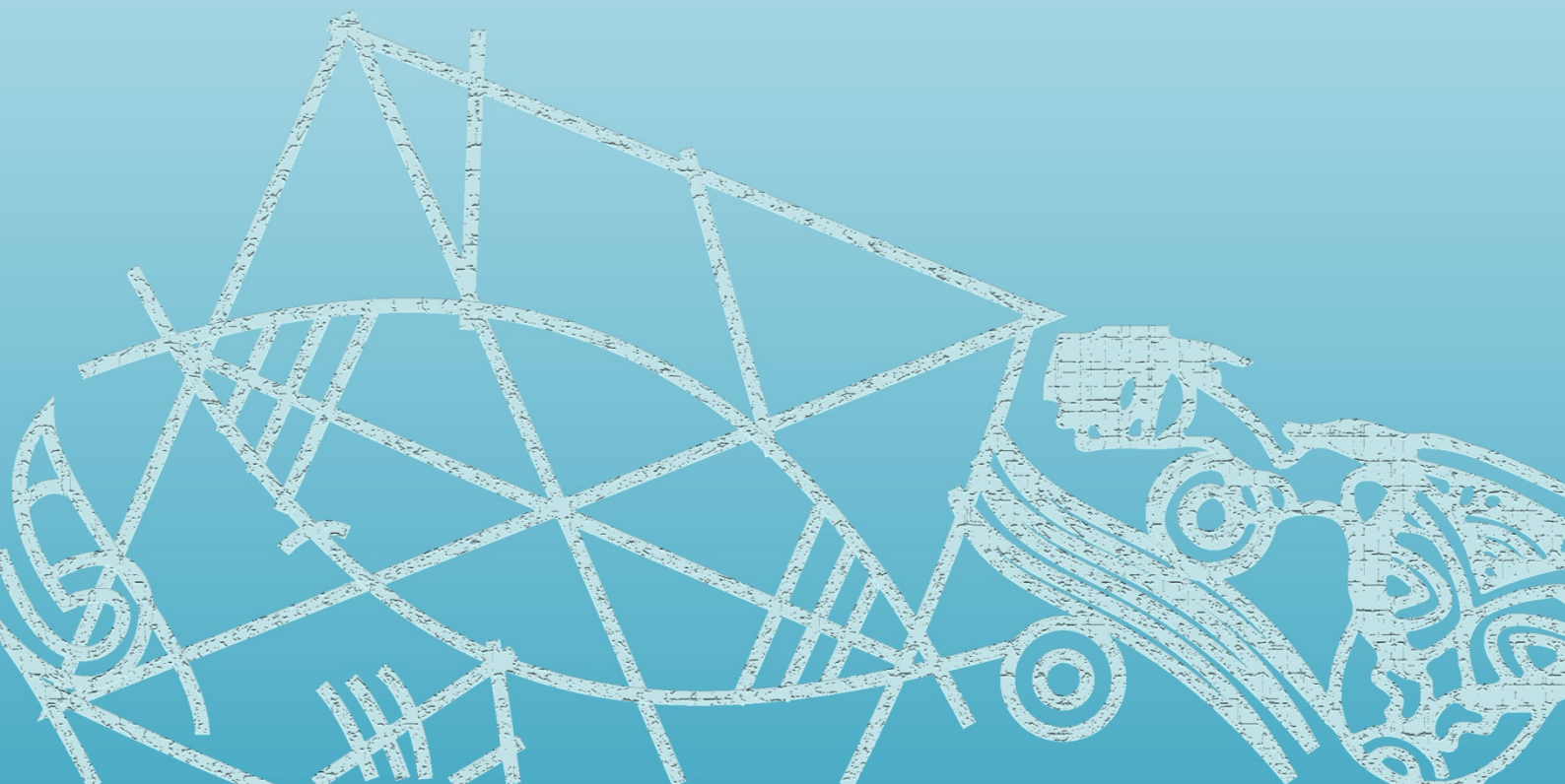


KNOWLEDGE MANAGEMENT STRATEGY 2015-2017

LAND RESOURCES DIVISION (LRD) SECRETARIAT OF THE PACIFIC COMMUNITY

Developed in close consultation and collaboration with SPC LRD



Colophon

Version: Final
Date: May 7, 2015
By: Co-Capacity

This Knowledge Management strategy is developed for, and in close consultation and collaboration with, the Land Resources Division of the Secretariat of the Pacific Community, by Co-Capacity. The total package consists of:

- The Knowledge Management Strategy 2015-2017
- A Strategic Implementation Plan (SIP) 2015-2017
- An Annex document (*this document*) with the following annexes:
 1. Inventory of LRD Knowledge Products & Services (shortened version)
 2. KM scan results
 3. Progress reporting
 4. Bibliography
 5. Original ToR
 6. Original planning of the project
 7. Explanatory sheets KM ecosystem
- Inventory of Knowledge Products & Services (complete version in spreadsheet)
- A ToR for the KM position leading the implementation of the strategy

The entire package is available digitally via <http://1drv.ms/1KI57QF>

Object description

Using the Dublin Core meta data method:

Creator: Co-Capacity B.V.

Title: Knowledge Management Strategy 2015-2017, Land Resources Division (LRD) - Secretariat of the Pacific Community

Description: This Knowledge Management (KM) strategy for the Land Resources Division (LRD) of the Secretariat of the Pacific Community (SPC) guides the internal and external knowledge management of LRD. It covers two-and-a-half years (2015-2017), representing foreseeable outcomes for LRD and guiding towards a longer term KM vision.

Date: May 2015

Type: Text, 37 pages, electronic format.

Language: English

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PREFACE

For us at Co-Capacity, it has been an eventful, insightful and very pleasant learning experience to work with the staff and management of LRD. LRD staff and management, and the Fijian culture in general, has proved to be very open and welcoming. People at LRD were always willing to share their valuable insights and provide good and constructive criticism. We were working on a tight time schedule, which was sometimes a bit stressful but has helped us and LRD to finish a rather complicated process within 4,5 months.

The LRD staff is actually working on an amazing amount of products and services for their stakeholders. While at first there seemed to be around 25, we now have gathered a lost of around 200 different knowledge products and services! It also quickly became apparent that LRD is quite large and diverse, which led us to do four separate Knowledge Management scans (for each individual SO) instead of the originally envisaged and agreed one scan!

Some of the highlights during our trips to Fiji were the workshops. During these workshops, we have had very good interactions with LRD staff and management. In total, more than half of the people working at LRD has participated in one or more of our workshops! We also want to highlight the talks and consultations with LRD partners and stakeholders, which have been very valuable to the development of this strategy.

During the second trip to Fiji, we were lucky enough to have Krishan Bheenick from CTA with us, who has been very supporting and helpful, perfectly fulfilling CTA's role as technical advisor and strategic partner.

We think that within LRD, the SO1 team is perfectly positioned to take the challenge of this KM strategy forward. It will indeed be a challenge, and perhaps capacity development will be needed, which will further build the experience of this team. In relation to the PAPP project, a lot will be possible. This is the moment for LRD to seize the opportunity, enhance its own internal knowledge management but also expand this to reach out and support the PICTs in their demands for improving their knowledge intensive organisations as well service provision.

We believe that LRD can become cutting edge in knowledge management, by internal organisational optimization as well as the enhancement of their products and services. If the implementation of this strategy will start soon and continue over the next few years, LRD can serve as an example for other regional organisations in the Pacific as well as worldwide.

We want to thank LRD for the trust they have put in the Co-Capacity team. We have thoroughly enjoyed working with LRD on this project.

Koen Beelen & Pepijn Jansen

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EXECUTIVE SUMMARY

This Knowledge Management (KM) strategy for the Land Resources Division (LRD) of the Secretariat of the Pacific Community (SPC) guides the internal and external knowledge management of LRD. It covers two-and-a-half years (2015-2017), representing foreseeable outcomes for LRD and guiding towards a longer term KM vision. Knowledge management supports LRD in optimizing its internal knowledge organisation and supports LRD in the provision of the best possible services and products to its clients.

The strategy consists of a total of twelve strategic KM objective areas, which are divided between internal KM and external KM. Each objective is drilled down into sub-objectives, and into actions which can be found in the **Strategic Implementation Plan** (separate document).

The **organisational knowledge management for LRD** consists of the following seven strategic KM objective areas:

- A. Improve knowledge retention within LRD to ensure continuation and sustainability of internal processes and knowledge:** LRD is in the position that there is a risk of knowledge not being available for the organisation in the future. This could leave LRD with a potential knowledge gap in certain areas of subject matter expertise, technical skills, soft skills, network connections, attitude and experiences.
- B. Optimise internal information systems and information management:** Information is mostly stored following project logic instead of general LRD guidelines, in folders and databases scattered around the servers or even on individual computers. LRD information management policies, classification and indexing policies are not consistently used. This results in a situation in which there is no clear overview of available information and information gets lost. In order to fully utilize the potential from all LRD's valuable information, some steps should be taken.
- C. Foster and sustain an open, critical and inclusive organizational culture:** Overall, the internal culture of LRD is open, welcoming, and inclusive. People feel part of a team. Staff can be critical, but in a positive and constructive way. However, there sometimes are reservations in sharing knowledge, partly because of "knowledge is power", and because it sometimes happens that knowledge and research is used without consent.
- D. LRD staff and management continuously act pro-actively and innovative:** Proactively engaging with the different sectors by way of foresights and forecasting can help LRD gain a strategically more solid ground, in terms of funding, knowledge, and partnerships. LRD certainly has the expertise in-house to do these kinds of foresights as a 'think-tank'. Besides this strategic approach to innovation, staff could also be stimulated to act more pro-actively.
- E. Improve and sustain internal monitoring and evaluation to continuously develop LRD as learning organization:** Organisational learning means the embedding of continuous learning

cycles within the organisation. Feedbacks loops and internal monitoring and evaluation are two of the main vehicles for an organisation to systematically improve internal and external processes, procedures, projects, products and services.

- F. Improve the process of continuous development for management as well as staff (lifelong learning) and link to organizational strategy:** Not much attention is paid to personal as well as competence development for staff. Not only should staff be skilled in their area of expertise, but also other personal as well as professional competencies are needed. Also, more attention can be given to management development. Differentiating between management skills and leadership qualities could be another area for improvement.
- G. Improve collaboration with partners and within alliances to ensure high quality relationships:** Partnerships and collaboration are core to LRD's business model, and LRD has many partnerships. However, one important issue is that staff often does experience problems in working together with partners. Improving the management of these partnerships and alliances thus seems to be of high importance to LRD.

The **external knowledge management of products and services** consist of these 5 objectives:

- H. Clarify LRD's (potential) target audiences and their needs and demands (targets):** In order to 'cleanup' LRD's products and services, LRD needs to start with clarifying stakeholder and beneficiaries needs and demands.
- I. All of LRD's products and services are optimized for their current and potential target audiences, with clear goals:** Based on the overview of all needs and demands from target audiences, products and services can be streamlined, aligned and consolidated towards these goals and target audiences.
- J. Combine different products and services to ensure long-term gain for clients:** Implementing longer term plans and objectives for clients / stakeholders, with clear and measurable objectives, client or target-group specific, and driving all interventions, products, services and projects in a combined effort between LRD and the client.
- K. Effectively communicate products and services to increase visibility and use:** The LRD website and project websites are the main vehicles for external showcasing, along with personal communication via e-mail, during meetings and conferences, and other forms of professional relations.
- L. Implement and formalize procedures for continuously monitoring and evaluation of products and services to measure impact and improve the services and products:** Within LRD, a lot of staff calls for better monitoring and evaluation of services, since currently a lot of questions often remain unanswered.

1. INTRODUCTION

This Knowledge Management (KM) strategy for the Land Resources Division (LRD) of the Secretariat of the Pacific Community (SPC) guides the internal and external knowledge management of LRD. It covers two-and-a-half years (2015-2017), representing foreseeable outcomes for LRD and guiding towards a longer term KM vision.

1.1. METHODOLOGY

This strategy is based on elaborate consultation and cooperation with all Strategic Objective (SO) teams of LRD, LRD management, project staff and external stakeholders. Four knowledge management scans have been conducted to gain insight in the current status of KM within LRD, and an extensive list of products and services has been created to generate a good overview of LRD's current portfolio. A desk study has been carried out to analyse existing documents from LRD, such as strategies, reports, brochures and newsletters. Personal input was ensured through Skype meetings, a series of face-to-face interactions as well as e-mail questions. We have held a large number of meetings with different groups from LRD to collaboratively think, discuss, observe, analyse, validate, sensitize, brainstorm, learn and innovate. Based on the points before, a draft strategy was created. This has been extensively discussed with LRD staff and management, other SPC divisions as well as external stakeholders. Their comments and suggestions have been used to write this final draft strategy.

1.2. RATIONALE

In 2006, the previous Information and Knowledge Management (IKM) strategy for LRD has been developed. This strategy has been partly implemented, but since then there have been a lot of internal and external developments for LRD. Therefore, it has now become the time to start with a new strategy that outlines clear (I)KM objectives for the whole of LRD, to guide the organisation towards a clear vision on what KM means for them, with foreseeable and practical objectives.

Improving internal KM as well as KM of LRD's products and services will lead to an improved service provision to LRD's partners and stakeholders, and through them to the ultimate beneficiaries: farmers, households, youth, women, and other vulnerable groups in the Pacific.

1.3. STRATEGIC EMBEDDING

The Secretariat of the Pacific Community's vision is *"a secure and prosperous Pacific Community whose people are educated and healthy and manage their resources in an economically, environmentally and socially sustainable way."* As part of SPC, the Land Resources Division contributes to this vision through its main goal *"to assist the Pacific Community to improve food, nutritional and income security and sustainable management and development of land, agriculture and forestry resources."*

SPC and LRD are knowledge organisations; they fully depend on the skills, experiences and attitudes of their staff, the knowledge professionals. These individuals work with each other and use their knowledge to provide high quality products and services for the benefit of LRD target audiences. Therefore, KM is of vital importance as it aims to support optimization of the LRD as knowledge organisation as well as that it directly steers LRDs knowledge product and service delivery. In this sense, KM directly adds value to LRD.

LRD is of course part of SPC, and as such partly dependent on and also responsible towards SPC, SPC's structures and regulations, including communications, knowledge management, ICT policies and other developments. SPC has 26 members towards whom they hold responsibility, including the 22 Pacific Island countries and territories (PICTs). The region is of course characterized by spanning a large geographic area, with large distances and geographic isolation of some communities and islands.

1.3.1. LRD's current structure

LRD used to be organised in seven themes and was recently restructured around the current four Strategic Objectives (SOs), as described in the LRD Strategic Plan 2013-2017. The four SOs are:

1. To support informed policy decisions, advocacy and knowledge sharing on sustainable land, agriculture and forestry management and development. (SO1)
2. To strengthen the resilience of food and nutrition security to the impacts of disasters and climate change. (SO2)
3. To enhance sustainable land, agriculture and forestry resources management and development. (SO3)
4. To increase the contribution from agriculture and forestry sectors to inclusive broad-based economic growth. (SO4)

LRD is thus now structured around these four SOs: they are the current four programmes within LRD, each with its own deputy director and staff, and split into smaller teams within the SO. The transition from the themes to the four SOs has been completed, but there are still traces of the old themes (for example in the staff list).

1.3.2. LRD's clients and beneficiaries

As part of a regional organisation, it is LRD's mandate to support national (governmental and non-governmental) organisations, that either directly or indirectly (via other organisations) support the ultimate beneficiaries. To remain clear on the difference between these groups, and because LRD normally does not directly work with farmers and others, this strategy clearly differentiates between:

- **LRD's clients:** the national organisations that LRD directly works with, and can be seen as intermediaries through which the beneficiaries are reached.

- **LRD's beneficiaries:** the farmers, households, youth, women, and other vulnerable groups in the Pacific. These benefit from LRD's work, but indirectly because LRD strengthens the national organisations that in turn support the beneficiaries.
- **LRD's partners:** organisations that work together with LRD in a project (can also be clients).
- **LRD's target groups / audiences:** are those (clients, beneficiaries and / or partners) at whom a specific product or service is targeted.
- **Stakeholders:** all individuals, groups and organisations that have a stake in what LRD does.

1.3.3. Pathways to Impact

Throughout this strategy, there will be referred to so-called "pathways to impact". These pathways to impact are essentially the steps to be taken, or tracks to be followed, by LRD to reach the goals which are envisaged together with their beneficiaries. Pathways to impact thus consist of a chronological sequence of projects, interventions, products, services and support by LRD to support beneficiaries to improve their livelihoods, increase sustainability, strengthen resilience and improve economic growth. Following the LRD Strategic Plan 2013-2017, projects should thus already be contributing to this, and are thus part of a pathway to impact. Following the proposed steps in this KM strategy will help LRD internally to optimise its knowledge organisation as well streamline its external products and services provision to enhance support to pathways to impact.

1.4. VISION ON KNOWLEDGE MANAGEMENT

Knowledge management supports LRD in optimizing its internal knowledge organisation and supports LRD in the provision of the best possible services and products to its clients. These can be seen as the two sides of the same coin. If the internal organisation is not functioning well, it is unlikely that good products and services are delivered. And if products and services are not optimally geared towards target audiences, the organisation probably does not have the right processes, structure, knowledge flows, etc. in place. In other words, if the right hand does not know well enough what the left hand is doing, you can't show your craftsmanship.

1.4.1. Definition of knowledge

Before going into a further explanation of knowledge management, let us clarify what knowledge itself is. **Knowledge** is a function of the **experiences, skills and attitudes** of the staff within the organisation combined with the **information** available and accessible:

$$\text{Knowledge} = f_n ([\text{Experience, Skills, Attitude}] * \text{Information})$$

Knowledge can be seen as a continuum ranging from tacit to explicit. So it continues from an individual's experiences and attitude, personal and network interaction via e.g. social media to data and repositories. In this definition, **information is the explicit part of knowledge**: the hard copy brochures, reports, research papers, as well as the digitally stored data and information available in databases, repositories, online libraries, websites and emails. **Experiences, skills and attitude are the**

tacit knowledge part of the equation: they reside in people's heads and cannot simply be put on paper.

Information is thus a part of knowledge!



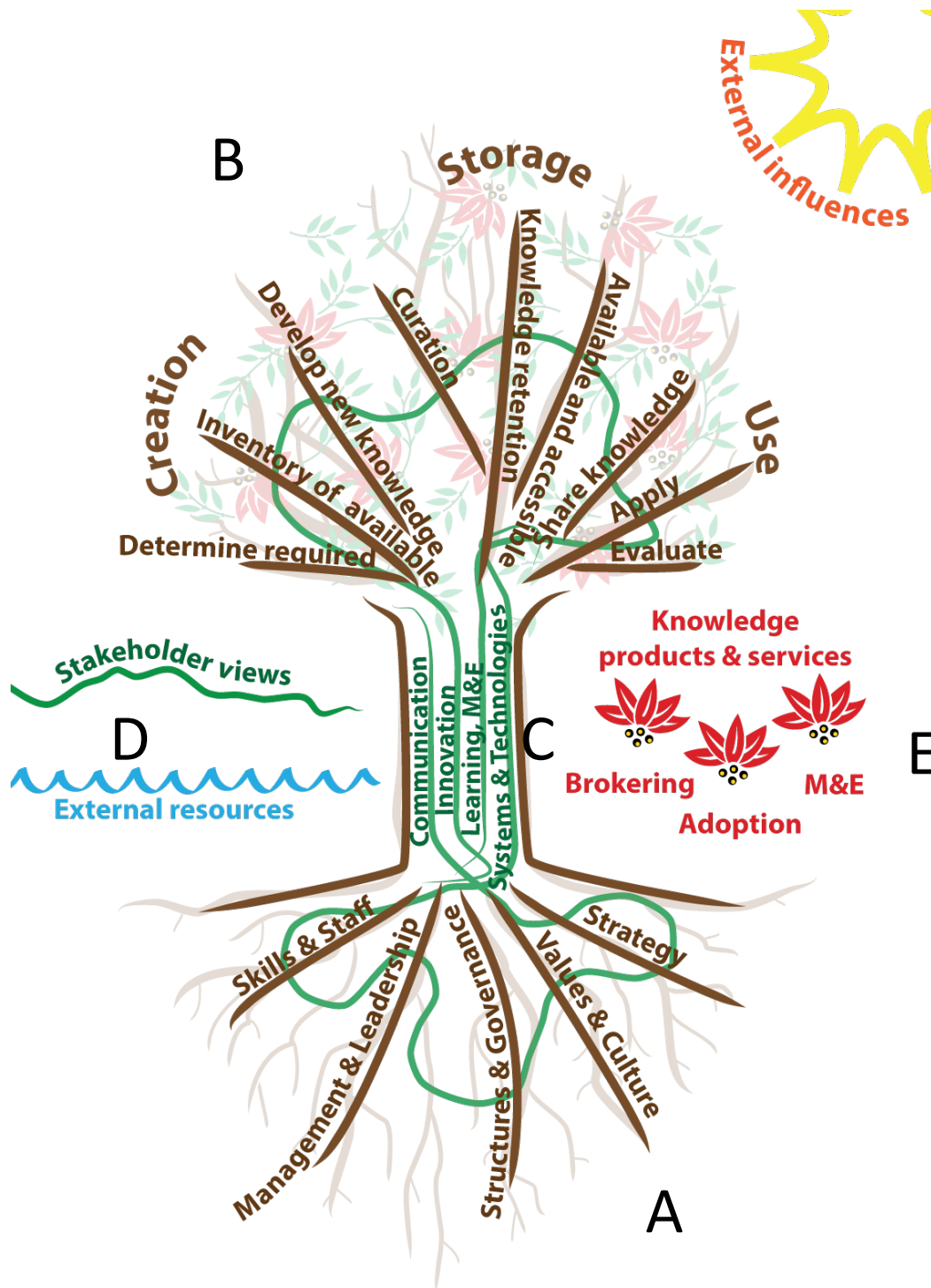
1.4.2. Knowledge management

In the approach used in this strategy, knowledge management (KM) is the set of specific actions to develop and foster an optimal knowledge intensive environment, or a so-called knowledge ecosystem¹, so that the knowledge (ranging from tacit to explicit) within LRD is used to benefit those who can benefit from it, in a timely manner. This involves the establishment of an internal LRD environment that encourages the systematic creation, storage and use of knowledge in order to deliver specific knowledge products & services, for internal use as well as for external service provision to target audiences.

This integral knowledge management approach consists of a balanced set of specific actions to (a) strengthen the organisational foundation; (b) enable the optimal creation, storage and use of knowledge within LRD; (c) optimise the internal enablers as well as (d) include the external context to (e) deliver the right knowledge products & services to LRD direct clients and indirect beneficiaries. The knowledge products and services are of course different per organisation, and for LRD they can be categorised as follows:

1. Networks, f2f interactions, p2p interactions
2. Databases, ICTs, portals
3. Resource materials, hard copies
4. Practices / Technologies
5. E-fora / e-discussions
6. Meetings
7. Capacity Building

¹ See Annex document for a more detailed explanation on the Knowledge Ecosystem Approach.



Knowledge ecosystem tree with:

- A. The roots or foundation
- B. The branches and leaves, or knowledge processes
- C. The 'sap in the veins' or internal enablers
- D. Nutrients: sun, water, etc. or the external environment
- E. The flowers, or products and services

1.5. APPROACH

The strategy follows this logic of the knowledge ecosystem approach to knowledge management. The approach considers a total of 22 different aspects within the organisation², placed under the five main categories: (a) the organisational aspects; (b) knowledge processes; (c) internal enablers; (d) external factors; (e) knowledge products and services. Categories a, b and c need to be optimized internally and category d needs to be dealt with internally to effectively provide clients and partners with category e: the organisation's products and services.

From the consultation and cooperation with LRD, twelve strategic KM objective areas were identified that need to be worked on to optimize LRD's knowledge management: seven relate to internal organisational knowledge management, and five to knowledge management of products and services. All of these points encompass one or more (parts of) the aspects of the knowledge ecosystem. The strategic KM objective areas are:

1.5.1. Organisational knowledge management:

- A. Retention of knowledge
- B. Make information available and accessible
- C. Foster an open and critical culture
- D. Act pro-actively and innovative
- E. Organisational learning
- F. Competence management and management development
- G. Optimize partnership & alliances

1.5.2. Knowledge management of products and services:

- H. Clarify on targets and target audiences
- I. Streamline, align and consolidate products & services
- J. Innovate in products & services combinations
- K. Communicate products & services
- L. Monitor & evaluate products & services

1.5.3. Implementation plan

All of the above strategic KM objective areas have several sub-objectives, which are part of this strategy. These sub-objectives then have one or several activities linked to them, categorized and placed under several main threads. These can be found in the **Strategic Implementation Plan**.

² See the annex document for additional explanation of these aspects.

2. ORGANISATIONAL KNOWLEDGE MANAGEMENT

For LRD there are seven main strategic KM objective areas, or areas for KM interventions, with regard to LRD internal organisational knowledge management. Some of these have higher priority than others, and this differs per LRD Strategic Objective. These cover the internal functioning of LRD as a knowledge organisation. Typically, it encompasses all 'roots, trunk and branches' of the knowledge ecosystem approach, plus the external environment. The strategic KM objective areas will be discussed in this chapter. Their respective priorities per SO are based on the outcomes of the KM scans and discussions with the SO teams, and can be seen in the table below:

	SO1	SO2	SO3	SO4
Retention of knowledge	High priority	Medium priority	High priority	High priority
Make information available and accessible	High priority	High priority	High priority	High priority
Foster open and critical culture	Medium priority	Medium priority	Medium priority	Medium priority
Act pro-actively & innovative	Medium priority	Medium priority	Medium priority	Medium priority
Organisational learning	High priority	High priority	Medium priority	Medium priority
Competence management and management development	Medium priority	High priority	Medium priority	Medium priority
Optimize partnership & alliances	Medium priority	Medium priority	Medium priority	Medium priority

For each strategic objective area, there is a short introduction and a description of the current situation of this specific area within LRD. A list of sub-areas or domains on which the specific strategic KM objective area is based is shown, and its priority per SO. This priority is based on the results of the KM scan, combined with inputs from meetings and discussions with the respective SO team.

Then the objective of this KM area for the next two years is shown. This objective is further operationalized into steps or sub-objectives, which then lead to an action plan (this can be found in the strategic implementation plan).

A. RETENTION OF KNOWLEDGE

The first and one of the foremost strategic KM objective areas for LRD is retaining its in-house knowledge. Several factors lead to the current situation in which LRD is in the difficult position that there is a risk of knowledge not being available for the organisation in the future. This could leave LRD with a potential knowledge gap in certain areas of subject matter expertise, technical skills, soft skills, network connections, attitude and experiences.

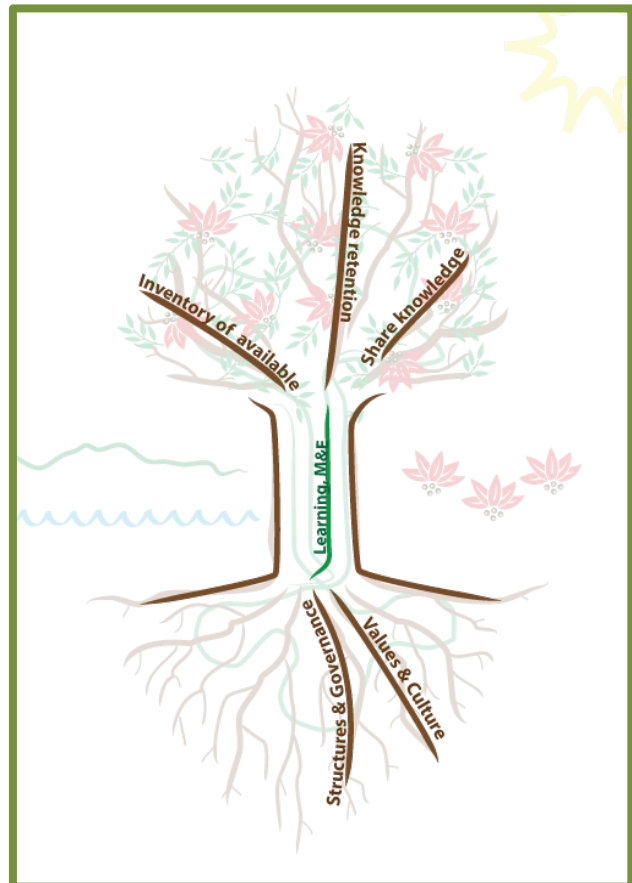
Relates to:

- A2 values & culture
- A3 organisational structure
- B2 inventory of available
- B4 knowledge retention
- B5 knowledge sharing
- C2 internal learning

An important part of the retention of knowledge is the availability and accessibility of information. But because this is, at this moment in time, quite a large issue within LRD, it is a separate strategic KM objective area, covered in the next paragraph. Retention of knowledge thus focuses on tacit knowledge.

The staff of LRD is mostly highly skilled, both in their respective areas of expertise as well as in managing (multiple) projects, consulting with stakeholders and partners, donors, etc. However, there is a high risk of people leaving because of the often project-based contracts. A large part of the staff is employed on project-funding, that mostly lasts no longer than three to five years (if not shorter). LRD does its best to keep staff in-house as much as possible, by assigning them to new projects and when possible pay from core-funding. But if an employee leaves, or has to leave, the risk of losing his or her knowledge is real and large. There are currently no procedures in place to retain knowledge within a team or expertise group, nor are people storing information in a systematic way (see next paragraph) to make it easily available and accessible for others.

A related issue is the lack of a coherent overview of available knowledge as well as an overview of knowledge needed. Most people within LRD will (eventually) find the expertise they are looking for within the organisation. However, this is partly dependent on who you know within LRD, how long you've been around, and whether or not the expertise is available. No overview exists of all or key knowledge or expertise available, besides from the basic staff overview with their function



descriptions. It is also not very clear what knowledge LRD needs to realise its strategy, at least not in a detailed way.

<i>Priority per SO</i>	SO1	SO2	SO3	SO4
Teamwork	Orange	Light Green	Orange	Orange
Learning from colleagues	Orange	Light Green	Red	Orange
Overview / inventory of knowledge	Red	Red	Red	Red
People can find each other	Orange	Light Green	Orange	Light Green
Procedures for knowledge retention	Red	Orange	Red	Red
Overall priority	Red	Light Green	Red	Red

The retention of knowledge within LRD will consist of the following objective and sub-objectives:

A. Improve knowledge retention within LRD to ensure continuation and sustainability of internal processes and knowledge.

- A.1. Creating inventories of needed and available knowledge. This will benefit staff in finding experts, management in having a strategic overview of knowledge, and clarifying scarce and vulnerable knowledge areas (that require specific attention when it comes to retention).
- A.2. Ensuring long-term sharing of knowledge. To make sure that knowledge becomes embedded within LRD, and not just reside with one expert, long-term sharing is needed. This means that staff will share their expertise and experience with others more effectively, both formal and informal.
- A.3. Procedures and methods for short-term knowledge retention. This will have to focus on the short-term handing over of a specific position when someone temporarily or permanently leaves LRD.
- A.4. Continue to ensure staff retention when possible, by trying to ensure long-term contracts or re-hiring staff for new projects. Also include staff that is based outside Suva in LRD processes!

B. MAKE INFORMATION AVAILABLE AND ACCESSIBLE

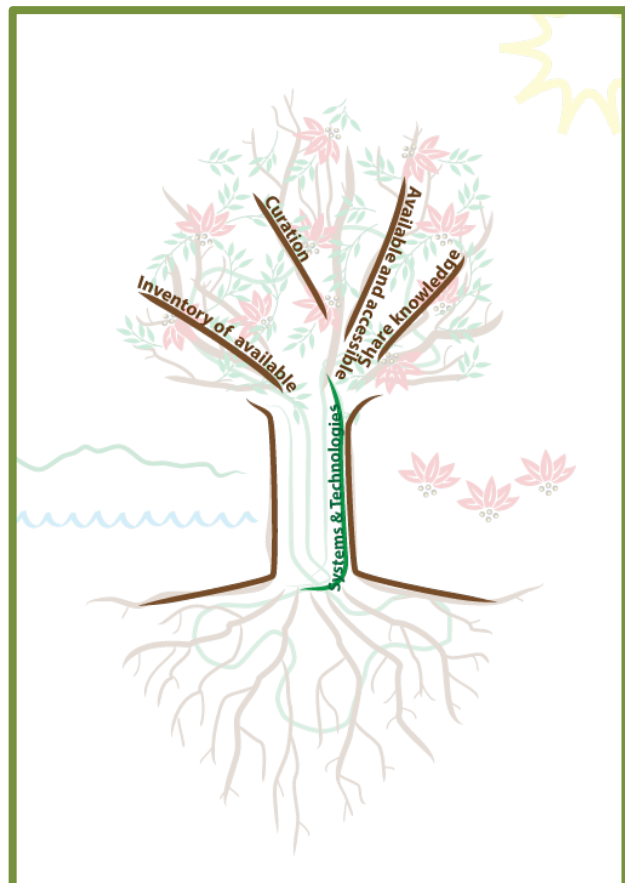
LRD has lots of data and information, which is stored all over the internal network, on individual computers, in databases, in e-mails, and in the cloud. Most of this information and data is very valuable to LRD, and to LRD's partners, donors, clients and other stakeholders.

Relates to:

B2 inventory of available knowledge
B4 make knowledge available & accessible
B5 sharing knowledge
C3 systems & technologies

This objective is strongly related to the first objective (retention of knowledge) and could even be considered part of the first objective. However, making information available and accessible has such a high priority that this needs to be an objective on its own.

In analogy with staff (see previous paragraph), information and data generation and handling are mostly project based, meaning that information is obtained or created within the scope of a project. This can be new research data, data from governments or other institutions, data from projects in the field, satellite data (GIS) data, genetic data, etc. It is mostly highly specific, often quite hard-to-come-by and critical, and sometimes confidential.



The result is that information is mostly stored following project logic instead of general LRD guidelines, in folders and databases scattered around the servers or even on individual computers. Although internal LRD policies for storing information centrally, as well as a classification and indexing policies are in place, these are not regularly nor consistently used. This results in a situation in which there is no clear overview of available information and information gets lost. In order to fully utilize the potential from all LRD's valuable information, some steps should be taken.

Part of internal information management also covers the systems used internally, such as management information systems, project management solutions, but also hardware etc. These have not been part of the analysis that led to this strategy, and thus are also not part of the strategy. We do recommend analysing these in the near future and therefore have included this activity as part of the strategic implementation plan.

<i>Priority per SO</i>	SO1	SO2	SO3	SO4
Curation of information	Red	Red	Red	Red
Classification and indexing (overview)	Red	Red	Red	Red
Solutions for management information, project management etc.	Red	Green	Red	Orange
Central storage / intranet	Orange	Green	Orange	Orange
E-mail usage (instead of central storage)	Red	Red	Red	Red
ICT policies	Orange	Green	Orange	Orange
Overall priority	Red	Red	Red	Red

Making information (better) available and accessible within LRD will include the following objective and sub-objectives:

B. Optimise internal information systems and information management.

- B.1. Improve storage and accessibility of (project) files / working documents.
- B.2. Review current systems and procedures for sharing of documentation, such as reports, proposals, etc.
- B.3. Review current internal management information systems (MIS) and project support tools (using SWOT or other method).
- B.4. Improve curation of internal information and data.

C. FOSTER AN OPEN AND CRITICAL CULTURE

Overall, the internal culture of LRD is open, welcoming, and inclusive. People feel part of a team. The daily morning tea, the open and accessible ‘campus’, informal talks, all contribute to this feeling. Staff can be critical, but in a positive and constructive way. This also means that a large part of knowledge sharing is done in an informal and open way.

Relates to:

A2 values & culture

A3 structures & governance

B5 knowledge sharing

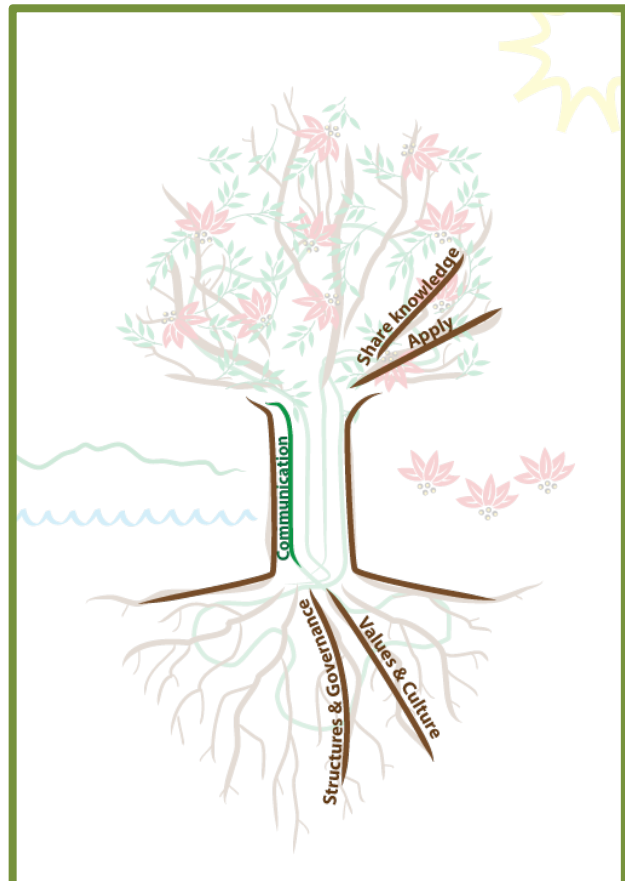
B6 applying knowledge

C1 organisational communication

However, sharing knowledge in an open way is not always as straight forward as it seems. Staff and management can have some reservations in sharing their knowledge, partly because it might be felt to weaken their own position (“knowledge is power”). Reservations in sharing knowledge can also occur because it sometimes happens that their knowledge and research is used without their consent. So ‘trust’ is a large issue concerning knowledge sharing within LRD as well as with partners.

Another issue is that staff feels limitations when it comes to sharing ideas, because of cultural barriers regarding seniority. Especially younger staff does not always find it easy to suggest new ideas to colleagues and management, so some keep their (good!) ideas to themselves. Not everyone dares to speak up during meetings. There is more respect for seniority and management (hierarchy) than for expertise (content/subject matter). This is not an optimal situation in an knowledge driven organisation.

A related issue is a reluctance to share mistakes or errors made, internally as well as with partners. Although ‘naming and shaming’ is certainly not a good practice and should not be supported, LRD and its staff could learn from mistakes made. There is a barrier in sharing these, because staff is not familiar with constructive ways of learning from mistakes and errors. Overall, LRD is afraid that openness about mistakes and errors could harm their position vis-à-vis partners and donors. However, if done properly and with some measure, it could also lead to a learning relationship that is beneficial to both sides.



All together this hints at a hierarchical culture and structure that could hinder LRDs openness and critical nature in the long run, which in turn could jeopardizes independent thinking and innovation, as well as a pleasant working environment. To foster openness and a critical stance of staff and management, some interventions could be useful.

The restructuring of LRD into the four current Strategic Objectives seems to have worked out well and this may be the right moment take the next step in fostering an open and critical culture. *Concerning LRD staff that is located outside of Suva, it is harder to tell how well aligned they are with the rest of LRD. They should certainly and explicitly be a part of any intervention related to culture.*

Priority per SO	SO1	SO2	SO3	SO4
“Knowledge is power”	Orange	Orange	Orange	Orange
“Part of the team”	Light Green	Light Green	Light Green	Light Green
Open for changes	Orange	Orange	Orange	Orange
Competition vs. collaboration with other units	Dark Red	Orange	Dark Red	Orange
Participation (in meetings)	Dark Red	Orange	Dark Red	Dark Red
Respect for hierarchy or expertise	Orange	Orange	Orange	Dark Red
Informal knowledge sharing	Orange	Light Green	Orange	Orange
Critical and curious	Light Green	Light Green	Orange	Light Green
Overall priority	Orange	Orange	Orange	Orange

Fostering, stimulating and sustaining an open and critical LRD culture will entail the following objective and sub-objectives:

C. Foster and sustain an open, critical and inclusive organizational culture.

- C.1. Work on trust issues to increase knowledge sharing, including good practices and mistakes.
- C.2. Increase incentives & opportunities for internal knowledge sharing.

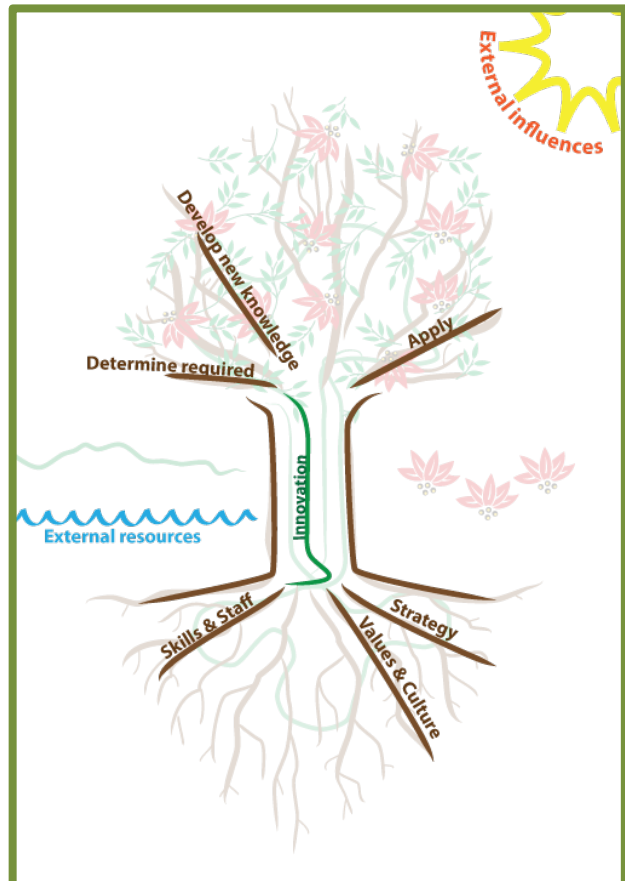
D. ACTING PRO-ACTIVELY AND INNOVATIVE

LRD operates in knowledge intensive sectors, with lots of new developments and rapidly evolving and changing needs and demands. With regard to knowledge, LRD is aware of what is currently needed in this sector. Their services are highly appreciated in the sector, and they have many connections with relevant institutes.

Relates to:

- A1 strategy
- A2 values & culture
- A5 staff & skills
- B1 determine knowledge needed
- B3 develop new knowledge
- B6 applying knowledge
- C4 innovation
- D2 external influences
- D3 external resources

However, there are no clear procedures to strategically outline what is needed in 3-5 years from now, nor how to get or develop this knowledge. In that sense, it can be said that LRD acts reactively, i.e. they respond directly to questions from stakeholders. Proactively engaging with the different sectors by way of foresights and forecasting can help LRD gain a strategically more solid ground, in terms of funding, knowledge, and partnerships. LRD certainly has the expertise in-house to do these kinds of foresights as a 'think-tank'.



Besides this strategic approach to innovation, staff could also be stimulated to act more pro-actively. For many LRD projects, planning and activities are almost set in stone from the start on, which leaves staff with very little room to manoeuvre and think 'out of the box'. If staff would be able to bring in more of their own ideas to improve processes, deliverables and outputs, also during project execution, it could benefit LRD and its partners.

	<i>Priority per SO</i>			
	SO1	SO2	SO3	SO4
Knowledge strategy & strategic innovation	Orange	Orange	Orange	Orange
Preparedness / resilience for external developments	Orange	Orange	Orange	Orange
Applying new knowledge	Orange	Orange	Orange	Orange
Knowledge of sector, clients, external developments	Orange	Light Green	Light Green	Light Green
Everyday life vs. long term vision	Dark Red	Light Green	Orange	Dark Red
Creative, critical, innovative, curious staff	Orange	Orange	Light Green	Orange
Open to new ideas, and procedures to suggest new ideas	Orange	Dark Red	Light Green	Orange
Determining knowledge needed	Orange	Orange	Light Green	Light Green
Overall priority	Orange	Orange	Light Green	Orange

The following objective and sub-objectives will help to improve LRD's innovative capacity:

D. LRD staff and management continuously act pro-actively and innovative.

- D.1. Strategize on knowledge and innovation.
- D.2. Allow room for bottom-up innovation.

E. ORGANISATIONAL LEARNING

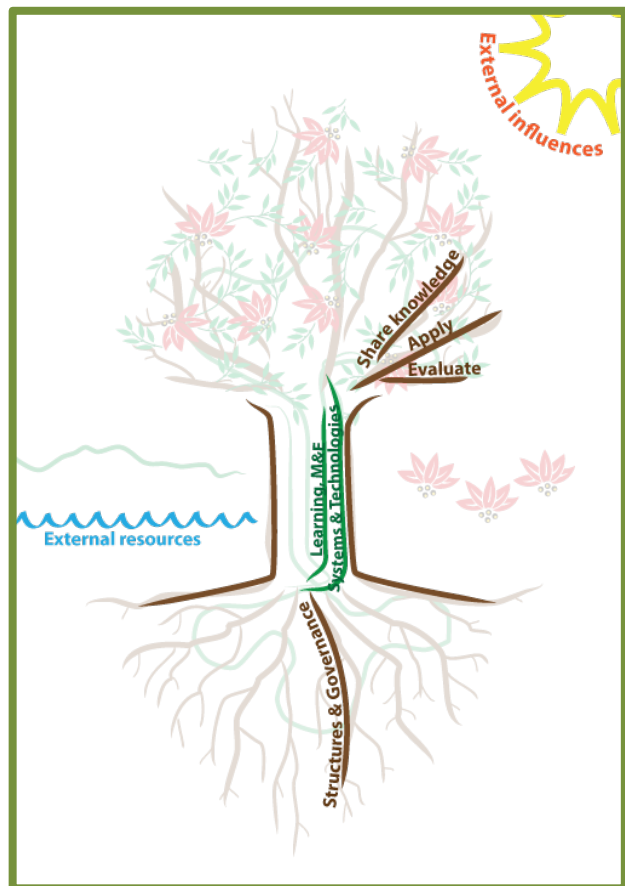
Organisational learning means the embedding of continuous learning cycles within the organisation. Feedback loops and internal monitoring and evaluation are two of the main vehicles for an organisation to systematically improve internal and external processes, procedures, projects, products and services. Without them, organisational learning is ad-hoc, random and probably more is actually forgotten than learned. Another important vehicle is forms of informal learning and sharing, which are mostly covered in other strategic KM objective areas.

Relates to:

- A3 structures & governance
- B5 knowledge sharing
- B6 applying knowledge
- B7 knowledge evaluation
- C2 internal learning and M&E
- C3 systems & technologies
- D2 external influences
- D3 external resources

Currently, LRD has not many systematic internal M&E or feedback loops in place. There are no effective procedures to document and share experiences, results and internal impact. Reports are mostly written for donors, and not well shared internally. The sharing of mistakes or errors made has already been covered in previous paragraphs, but is also relevant here.

Important for organisational learning is of course that feedback loops and M&E is not just 'done', but more specifically that these mechanisms are used to improve on current and future work processes, procedures and projects, as input for a new strategy or changes made in the current strategy, etc. In other words: make sure that lessons learned are also used by using feedback loops. For good monitoring and evaluation, project results need to be linked to the organisational strategy, so that it becomes clear when and how individual projects contribute to the Strategic Objectives and to the mission of LRD.



Note: M&E of product and service delivery is reported in chapter 3.

<i>Priority per SO</i>	SO1	SO2	SO3	SO4
Communicating progress and results	Light Green	Light Green	Light Green	Light Green
Apply what is learned from experience and M&E	Dark Red	Orange	Light Green	Light Green
Documenting and sharing good practices	Dark Red	Light Green	Light Green	Orange
Documenting and sharing errors	Dark Red	Orange	Dark Red	Dark Red
Learn from mistakes	Orange	Light Green	Orange	Light Green
Evaluations of projects	Orange	Orange	Dark Red	Orange
Knowledge relevant & up-to-date?	Orange	Light Green	Orange	Orange
Overall priority	Dark Red	Light Green	Orange	Orange

To improve LRD's organisational learning, the following objective and sub-objectives are proposed:

E. Improve and sustain internal monitoring and evaluation to continuously develop LRD as learning organization.

- E.1. Implement systematic, regular and structural monitoring and evaluation of projects.
- E.2. Use feedback loops to improve usage of M&E methods and results throughout LRD
- E.3. Apply what is learned from M&E and experience
- E.4. Implement dynamic strategic cycle.

F. COMPETENCE MANAGEMENT & MANAGEMENT DEVELOPMENT

LRD's management team has the - sometimes difficult - task of navigating between SPC's demands and needs, LRD's needs and wishes and those of the multiple donors, partners and other stakeholders. The team seems to be doing very well on this, and have made LRD a strong and independent division.

Relates to:

A4 management & leadership

A5 staff & skills

B3 develop knowledge

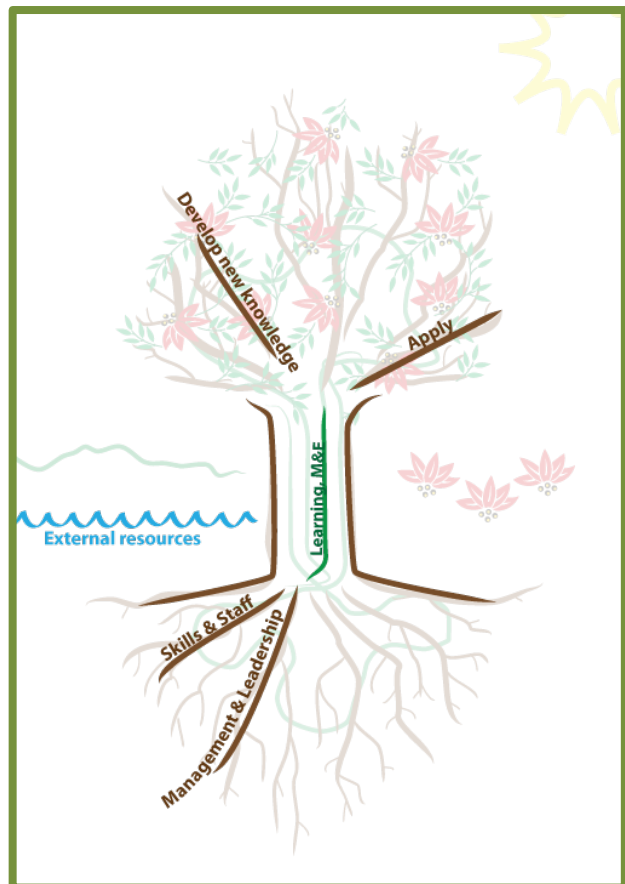
B6 applying knowledge

C2 internal learning and M&E

D3 external resources

Personal competence development is an important issue that comes to the fore. Although many employees do have a regular performance appraisal, not much attention is paid to personal as well as competence development within these talks. Not only should staff be skilled in their area of expertise, but also other personal as well as professional competencies are needed.

Most staff really respects and appreciates LRD management. Management mostly consists of technical experts that have grown into a management function. This holds true for all management positions: from the director's team to team leaders. This is not necessarily a 'bad thing', but more attention can be given to management development. Differentiating between management skills and leadership qualities could be another area for improvement.



	Priority per SO	SO1	SO2	SO3	SO4
Relying on staff competencies and motivating them		Light Green	Red	Light Green	Light Green
Output or throughput steering		Light Green	Red	Red	Red
New employees: selection, mentoring and coaching		Orange	Light Green	Orange	Orange
Staff development at own speed, lifelong learning, performance appraisal		Light Green	Orange	Orange	Orange
Internal knowledge development, lectures, courses etc.		Light Green	Light Green	Light Green	Orange
Development of management styles and leadership		Orange	Red	Orange	Orange
Separate career paths		Orange	Orange	Red	Orange
Overall priority		Light Green	Red	Orange	Orange

Competence management and management development can be improved by the following objective and sub-objectives:

F. Improve the process of continuous development for management as well as staff (lifelong learning) and link to organizational strategy.

- F.1. Management (also team leaders) to focus more on output instead of throughput.
- F.2. Mentoring and coaching of (new) employees.
- F.3. Improve the performance appraisal talks.
- F.4. Create and execute personal development plans
- F.5. Create separate career paths for management and specialists (although management preferably should still have knowledge of specialisms!).

G. OPTIMIZE PARTNERSHIPS & ALLIANCES

Partnerships and collaboration are core to LRD's business model, as LRD builds on working together with strategic partners, delivering services with partners to clients, and relies on external funding. Surely, LRD has many partnerships. However, one important issue that came to the fore is that staff often does experience problems in working together with partners.

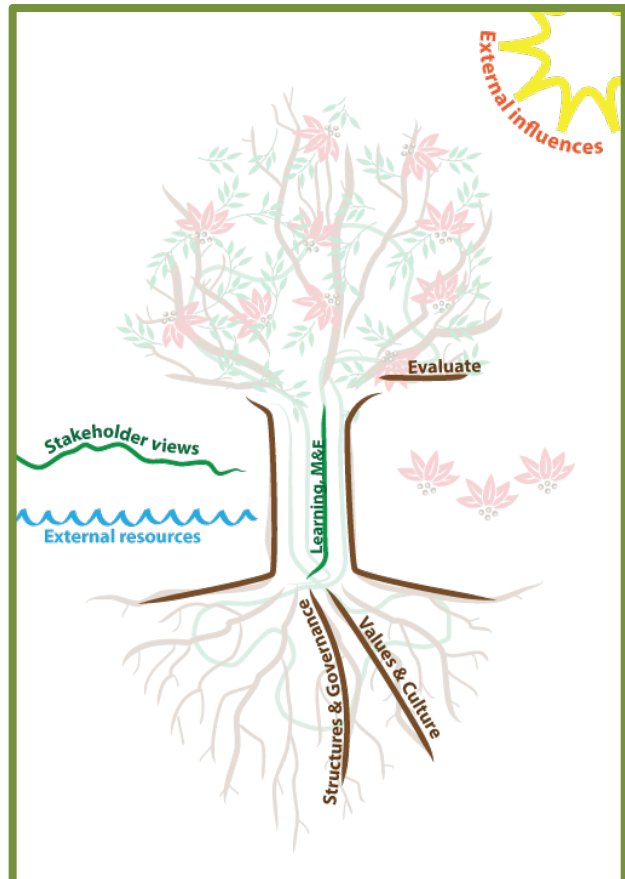
Relates to:

- A2 values & culture
- A3 structures & governance
- B7 evaluating knowledge
- D1 stakeholder views
- D2 external influences
- D3 external resources

Improving the management of these partnerships and alliances thus seems to be of high importance to LRD. Alliances are not only dependent on the relations with alliance partners, but also on internal 'alliance capabilities', i.e. the capabilities of LRD itself to effectively manage meaningful and fruitful alliances.

Currently, most relations with partners are project-based. These might be long-term relations as multiple projects are done with the same partners. There are currently no account-holders within LRD that keep track of all working relations with partner organisations, so it can even happen that two people from LRD work together with the same partner, without them knowing. There are no clear guidelines on partnerships and LRD's role is not always as clear as it could be.

This also relates back to LRD's mandate as part of SPC, which is a regional organisation. Ideally, LRD should always work with national organisations that in turn work with local organisations or directly with farmers. However, LRD sometimes also works directly with farmers, sometimes because there is not sufficient capacity at national level (so LRD takes a direct supporting role) or because a specific project deals with farmers directly. It would benefit LRD staff to clarify these roles, as there currently is a lot of uncertainty and different points of view around this. It will also benefit LRD's partnerships and alliances to clarify roles in partnerships and projects, to avoid competition and haziness.



	<i>Priority per SO</i>			
	SO1	SO2	SO3	SO4
Working with (alliance) partners	Orange	Red	Red	Red
Balanced stakeholder representation	Orange	Red	Orange	Light Green
Regular stakeholder consultation	Orange	Red	Orange	Orange
Learning from, and sharing knowledge with partners	Light Green	Light Green	Light Green	Light Green
Active networking	Light Green	Light Green	Light Green	Light Green
Connections with research institutes, centres of excellence, etc.	Light Green	Light Green	Light Green	Light Green
Funding secured	Red	Red	Red	Red
Overall priority	Light Green	Red	Orange	Light Green

To improve LRD's partnerships and alliances, the following objective and sub-objectives are proposed:

G. Improve collaboration with partners and within alliances to ensure high quality relationships.

- G.1. Improve LRDs alliance capabilities.
- G.2. Take stock of partnerships, donor relations etc.
- G.3. Clarify roles and mandate of LRD and partners.
- G.4. Invest in relationships with partners and stakeholders.

3. KNOWLEDGE MANAGEMENT OF PRODUCTS & SERVICES

Knowledge management of LRD's products and services cannot be seen separate from the internal (organisational) knowledge management. The quality of products and services of course depends on the internal organisation, skills of staff, etc. However, products and services are what clients, partners, donors and other stakeholders will mostly see of LRD. Products and services need to be well aligned, brokered, adopted, monitored and evaluated, because these are, in the end, the reason why LRD exists.

LRD has a wide range of highly valued products and services by which LRD supports their stakeholders, partners and clients. Each SO has several projects from which multiple products and services derive, and in some cases SOs work together on a project (and thus also the services). During the consultation for the KM strategy development, we have started to take inventory of all current information and knowledge products and services of LRD. The current inventory³ teaches us that the SOs have the following number of products and services⁴:

IKM products & services	SO1	SO2	SO3	SO4	TOTAL
1. Networks, f2f interactions, p2p interactions		5	4	17	26
2. Databases, ICTs, portals	10	4	2	21	37
3. Resource materials, hard copies	12	28	2	41	83
4. Practices / Technologies		13	2	19	34
5. E-fora / e-discussions		2		7	9
6. Meetings	1	7	3	8	19
7. Capacity Building	4	18	2	30	54
TOTAL	27	77	15	143	262

This part of the strategy describes the strategic KM objective areas for enhancement of LRD's products and services provision. While for internal organisational knowledge management priorities differ per SO, we have chosen to make all products and services related strategic objective areas of equal priority for all SOs. This is because a large part of the products and services have to do with external partners and clients, to whom LRD should be exposed as one organisation (instead of four different ones).

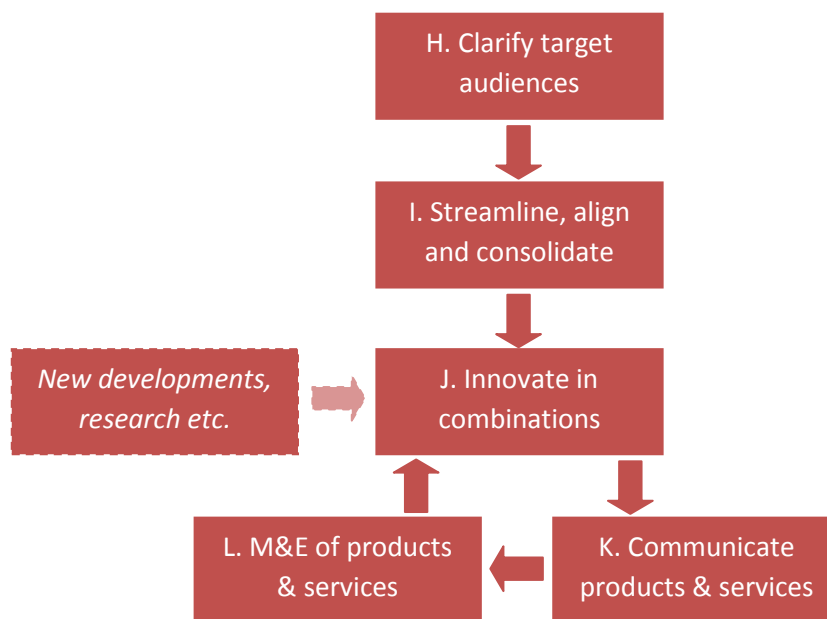
³ This inventory can be found in the annex document.

⁴ This is based on the third version of an inventory list, which has been checked and updated by all SOs. The way in which products and services are described varies greatly in amount of detail. Some products and services are placed under more than one category, so are counted double in the totals.

The strategic KM objective areas for knowledge products and services follow a chronological order. The KM objective areas are:

- H. Clarify on targets and target audiences
- I. Streamline, align and consolidate products & services
- J. Innovate in products & services combinations
- K. Communicate products & services
- L. Monitor & evaluate products & services

Area H has to precede I and J, which can be implemented together. Areas K and L can be implemented after that, but have to be thought about beforehand. After H and I have been finished, areas J, K and L will be a continuous cycle, in which innovation (J) is done on the basis of new developments and insights, as well as M&E results (L). New or changed products and services will then have to be communicated (K).



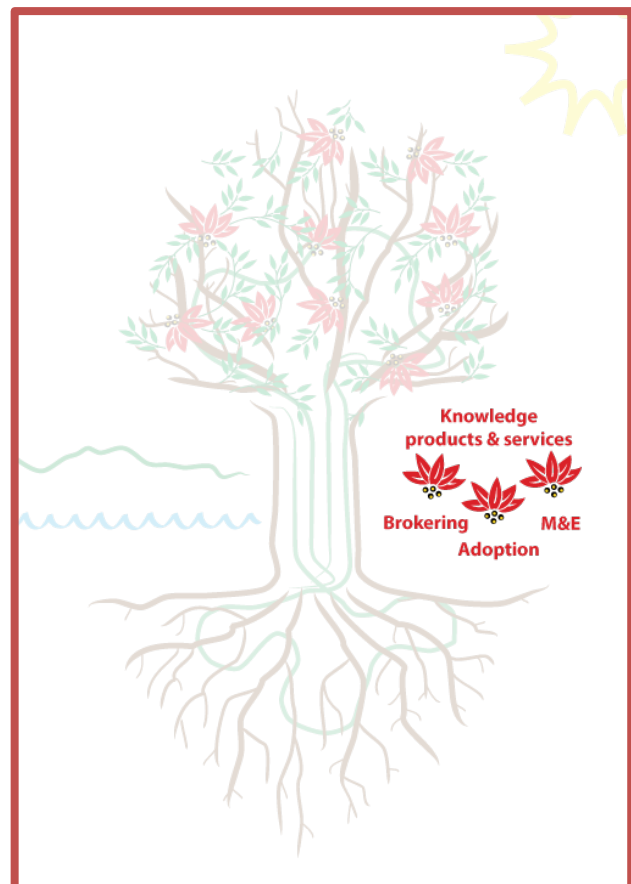
H. CLARIFY TARGET AUDIENCES

Currently, LRD mostly operates from project demands and goals. Projects mostly fit within the LRD Strategic Plan, and often a clear alignment of Strategic Objectives and project goals is made. However, when looking at stakeholder and beneficiaries' demands, and how LRD projects contribute to those, there is no clear insight. In order to 'cleanup' LRD's products and services, LRD needs to start with clarifying stakeholder and beneficiaries needs and demands.

All the following objectives relate to:
Knowledge products & services
E1 brokering
E2 adoption
E3 monitoring & evaluation

Related to both the "inventory of knowledge needed" as well as foresights / forecasts ("acting innovative and pro-active") LRD can clarify its overall goals and target audiences, as has been done in the LRD Strategic Plan 2013-2017, but this could use an update and some elaboration. Having a clear overview will also help the next objective regarding LRD's knowledge products and services.

Therefore, the first step is to clarify LRD's clients and target audiences, as well as their needs and demands and link these to the envisioned pathways to impact.



This is translated in the following objective and sub-objectives:

H. Clarify LRD's (potential) target audiences and their needs and demands (targets).

- H.1. Clarify LRD's *clients* and target audiences (related to "Inventory of knowledge" and "Acting innovative and pro-active")
- H.2. Get insight in needs and demands from clients and target groups
- H.3. Make a clear overview of target groups / clients and their needs and demands

I. STREAMLINE, ALIGN AND CONSOLIDATE

Based on the overview of all needs and demands from target audiences, products and services can be streamlined, aligned and consolidated towards these goals and target audiences. Combining the overview of all goals and target audiences for LRD allows to double check on products and services with the correct goals and target audiences.

The way in which LRD currently works with projects often causes individual “silos” for each project: they have their own web-presence, expertise hubs, expert staff, documents, results, etc. This of course serves the projects’ goals very well, but these are not well shared within LRD, let alone with other (potential) clients and target audiences. Stakeholders have access to and can use results from their own projects, but there is no consistent overview of other projects, services, products or information from LRD, nor a way in which these can be brokered to other clients.

Most of LRD’s products and services derive from projects and are specifically linked to LRD’s projects and the stakeholders involved. Some of these projects and their results contain confidential information. However, many of the information from products and services could also be useful to others.

During the development of this strategy, a major effort has been made to create an overview of all products and services. This led to a large list of products and services, but this is still work in progress. The current list is most likely not fully complete in pinpointing clients and target audiences. There is no absolute clarity on this for many products and services, or at least this is not documented yet, nor is there full clarity on the goals for each product or service, and how this will benefit the client or target audience.

This is translated in the following objective and sub-objectives:

I. All of LRD’s products and services are optimized for their current and potential target audiences, with clear goals.

- I.1. Continue taking inventory of all current products and services based on the first full overview available
- I.2. Check for all products and services value addition for target audiences
- I.3. Are there any similar products and services, or products and services that can serve as an example (or vice-versa)?
- I.4. Align products and services with the inventory of goals and target audiences from the previous paragraph
- I.5. Clarify roles of SOs within LRD.

J. INNOVATE IN COMBINATIONS OF PRODUCTS AND SERVICES

To make sure products and services are used, and used 'correctly' by clients, guidance and follow-up are often needed. LRD currently makes sure its services are used by close consultation and collaboration with clients, providing training when needed, giving them the right and up-to-date information. They rely on creativity and improvisational skills of staff to answer questions and solve problems.

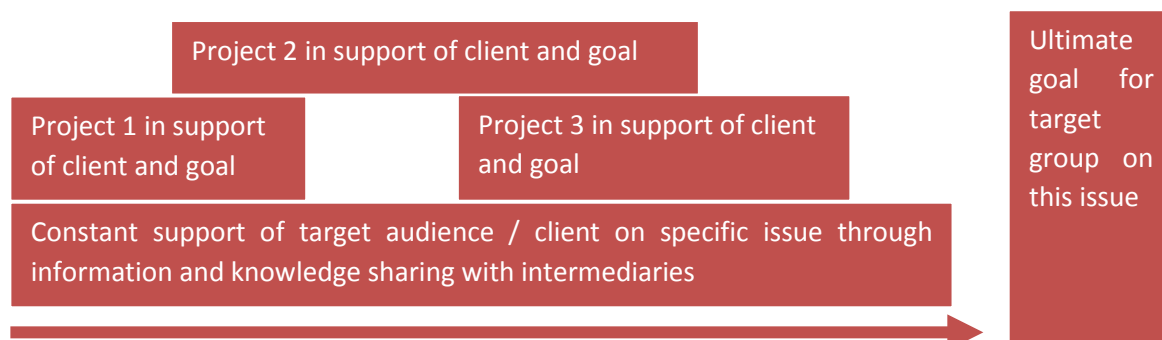
As discussed in the previous paragraphs, many products and services are geared toward a specific client or target audience. Since most projects span only a few years, it is not clear if there are longer term plans and objectives for clients / stakeholders. Ideally, such a long term plan would have clear and measurable objectives (see paragraph on M&E), is client or target-group specific, and would drive all interventions, products, services and projects in a combined effort between LRD and the client.

Such a combined effort for clients should also make LRD stand out, and will be an added value of working with LRD. LRD can become more efficient by effectively combining current products and services by way of follow-up of interventions for specific clients, e.g. by combining training with on-line support, a follow-up training, include support to use of specific databases, etc.

This is translated in the following objective and sub-objectives:

J. Combine different products and services to ensure long-term gain for clients.

- J.1. Improve defining long-term vision for clients, based on the LRD Strategic Plan, stakeholder consultations and internal brainstorms
- J.2. Improve (pro-active) follow-up towards clients
- J.3. Make content accessible and understandable for clients



An additional suggestion to this strategic objective area is that LRD, probably specifically SO1, will offer its expertise in Knowledge Management to other SPC divisions and as a service for internal SPC as well as partners and clients throughout the Pacific region.

K. COMMUNICATE PRODUCTS & SERVICES

Communication of LRD's products and services is critical in reaching clients, partners, donors and other stakeholders. Currently, the LRD website and project websites are the main vehicles for external showcasing, along with personal communication via e-mail, during meetings and conferences, and other forms of professional relations.

The LRD website contains a lot of project and background information, but is currently rather hard to navigate through. There are different levels of navigation menus that are not fully consistent (sometimes there is a second level menu, sometimes not, sometimes it replaces other menus, etc.). There is a differentiation between subject areas, but not a very clear one between target groups, goals, products and services.

This is translated in the following objective and sub-objectives:

K. Effectively communicate products and services to increase visibility and use.

- K.1. Develop a marketing and communication strategy for LRDs products and services
- K.2. Optimise LRD and project websites
- K.3. Alignment of external communication on products and services
- K.4. Appreciate diversity of products & services

L. M&E OF PRODUCTS AND SERVICES

As with internal monitoring and evaluation (see chapter 2), M&E of (external) products and services can help SPC LRD in many ways. Current products and services can be improved, internal processes can be adapted to fit external needs, clients can be better served and donors can be shown results. To be developed products can be optimised based on M&E outcomes.

Within LRD, a lot of staff calls for better monitoring and evaluation of services, since currently a lot of questions often remain unanswered, such as: What impact does a certain training have? What happens with the trainees after 6 months? Can they bring training into practice?

This is translated in the following objective and sub-objectives:

L. Implement and formalize procedures for continuously monitoring and evaluation of products and services to measure impact and improve the services and products.

- L.1. Develop and implement systematic M&E of products and services based on the envisioned pathways to impact
- L.2. Update products & services based on M&E results
- L.3. Design a client satisfaction measurement approach and monitor to fine tune and adapt.
- L.4. Use full evaluation to check on impact and adapt accordingly

4. FINALLY

This strategy builds upon the baseline of knowledge management within LRD during the beginning of 2015, when the KM scans were done and the strategy was progressively developed. As LRD will implement the strategy and will mature in KM, and as the external environment will change over time, it is essential to implement a dynamic strategy cycle. This KM strategy needs regular updating, fine tuning and optimization. So it is proposed to review and update every six months.

Complimentary to this strategy is the Strategic Implementation Plan (SIP). The SIP contains all objectives and sub-objectives, plus activities per sub-objectives. These are categorized and placed under several threads. As the strategy will be in a dynamic strategy cycle, so should the SIP. It is advised to review and update the SIP every three months, to keep track of progress and adapt to changes in the strategy.