

Knowledge Management

Capitalising on the Power of Knowledge



Africa Adaptation Programme

Responses to both climate and non-climate threats to development in Africa are generating a vast and rapidly growing body of information. The potential for this information to provide crucial knowledge in the design and implementation of resilience-boosting strategies across the continent is enormous. But for countries to take full advantage of this opportunity they must be able to capture knowledge and add it to a shared pool from which they can extract high-quality, comprehensive information relevant to their development needs.

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Twenty countries across Africa are working with the AAP to strengthen their capacities in knowledge management. With the support of the AAP Regional Team, AAP countries are developing the means to ensure that all relevant information and knowledge generated is documented, codified and disseminated in ways that correspond to the needs of specific stakeholders such as policy-makers, sector experts, the private sector and local communities.

The overarching goal is to establish, by the end of 2012, region-wide knowledge and learning mechanisms that raise awareness, engage stakeholders, inform decision-makers and promote exchange and cooperation among countries.

Why is knowledge management important?

Knowledge management is the business of managing both knowledge assets, such as knowledge products, technologies, organisations and markets, and the processes that act upon these assets, such as developing knowledge, preserving knowledge, using knowledge and sharing knowledge.

As climate adaptation projects and programmes proliferate and advance in many countries around the world, a wealth of knowledge accumulates. Much of this knowledge, however, is tacit rather than systematic, explicit and codified; it has not been developed in a coordinated manner that would make it useful for decision making and other processes.

African countries are not an exception. They have produced a vast amount of information on climate change and related areas, which could become a great resource of relevant knowledge. But due to institutional weaknesses and few instances of sharing, this information and knowledge is often poorly organised and not accessible to those who need it.

The integration of knowledge management components has become standard practice for UNDP-funded or managed development projects. It is an effective way to draw on, and make the best use of, knowledge that may reside in a variety of places, from databases and storage facilities to filing cabinets and the minds of staff members. All too often, one part of an organisation repeats the work of another simply because it is unable to keep track and make use of all the knowledge it acquires.

The knowledge management support the AAP provides to participating countries offers the means to ensure relevant information and knowledge that has been generated is appropriately documented, codified and disseminated in ways practitioners and decision-makers can make use of.

Support to AAP countries

Country support is provided through three mechanisms:

1. *promoting sharing platforms*, such as existing electronic or traditional platforms for knowledge sharing;
2. *promoting the generation of content* by developing knowledge, codifying it for easier access and disseminating it through appropriate channels;
3. *providing technical assistance* in response to specific needs that may arise in the implementation of national programmes.

Benefits

Countries and individual participants benefit from the regional programme as it:

- Captures core knowledge for re-use
- Provides mechanisms for faster transfer of best practices
- Provides users and decision-makers with solutions to intractable problems
- Saves time and resources spent trying to 'reinvent' by leading participants to the right approach quicker
- Helps locate critical expertise

Costs

The costs of country office participation in the knowledge management regional support programme have been calculated for the different initiatives the programme offers. Note that these are participant's costs and do not include the regional office's initial investment in compiling guidelines and work packages and hiring consultants.

Knowledge management needs assessment survey

AAP teams will be requested to mobilise national partners to respond to an online questionnaire. There will be no costs for the national AAP projects to participate and to access the raw data. Costs to country offices will be about US\$2,000 for a detailed report with recommendations and next steps.

Training on Teamworks and continuous contribution to the network

Two day national workshops will be held for up to 20 people from each AAP national team. Costs incurred will include travel and living expenses for the trainer and venue hire. Participants will work from their own laptops. The maximum cost forecast is US\$3,000.

Regional workshops

Two five-day regional workshops (one in English, one in French) on knowledge capture, codification and dissemination, and traditional knowledge will be organised by the AAP. A maximum of three participants from each AAP country, such as AAP project managers, knowledge managers and communication officers, will take part. National AAP

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teams will bear the costs of their participation. The cost per participant will be up to US\$4,000.

National workshops

National AAP teams willing to engage a larger number of people in knowledge management training may decide to hold a national workshop on knowledge capture, codification and dissemination and traditional knowledge. A five day national workshop can be arranged to fit countries' specific needs. Participants from the regional workshop will be expected to attend the national workshop to provide facilitation support. The estimated cost for this activity is US\$25,000 including consultant's fees, travel and living expenses and local logistics.

Knowledge fairs

Two knowledge fairs will be held in 2012. These will provide an opportunity for countries to showcase the knowledge management activities they have carried out. AAP national teams will bear the costs of their participation. The cost for each participant will be up to US\$4,000 plus up to US\$1,000 for each delegation's materials.

Meeting of Teamworks facilitators

A two day regional workshop will be held for the AAP Teamworks facilitators. AAP national teams will bear the costs of sending two facilitators, estimated at up to US\$2,000 per participant.

Knowledge management strategic plans for adaptation

Some countries have shown interest in formulating knowledge management strategic plans for climate change adaptation. Online consultant support to formulate such plans is estimated to cost US\$2,000.

Partnerships

Access to reliable information generated elsewhere in Africa or the world and the ability to share lessons and experiences are key requirements to African countries tackling climate change. However, many current initiatives operate in isolation from each other, risking duplication of efforts and the poor utilisation of resources. To avoid such outcomes the AAP Regional Team works closely with key African and international organisations and platforms as well as UNDP regional centres. Establishing such partnerships with leading climate change institutions means AAP practitioners get access to a vast amount of previously untapped information and knowledge. Best practices and other relevant information from around the world are also provided through the hosting of workshops, knowledge fairs and side events.

The AAP has partnered with the following institutions and portals, which are leading relevant work in the development and sharing of climate change knowledge.

AfricaAdapt is an independent, bilingual knowledge network focused exclusively on Africa. Its aim is to facilitate the flow of climate change adaptation knowledge needed for sustainable livelihoods between African researchers, policy-makers, civil society organisations and communities vulnerable to climate variability and change. www.africa-adapt.net

The Climate and Development Knowledge

Network supports developing countries to deliver climate compatible development by offering advice and technical assistance, cutting-edge research, strategic knowledge sharing and partnership building. It is based in the United Kingdom. www.cdkn.org

The Regional Climate Change Adaptation Knowledge Platform for Asia is a response to the demand for effective mechanisms for sharing

information on climate change adaptation and for developing adaptive capacities in Asian countries; it supports research and capacity building, policy making and information assimilation, generation, management and sharing. It also facilitates climate change adaptation at local, national and regional levels while working with existing and emerging networks and initiatives. www.climateadapt.asia

Teamworks is a web-based, globally-integrated extranet platform that enables UNDP and external partners to leverage the collective knowledge of communities, individuals, programmes and projects in the most useful, cost-effective manner. By making the knowledge of staff in the field, at the regional level and at headquarters accessible to the rest of the organisation, as well as to external partners, Teamworks makes local experience globally available and global experience locally available. <https://teamworks.beta.undp.org>

The Adaptation Learning Mechanism (ALM)

is a UNDP facilitated platform that operates in close partnership with the UN Framework Convention on Climate Change, UNEP, the World Bank and specialised UN agencies including FAO. The ALM represents a collaborative, global learning process, with leadership, facilitation and strong participation by southern institutions. Seeking to provide stakeholders with a common platform for sharing and learning, the ALM bridges knowledge gaps by bringing relevant knowledge and stakeholders together to exchange information, experiences and expertise. Additionally, the ALM complements the wide range of adaptation knowledge networks and initiatives already underway. www.adaptationlearning.net

For more information on AAP's knowledge management programme please visit:
www.undp-aap.org/knowledge-management

