CROP PROMO (Pacific regional organizations media officers) group. The Fisheries program of the SPC is also well resourced in its current role assisting the monitoring and evaluation aspects of the project, but there appears to be little liaison or information crossover with that work and the OFM project. Indeed, aspects of sharing best practice, innovation and sharing may well be able to be optimized in partnership with SPC/SPREP/WWF through their extensive and experienced publications in the sector, and their own networks in-country.

2.3 Approach and process

The TOR process began with extensive reading of all OFM materials submitted by the OFM project coordinator, and relevant UNDP/GEF materials linked to IW: LEARN where much of the extensive knowledge management strategizing to support GEF initiatives has been conducted. Given the GEF links to the project, and without an in-country consultation phase to allow for further detailed contact, much of the outlined approach is taken from advocacy networking approaches to gender and development, working along networks similar to those outlined in the OFM project and with the same information/awareness raising emphasis, albeit in different sectors.

As well, time was given to allow for web-based research on knowledge management approaches and OFM Lessons learnt/best practice information products to understand the wider contexts which had helped shape those chosen in the IW:LEARN situation, and to help inform some which may be specific to supporting a Pacific approach to knowledge management under this project.

Due to the information-led approach to the knowledge management strategy to assist the TOR's specific awareness-raising call, direct contact and prior experience with mainstream media across the OFM national partners assisted greatly in assessing and recommending activities.

Meeting minutes as posted to the www.ffa/gef site also provided a glimpse of needs identified by national focal points, many of them pointing to a preference for face to face contact with their OFM coordinator, as well as a need for clear and timely information briefings to assist their national focal point role.

An emailed survey and follow up note to all national focal points was submitted as part of the study. The focal point contacts liaise with the project coordinator and provide the main point of reference for coordination of national initiatives and country reports. Given their many other hats as project coordinators, the email survey is deliberately framed to be short, with yes or no responses to the 5 key statements, and room for commentary. The five areas, given the OFM project scope and the knowledge management TOR, are encapsulated in statements on leadership and vision, information processes, the culture and structure of informal and formal information exchange, information staff and training, and the technologies in place including access to intranet and the internet. Had there been a full scale response this would have provided a reasonable knowledge audit upon which to base more detailed interventions.

Emails which were returned were sent to another alternative mail provided by the OFM coordinator. Of all the mails sent, only one reply was received, and it was a query asking what the OFM acronym represented. This in itself illustrated the high turnover of posts and many other hats which national focal points wear in addition to their work with their OFM project.

Personal contact and emailed discussion took place with the OFM project coordinator; who is the team leader of two full time employees working within the Project Coordination Unit.

3. The challenges facing a KM approach: some notes on Pacific context

Knowledge management is an organizational communications tool whose definition often depends on context and organization type. Briefly put, a strategy for managing knowledge can be thought of as a process maximizing best use of what is known. The sharing of knowledge transforms it into information; the act of that sharing being communication. Whatever the wording chosen or level of language used, the ultimate aim is usually the same: managing knowledge allows an organization or project to store, access, transform and disseminate information to support the goal of effective communication.

A regional context for a knowledge management strategy, given the nature of development projects in the Pacific, would note the challenges of communication interventions in an oceanic region of small islands states; many of them facing a long list of development priorities with a shortfall of infrastructural/institutional capacity.

Knowledge management interventions, in particular those which must incorporate an ICT dimension for facilitating effective electronic communications, networking and archiving, must factor in the special challenges at institutional and technological level; which impact broadly across the full spectrum of participation and transparency in communications practice. As proven in the lack of response to an e-mailed survey to national focal point stakeholders who form the first line of reference for the FFA-based OFM Project Coordination Unit, the project is not impervious to those challenges and must take them in 'strategic' stride.

On the other hand, much has been done to raise awareness on the importance of managing our Oceanic resources well, and the links to land-based interventions, via a range of agencies at regional, national, and non-government levels. The range of work done; and indeed the OFM project documentation, also speaks to a need for synergizing different capacities in order to achieve an overall goal – and this is a perspective which translates well into a communications approach.

A key challenge too is that knowledge management strategies and plans can be impressive on paper, but difficult to implement, even with the best resources and funding. Tacit understanding of communications interventions and media for development is often assumed where it doesn't exist, and in the Pacific States, information – who has it and who doesn't have access to it, is power. This has implications for ownership, participation, and enhancement of awareness and can best be dealt with effectively when understood in a Pacific context which takes into consideration the cultural nature of communication in small island communities.

While drawing from the IW:LEARN experience and identifying innovative, best-practice stories which can be transformed and replicated elsewhere, the strategy must respond to key, Pacific-specific challenges in terms of knowledge and communications interventions identified in the information strategy sub-component of the project. At the time of this report, there was no clear link or publication which identified Pacific innovation and best practice in OFM on the IW:LEARN site.

IW:LEARN process and templates aside, knowledge management strategic interventions within the brief of the OFM project context will need to focus not just on knowledge in its *explicit* (externalized) tangible, recorded form, but on *tacit* (internalized) knowledge which rests in the mind and as such is intangible. A sound strategy should ensure both forms of knowledge are adequately captured within the project, while allowing for interplay between tacit, individual wisdom or understanding and its hoped-for transformation into formal explicit knowledge which can be shared or accessed by others. This latter interplay is a key part of the aim to identify innovative, best practice and replicable ideas within the project.

This sharing and access is a cornerstone for strategic management of knowledge within projects involving organizations, and is critically so when tacit knowledge borne by specialist individuals, may leave with them when their involvement and contact ends. Knowledge gaps are more often called gaps in 'institutional memory', the loss of which can be prevented if sound knowledge procedures are in place. However, as is the experience of any regional body or project, this is an issue that has only recently been highlighted in organizations still making the shift from paper-based to electronic workstations and intranetworking. It is raised here given the high turnover at national focal point level within Fisheries and Marine resource industries; a human-resource situation which is not unique to this sector.

Ultimately, the critical question when it comes to shaping a KM strategy that works is having a clear vision of what one hopes to gain from it all. The OFM project documentation, and specifically component three, makes a clear and consistent call for information and advice to be shared, transferred and replicated at best practice level; with key benefits to project stakeholders of ownership, participation, and raised awareness. The strategy links directly to component three as the information strategy of the OFM project, and seeks to take the OFM project into Pacific homes, by proposing ways to drive home the aim of promoting awareness and understanding of the project and the WCPF Convention at a national level.

3.1 Information strategy: Progress to date

Notwithstanding other regional agency information products on the project, as well as the efforts of ENGO and other diverse stakeholders in Fisheries and Ecosystems awareness; the FFA web-page devoted to the project is a rich mine of OFM activities and information, and while interactivity and layout could be improved to meet a diverse range of web-surfers other than development and research/industry readers, it holds the key to a wealth of information which could be transformed into other media outputs in a range of ways. Despite a substantial amount of available technical, consultancy and workshop reports collated over the course of the project, very little of this has been published into the public domain, especially as user-friendly print materials. The projects first phase provides a key example of why media and communications outputs require adequate resourcing if strategic results are to be achieved. The International Waters Program (IWP) work done out of SPREP, was supported by specific communications positions within the project who were in turn supported by a publications unit within SPREP. The current OFM in terms of component 3 and its significant overlap across the entire project document, takes up the need for good information and communications work, but doesn't provide full time staff within the project to do it. It should also be noted that in comparison to comprehensive publications units within SPREP and SPC, FFA does not effectively have an agency Communications Adviser, Media or Publications Manager specialist, placing the onus on effective outsourcing and overall management on the project leader.⁶

This document falls under third sub-component of the OFM project structure aimed at driving multi-sectoral participation and ownership of project activities via increased awareness. The knowledge management process is a direct subset of a Project Information system which would basically enhance project awareness, establish an information clearing house within the Pacific SIDs linking to IW: LEARN, and flow-on to lessons transfer and replication.

The commissioning of a study on stakeholder participation and awareness-raising⁷ and its presentation to the projects 2006 Regional Steering Committee meeting noted a recommendation on endorsement of WWF (as the ENGO to the project, and the PITIA as the INGO).

The table below aids an understanding of the challenges of implementation of these activities, given the secretariat does not employ a full time information manager to implement and monitor the information strategy. Outsourcing the diverse range of work must ensure that a common thread pulls the diverse activities under each output together in a cohesive way, and consideration for a distance adviser to assist the secretariat and its key partners⁸ on the mechanics of the information strategy, especially in terms of stakeholder participation and awareness raising, would help ensure an overall cohesion.

⁶ Recruitment for a Media Manager for the DEVFISH project began in 2007. The Information Officer role at FFA tends to veer towards a librarian function with an emphasis on webmaster skills rather than advocacy and content production..

⁷ Michelle Lam, June 2006 for FFA/OFM

⁸ Identified as the environmental and industry NGOs along with the national focal points pg 64 of the prodoc.

Information strategy for the Pacific OFM project: progress to date		
Output: Project information systems and products using the IW:LEARN guides		
<i>Activity</i>	<i>Progress to date</i>	<i>Comments/Recommendations</i>
Design logo and other identifiers, project website and document cataloguing system	Logo in use, project web online with online documentation archives.	<p>The logo to be maintained as consistent, standardized feature of all OFM information with a brief caption, where possible, or link to text explaining its design.</p> <p>The website features a wealth of key information about the project, but its presentation and language lack interactivity and merge-factor with sites like IW: LEARN, and are not clearly engaging with a broad range of users. Overhaul recommended.</p>
Operation of web/page	Current – the leading information rich resource on the OFM project.	See above. Review of links to partners and stakeholders, interactive tools, and short term activities as per activities table would assist.
Project information materials	<p>1 x project information gatefold</p> <p>1 x A5book: full text of the Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific</p>	Both publications provide critical introductory information and raise a clear need for more project-specific information products; most of which could be encompassed in support material for workshops and training activities as per the communications protocol mentioned in activities table.
<p>Note on 3.1.2: KM components for website/page, newsletters, and progress reports</p> <ul style="list-style-type: none"> ■ The nil response rates to the online survey indicates that a strategy for engaging content for inclusion and update to the information products run out of the PCU would have difficulty using the cheapest, most efficient and modern method – E-mail. It also speaks of the competing priorities faced by national focal points, their preference to speak face to face (as noted in their country reports); and the need to scope information networks, production and dissemination and national stakeholders via face to face and telephone interviews. ■ As per the strategic directions highlighted, a focus on training and capacity building for in-country partners is stressed, and bolstered by partnerships with key information-strong stakeholders such as mainstream media, some women’s networks, and environmental NGOs with a strong communications focus, such as WWF. ■ A recommendation on training for information officers in Fisheries/Environment and amongst NGOs and mainstream media to help build those partnerships, and drive the information strategy at national level, is key to helping achieve this component. 		

Note on 3.3: Stakeholder participation and awareness raising

- Cognizant of the proactive information strategies taken by Environmental NGOs in promoting broad stakeholder and public awareness of oceanic fisheries, the need to rope in key ENGO participation and support and links to other community groups is noted. Key aspects of the activity list are around workshops/forum events and information products – covered by the recommendations above.
- A recommendation on closer partnerships with ENGO and other NGO groups with full time information posts is aimed at assisting resource and training/support for the fisheries information officer, with the prospect of encouraging more individuals to update GEF and IW: LEARN templates, and assist with the utility and function of the proposed OFM knowledge portal.

4. OFM Project Knowledge management directions

The proposed set of strategic interventions takes an alternative direction from forging into a second-stage knowledge management process⁹ when the first-stage, that is, the information outputs on which that process would be based; are not fully in place. It is critical that project information systems for capture, storage and dissemination of project data are supported at national level in order for flow-on outputs of extrapolating lessons learnt, best practice and publication via multi-media formats.

Thus, the strategic focus presented is not exclusive and is meant to guide the Project Coordination Unit and proposed Information Strategy Electronic Reference Group, in enacting the Information Strategy and KM process. More importantly, it should be viewed as a work in progress, so that once systems are in place at national level for information capture, storage and dissemination, the identification of what is best practice, innovative or poses a lesson learnt, can be best done applying a KM strategy which best fits that context – a context which at the present time is still in search of the *content* which would generate some meaning upon which to base its strengths.

4.1 An information-based approach to KM

While knowledge management is identified as a process under the Information strategy 3.1, an approach which would best fit the Pacific OFM project in terms of meeting the output and activity indicators should ensure *that information in its most accessible, easily understood and applicable form, is in fact a key output of a knowledge management approach, in order to generate the material from which to gauge innovation and best practice which link in to IW: LEARN.*

The information strategy and key outputs¹⁰ are intended to logically flow into each other. Thus, the first outcome of setting up information systems to capture, store and disseminate project data, lessons and best practices, while providing information products guided by the experience of IW: LEARN is meant to flow into the next output, which takes the best practice and innovation from the project and ensures they are shared via a knowledge management process. A number of small information outputs have been completed by the PCU, all of them based on general project information with no specific reference to best practice or lessons learnt.

⁹ As per above footnote, 3.1.2

¹⁰ Pg 63, UNDP/FFA Prodoc, OFM project

In noting the flow of the information strategy within which the knowledge management output sits, it also helps to understand that the successful implementation of the first component based around systems and process, will enhance the second component based around monitoring and evaluation, which hinges on analysis of process and overall project performance. It will also have particular impact on the third sub component, around stakeholder participation and awareness raising – although the proposed KM strategy raises the need to bring NGO participation into awareness raising initiatives to help build on the systems and process alluded to earlier.

4.2 The OFM- KM Strategy

The knowledge management approach of the OFM project, which would best help to align it to a range of outcomes and overall enhanced awareness of this project and its importance to Pacific people, could be envisaged as a short and simple set of priorities to assist directions for implementation of the Sub-component 3.1 Information Strategy:

- **Bringing Oceans to the shore – putting people back in the picture:** With much of the current public-domain information about the OFM project pitched at development-donor level, an overarching aim of OFM knowledge management should be about connecting project priorities to the lived realities of Pacific people. Achieving resonance with audiences ensures material is pitched at an effective, awareness-raising level. Striving to put human faces to awareness of the WCPF convention, marine ecosystems and governance commitments to sustainable fisheries should be a key aim of information content generation for growing awareness and ownership at both national and regional level.
- **Effecting global change at local levels – appreciating the practice of Pacific information sharing:** Engaging communities of practice in oceanic communities lacking effective access to the online domains where the OFM and its global links are present, involves creating a culturally relevant, vernacular (if needed) and clear information setting within which people can situate themselves and their livelihoods. This approach which involves identifying and supporting local in-country information agents can draw the attention of Pacific communities to the impact that their land-based actions, policies, and leadership will have on a critical, albeit distant and unseen natural resource. Given the many priorities and other multi-project tasks which the national focal points face, a stress on partnerships with ENGOs and other information/knowledge networks such as mainstream media, schools, and church and youth organizations merits consideration.
- **Knowledge convergence -- using ICT to claim/maintain Pacific spaces:** A critical feature of the strategy should address multi-media convergence and the most effective manner in which material can be shaped and shared. This would operate most effectively in the short term , depending on technical capacity, from the current OFM website while striving for a two fold functionality of ensuring Pacific stories feature on the global templates and assisting national stakeholders towards fulfillment of all three components of the project. Training support, active use, and subsequent adaptation of GEF and IW:LEARN models is envisaged towards development of a template which meets identified needs of Pacific partners, and helps maximize efficiency for long term monitoring and evaluation while allowing capture of all project information.

- **Bringing technology to people – assessing technologies for knowledge transfer and information production:** Supporting a knowledge management strategy with a key focus on information and content will involve an assessment of what national focal points understand and have access to in terms of information and communication technologies.¹¹ Any project, dealing as the PCU does, with 15 distant national focal points must rely on technology to assist its information activities and dissemination processes. The scope of activities for a well-resourced PCU will largely be informed by the assessed needs and priorities/resource constraints of the widely-dispersed member nations it services¹².
- **The medium vs. the message:** The cornerstone of OFM knowledge management should be information production and dissemination,¹³ whilst ensuring archival capacity is optimized. While linking into the UNDP GEF learning cycle¹⁴ the capture of project experiences for transformation into knowledge products should note the primary means of information dissemination via mainstream media in the Pacific is radio, followed by print in urban areas only. TV programs and DVD/video materials have high-impact, and IEC and print materials to drive awareness in community gatherings also has value. Notwithstanding the difficulty of accessing internet, it is critical to recognize archival possibilities through an online knowledge portal, and the need to feature Pacific best practice and lessons learnt in the OFM project, via the GEF/UNDP and IW: LEARN templates.
- **Branding, marketing, promotion.** The strategy should reinforce an effective, positive impression and mental image of the OFM brand when Pacific Islanders think of Oceans and Pacific futures.¹⁵ The current motif featuring stylized versions of a hook, the waves, a sail, and fish could be effectively used across all activities under all information strategy sub-component outputs; and this standard should form part of the proposed communications protocol to apply to all OFM meetings and activities. The communications protocol provides a monitoring and accountability mechanism to ensure that all activities across the other three components¹⁶, but in particular the first two, are supported with key information materials.
- **Quality, locally-relevant knowledge products and services:** A focus on advocacy and outreach work would address the challenge of raising awareness in the most diverse way for the project at this point in time. A strategic focus on outreach publications, those aimed at a broad readership of government officials, media, the private sector and civil society, would assist successful reporting of the PI-OFM project outputs under the information strategy. Analysis and sharing of lessons learnt/best practice, knowledge guides, resource kits, project publications, and current information on the website should also be maintained where possible to achieve mainstreaming and learning at differing levels for other specialist target audiences, as required and identified by the needs analysis and survey.

¹¹ Refer annexed stakeholder survey, recommended to assist with follow up activities due to lack of feedback online.

¹² This could be helped along by completion of the appendix survey and analysis of the results.

¹³ The information strategy in the project literature provides clear directions on types of content, while implementation is left to secretariat and national partners/other stakeholders.

¹⁴ Knowledge Management in support of the global environment: UNDP-GEF initiatives, November 2004.

¹⁶ An example is applying the protocol to the national priorities for legal reforms on page 54 of the produc.

- **Planning for feedback to measure the effective dissemination of knowledge:** Linking in to already existent knowledge communities involves ensuring information products are planned beyond concept to publication to include delivery and feedback/responses from target audiences. Online knowledge portals, workshop posters for advocacy, press releases and handbooks for schools and newsrooms should all share a common feedback guide to measure receipt of information and feedback to guide further publication and use of it. Assessments of audience response will also indicate best modes of delivery in specific communities and assist the strategy's responsiveness to meet those dynamic and changing needs.

- **A commitment to resource training and other uptake activities aimed at effective application of knowledge and products in-country,** in a range of levels. Knowledge strategies to support a range of workshops to break down and simplify conventions, laws, requirements and other aspects of the OFM project to stakeholders must run parallel with specialized training in knowledge, information and communications – whether online, in country, through internships and attachments, or at sub regional and regional level.

Managing information, transferring knowledge: Recommendations

Given the information focus of knowledge management under this project, and the progress made to date on the information strategy, consideration is sought for short-term recommendations as per the table provided, which would assist in achieving outputs and indicative activities of the information strategy sub-component.

The recommendations below are broadly aimed at meeting some of the strategies/strategic areas outlined previously. While more work and consultation will be required, short term actions which can be drawn from the recommendations to engage momentum for the knowledge strategy are identified in the table below:

KM Action Plan recommendations: short to medium term

<i>Specific Activity</i>	<i>Beneficiaries</i>	<i>Strategic result area/s</i>
1.National Focal point Information and KM needs analysis	National focal points and PCU; Fisheries information officers	Clarity and consensus gained on Info/Communications, KM strategy Progress on 1997 IW LEARN PI SAP information gaps assessed Support attainment of sub-component 3 objective Ownership and participation ensured as part of a dynamic KM process
2. Initiate PI-OFM Information Strategy Electronic Reference Group to provide feedback and sounding board advice to secretariat	PCU and all stakeholders; key media and KM industry reps to group	Efficient delivery of the Information strategy in cost-effective consultation Enhanced networking and information sharing by group members of their own work in OFM Cohesion promoted with outsourcing and consultants working on diverse range of information outputs
2.Review and update of www.ffa.int/GEF website and other project materials ; generation of locally relevant new information products	All stakeholders, general public	Project information updated and aligned to GEF/IW: LEARN templates Provision of Pacific materials to IW: LEARN site Creation of a knowledge products/services schedule and budget to match, with target audiences and objectives as per review New information products such as DVDs, promotional banners/stickers and short documentaries broaden community interest and awareness
3.Communications and Information guide/handbook developed to apply as to all OFM project meetings and activities	OFM staff and meeting/activity participants: partners, including media stakeholders and their audiences	Clear and consistent communications template/plan for application at all OFM activities/workshops Clarity and understanding of benefits and resource needs of a communications process Budget process enabled for IEC materials including posters support, media interns and press releases/statements for all workshop events
4. Media, information and KM	OFM PCU, national focal	Regional facilitation of national partnerships to enable

roundtable or workshop for national focal points and partners	points and stakeholders, media	fulfillment of component 3 Identification of bridge-building individuals in media and OFM sectors who can assist raised awareness Heightened media profile for OFM project and relevance to sustainable fisheries/marine management
5. Training for key stakeholders in IW: LEARN and the global GEF Project Information Management System (PIMS) and other relevant database systems.	OFM PCU, key information partners in other agencies, national focal points and ENGOs	Awareness of database systems such as IW:LEARN and OFM relevance promoted to beneficiaries Pacific content updated and presented online Technical information systems problems raised and solutions sought
6. Development of a Pacific GEF database for the FFA website to ensure ownership and broader access to IW: LEARN or the UNDP/GEF PIMS by more stakeholders.	OFM PCU and agencies, national focal points and development agencies; stakeholders seeking best practice examples	Awareness and understanding of database as an information centre and electronic archive Adaptation/creation of a Pacific-specific online space which broadens the template and scope of the IW:LEARN and GEF/PIMS systems Technical information systems problems raised and solutions sought
7. Development of a directory-database of Pacific KM facilitators to assist information strategy for OFM and Development and launch of an OFM knowledge and IE resources portal	OFM PCU and relevant agencies, Pacific practitioners in KM and OFM sectors	Identification of skilled individuals who can work alone or in groups to support the OFM project consultancy outputs Formation of an online directory of Pacific Islanders in OFM sectors at different levels Consolidation and organization of diverse information products on Pacific OFM in one place Link in to IW: LEARN and GEF to grow Pacific 'voice' online
8. Pacific media internships to drive mainstream understanding, reportage, and support information outputs	OFM PCU, PINA and regional media	Deepened awareness and understanding from inside view by senior Pacific media practitioners lending to better reportage of OFM project TOR for interns to allow development and publications support for knowledge products Customised internships allow for development of OFM research, newsroom kits, and preparation for awareness workshops, networking and advocacy advice.
9. Regional workshop for Fisheries/Marine/Environment information officers on linking their work plans to OFM Information Strategy	OFM PCU and industry information officers; national focal points and ENGOs/INGOs	Awareness of advocacy tools for promoting OFM by front-line national partners and peers; with key outputs of resource sharing on Information Strategy and provision of material for Knowledge portal and GEF reporting templates. Tacit knowledge supplied on ways to best support generation of content for website and other information components from national level Builds peer-level partnerships and resource sharing with ENGOs and INGOs for best information strategy implementation

<p>10. Launch of two key electronic discussion and information lists to encompass i/ national focal points and OFM secretariat (restricted) ii/ stakeholders and media/public discussion/posts on OFM issues (open)</p>	<p>OFM PCU and partner agencies, National focal points</p> <p>General public and researchers/media</p>	<p>Increased facilitation of cost-effective online networking</p> <p>Discussions, announcements and themed debates via distance over the net are archived and linked to website</p> <p>Ability to run monitoring and participatory surveys online, with national focal point partners able to gauge progress/discuss issues with peers on specific components and issues prior to meetings/workshops and conferences.</p>
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NOTES

- The pace of implementation for KM activities depends on resources and funding. Note that issues of responsibility, timelines, and budget/resources for below are dependant upon resource availability and allocation; in this instance by the OFM Project Coordination Unit.
- Some activities; while different can run back to back or overlap, such as 5, 6 and 9 into one event, 3 and 4 into one event, or 1 and 10.
- Project strategic results as per the table below are envisaged to either directly or indirectly support the Information strategy (Component 3) of the project, while enhancing outputs around participation, awareness and management.

Annex A

E-survey to all National Focal points (as per OFM contact list)

Hi, Kia Orana and talofa lava all. My name is Lisa Williams-Lahari and I'm assisting the OFM project under FFA to draft a Knowledge management strategy with particular reference to sub component 3 and specific attention to the need for a knowledge management process as per 3.1. While much of the work and the consultancy has been desk based I have been given the go ahead from the project coordinator Barbara Hanchard to make direct contact with you.

Given Knowledge management is an exhaustive process and the strategy is aimed at providing a broad scope within which to frame your knowledge-based activities, the draft process would be enhanced with your participation in a quick questionnaire as per your yes/no responses and some commentary and experiences (especially if you answered no to any of the statements) on your key challenges/priorities when working with stakeholders within the OFM framework.

Thanks for your time, and any additional comments you can give at the end. If you have further questions, don't hesitate to let me know via email on lisa.lahari@gmail.com

Kind regards,

Lisa.

1. Leadership/Vision

We have an ICT/communications/information knowledge vision and strategy for our organization.

We employ people on a full or contractual basis whose outputs fall directly under that vision, and within the framework of the OFP component 3.

2. Processes

We gather and manage all internal and external information, meeting records, correspondence (hard copy and electronic), publications, data and other knowledge assets with a clear system, and publish regular reports on how to access the system to the public, our donors, and other stakeholders.

We are happy with the flow of information between our regional coordinating office and this office, and are clear on OFM workshop and meeting requirements and agenda goals well before we attend.

(Please clarify your main method of information receipt/sharing on OFM matters, e.g. / email, phone, face-to-face or fax, and your preferred method for the same)

3. Culture/Structure

We share and encourage knowledge sharing across departmental boundaries, and our workplace settings and format of meetings encourage informal knowledge exchange.

We have a good working relationship with the communications and media sector in-country, and often have OFM and other work highlighted as local news.

4. Information staff/training

We employ librarians, or information management staff that coordinate knowledge repositories and act as focal points for provision of information to support key decision making; and staff in the organization are trained in how to access and use that information in their work.

5. Technological Infrastructure

We enjoy pro active use of computer-based work stations and ICTs, including fax, phone, and email.

We have an intranet system and all users, to varying extents, have access to archived materials and the internet.

Your further comments below in regards to the above are much appreciated:

(ends)

Annex B: TOR schedule

Schedule A TERMS OF REFERENCE

[June 2007]

Background

The Pacific Islands Oceanic Fisheries Management (OFM) Project was officially approved by the GEF Chief Executive Officer; Mr. Leonard Good on May 24 2005. The USD\$11m five year OFM Project is executed by the Pacific Islands Forum Fisheries Agency (FFA) at which the Project Coordination Unit is based. The project co-executing agencies are the Pacific Community (SPC) and the World Conservation Union (IUCN).

The Project has three components, two technical components, which are specifically designed to address the two immediate objectives and the two root causes, as follows:

Component 1. Scientific Assessment and Monitoring Enhancement, aimed at the Knowledge and Information Objective; and

Component 2: Law, Policy and Institutional Reform, Realignment and Strengthening, aimed at the Governance Objective;

and a third component,

Component 3. Coordination, Participation and Information Services, designed to support and enhance the outcomes of the two technical components.

Component 3 addresses the overall project management and coordination, the provision of information about the Project and the Convention, the capture and transfer of lessons and best practices and participation by stakeholders. The process is designed to be inclusive, with stakeholder participation promoted nationally and regionally.

Sub-component 3.1 – Information Strategy is one of the project mechanisms designed to promote awareness and understanding of both the Project and the Western and Central Pacific Fisheries Convention. The strategy is intended to contribute towards the enhancement of awareness about the Project and understanding of its objectives and progress; establishment of a clearing house for lessons and best practices within the Pacific SIDS, as well as through linkages to other global fisheries and their issues; capture of up-to-date information and advice on related ecosystem management and innovative fisheries management approaches; transfer of lessons and replication of best practices through an active mechanism linked to the Commission; and active participation with IW:LEARN

Objectives

The project requires a knowledge management process to identify innovative best practice and replicate ideas with the project and relevant to the project, including the active involvement with IW:LEARN.

The key objective of this consultancy will be to prepare a Knowledge Management Strategy which will include and describe components for website, newsletters and progress reports.

Scope of Consultancy (Responsibilities)

The scope of the work to be undertaken will include:

- i) Review of modern literature on Knowledge Management and processes used by GEF and GEF International Waters projects for the purposes of developing a Knowledge Management Strategy in the form of a Strategic Plan for the Pacific Islands Oceanic Fisheries Management Project;
- ii) Prepare a Knowledge Management Strategic Plan for the PI OFM Project taking into account progress made to date on information strategy, consideration for sub-component 3.3 Stakeholder Awareness and Awareness Raising and the need to include components for website, newsletters and progress reports; and
- iii) Provide a brief report with the Knowledge Management Strategy attached that explains the process of designing the strategic plan, references used and contains recommendations that highlight information related activities that require immediate and urgent attention.

The work undertaken will be based on the following indicative work program, subject to variation by FFA with appropriate notice.

Time Schedules and Reporting Requirements

INDICATIVE WORK PLAN		
Activity	Effort	Timing
Research	3 days	29 June – 1 July
Draft Knowledge Management Strategy	6 days	2 – 7 July
Brief consultancy report	3 days	8 – 10 July
Draft report and KM Strategic plan submitted to FFA for comment		11 July
Final report completed & submitted		15 July
Total	12 days	

The Consultant shall report to the OFM Project Coordinator.

Expected Outcomes

The primary outcome is the submission of a professional report that should contain the results of the activities highlighted in the scope of these terms of reference and any recommendations but specifically the development of a Knowledge Management Strategic Plan.

The consultancy outcomes will contribute directly to the information strategy of the OFM Project to promote awareness and understanding of the Project and the WCPF Convention focussing on the dissemination of information generated by and related to the Project.