6.3 APPENDIX – COMPLETE PRESENTATIONS

Pacific Agriculture Knowledge Management and Policy Bank Workshops - Series of Two Workshops and Launch Event

7-10 September 2015
Port Vila, Vanuatu

Summary of Presentations

1.0 DAY ONE - MEDIA BRIEFING

1.1 Summary of Session
A two-hour Media Briefing was held in the morning, and before Day One's *Strengthening Regional Knowledge Management Capacities* workshop, attended by about 40 local social media and journalists as well as visiting regional communications and agriculture specialists from 8 of the invited 15 ACP countries.

The Media Briefing was opened by Howard Aru, Director General, Minister of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB), who highlighted how important this event is for Vanuatu and particularly the nation's launch of the first ever agriculture policy bank for the Pacific. He added: "It is only fitting that we host this event here in Vanuatu, but we are doing it for all of us. We are starting it off and we sincerely hope that all of our other Pacific friends will follow suite and implement their own policy banks. I think it is very important."

The briefing provided an overview of the week's planned activities and objectives. It also included updates about the: Vanuatu Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB); Technical Centre for Agriculture and Rural Cooperation, and the Intra-ACP programme. It finished with training sessions to provide "hints and tips" for social media and for photography/filming.

1.2 Presentations
OFFICIAL OPENING: Howard Aru, Director General, Minister of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB)

SUMMARY
The Media Briefing was opened by Howard Aru, Director General, Minister of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB), who highlighted how important this event is for Vanuatu and particular the nation's launch of the first ever agriculture policy bank for the Pacific. He added: "It is only fitting that we host this event here in Vanuatu, but we are doing it for all of us. We are starting it off and we sincerely hope that all of our other Pacific friends will follow suite and implement their own policy banks. I think it is very important."

PRESENTATION
- Welcomed all to the briefing. Thanked partners, sponsors and supporters in particular CTA SPC PAPP project.
"This event to us in Vanuatu is very, very important"
I would like to paint a very brief picture of what is going to happen this week. We have three events:
       1. ICT KM workshop for 3 days
       2. Policy workshop on Thursday
       3. Policy Bank launch on Thursday event (policy launched on 26 June 2015).
- launch of the first ever agriculture policy bank for the Pacific.
"It is only fitting that we host this event here in Vanuatu, but we are doing it for all of us. We are starting it off and we sincerely hope that all of our other Pacific friends will follow suite and implement their own policy banks. I think it is very important… I went to school at USP and it was difficult looking for information; policy information and so on… but it's getting better now.
"This is a big plus for us here in Vanuatu and for the Pacific it is a way forward for all of us."
"We would like to see more happening for the Pacific agriculture policy project (PAPP).

-next week on Monday about 15 of people leave for Penama Province to offload 450 cattle using our brand new vehicle and we will also launch the Penama version of the ag policy – a summarized version.
-We are living in exciting times. We've been through Cyclone Pam… tourism logo is #VanuatuStillSmiling
-Opening new ICT office, new website and new Peacecorp volunteer to mainstream ICT into agriculture.

SESSION 1: REMARKS BY PARTNERS
1. **Vanuatu Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB)**
2. **Technical Centre for Agriculture and Rural Cooperation**
3. **Intra-ACP programme**

SUMMARY
The briefing included updates about the: Vanuatu Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB); Technical Centre for Agriculture and Rural Cooperation, and the Intra-ACP programme.

PRESENTATIONS
1.Government of Vanuatu, Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity
Vanuatu is an island nation with a relatively small land area and population. Vanuatu covers a land area of 12,189 km2 and its EEZ is 684,000km2. Only one third of the total cultivable land is presently farmed.

The Agriculture, Forestry and Fishing sectors account for around 15% of total GDP and for almost all merchandise exports. Vanuatu is an agriculture-based economy with copra, cocoa, kava and cattle continuing to dominate the sector.

Since 2003, the agriculture sector has grown at an annual rate of 3.3% compared to 2.8% growth for the economy and an average population growth rate of 2.6% per annum

The Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB) is enthusiastic to see the nation's agricultural, forestry and aquatic resources are sustainable and managed efficiently, and that these resources make a significant contribution to the country's economic growth and wellbeing of the people of Vanuatu. *Website: www.malffb.gov.vu*

2.Technical Centre for Agricultural and Rural Cooperation (CTA)
The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Our mission is to advance food and nutritional security, increase prosperity and encourage sound natural resource management in ACP countries.

CTA seeks to be the partner of choice for those working to empower agricultural and rural communities in Africa, the Caribbean and the Pacific with the knowledge and skills they need to fight poverty and hunger. Its core values include:
- Commitment to Development
- Transparency
- Empowering communities and groups
Website: http://www.cta.int/en/

3.Intra-ACP Agricultural Policy programme
The Intra-ACP Agricultural Policy Programme (APP) is a broad technical cooperation framework focusing on the Caribbean and the Pacific. The programme aims to address the common problems faced in the two regions by promoting the development of smallholder agriculture through its closer integration into local, national, regional and where appropriate global markets.

The Intra-ACP APP comprises two regional components:
- The Pacific Agricultural Policy Project (PAPP) and
- The Agricultural Policy Project (APP)

Website: http://www.intracp-app.org/

SESSION 2: MEDIA TRAINING
-Social Media
-Photography and tv, or filming

SUMMARY:
The briefing also provided training sessions to provide "hints and tips" for social media and for photography/filming.

PRESENTATIONS:
Photography and videography (tips)
Delegates were given helpful hints from a TV cameraman, such as about the importance of good lighting, using a microphone effectively and ensuring it avoided wind and other 'sound contaminants'.

Role of social media/SPC social media policy
A dedicated team of social media experts were contracted to attend (Deffnie def.thompson@gmail.com; Rickson rtufunga@wansmolbag.org and Telstar telstar.j@gmail.com) and cover the week's series of events. These experts, as well as other journalists and social media attendees, were provided with details of SPC protocols plus event-specific hashtags and other 'hints and tips.

2.0 DAY ONE – Regional Knowledge Management Workshop

2.1 Summary of Event

The Pacific region *Strengthening Regional Knowledge Management Capacities* workshop was attended by more than 40 social media, communications and agriculture specialists to develop ways to give farmers better access to agriculture policies, research and information.

Farmers typically work in remote areas making it difficult for agricultural extension officers to reach them regularly and keep them informed about the latest policies. It is also difficult for government and other agriculture workers to stay updated on news and information. Addressing this challenge of access to information, and specifically ongoing knowledge management, was central to the objectives of the *Strengthening Regional Knowledge Management Capacities Workshop*, 7-9 September 2015 (3 days), to:

- Raise awareness of the importance and benefits of knowledge management to agricultural and forestry stakeholders in the Pacific region.
- Assist participants to develop knowledge management national Action Plans, including for Vanuatu, as part of a regional KM intervention.
- Establish a steering mechanism to promote collaboration and capacity development on KM across the region

Delegates attended from 8 of the invited *1*5 ACP countries, making the regional event rich in cross-country discussion and collaboration and including the formation of a regional Knowledge Management Steering Group comprising wide representation.

1.2 Key Discussions – Day One

1. There is a need to raise awareness of the importance and benefits of Knowledge Management to agricultural and forestry stakeholders in the Pacific region.
2. The information and knowledge in our head; how do we best share that with other people?
3. There is a lack of clarity about what exactly is Knowledge Management (KM) and how it is linked to, but differs from, communications, data, information sharing and information management.
4. Important to understand different perspectives for KM. People have different perspectives on what is information and data and KM, depending on their experiences and work background roles (ie livestock officer versus communications officer).
5. Need to understand and appreciate the role of each person within an organization, in the 'value knowledge chain' from policy makers to farmers.
6. There are benefits in appreciating and learning from the different perspectives of people when planning effective KM. Also appreciate the commonalities we understand the need to collect information, have proper resources and tools to store that information.
7. No one definition for knowledge management. A shared understanding of KM is important, however, agreement there is no universally agreed definition that suits all purposes, plus the definition of KM is not static as there is an evolution of KM overtime (though good definitions exist such as CTA's current definition: "*KM is the discipline of enabling individuals, teams and entire organization to collectively and systematically create, harvest, share and apply knowledge, in order to better achieve their objectives and learn from what they do?*"
8. Knowledge is the internal information you have; data is the information or product from the outer environment; information is transporting the data and the knowledge. Thus, *Knowledge = information x (skills / experience / attitude).* For example (example being a flight from Bangkok):
   -Data = ticket number

-Information = Thai airways flights 313 leaves Bangkok at 18:55
-Knowledge = a person sharing knowledge saying "…that airline is not so great often busy and delayed."

9. CTA provided a 'tree diagram' analogy to demonstrate the 22 aspects of knowledge management and how it is a holistic, inter-related 'eco-system' that needs all 22 minimum requirements to be satisfied for to have a healthy KM system. The tree diagram represented a process for KM within an organization.

10. For effective KM need all parts of an organization working together from communications and information officers, to managers, policy makers, M&E, extension officers, etc (as per the CTA 'tree diagram'). In turn, it is important for all staff to (to not work in a silo and) to contribute to those other parts of an organization to help strengthen processes and an organisation's overall capacity to improve KM.

11. Discussion about how organisations can be like the CTA "tree" analogy, and that the foundation of an organization needs to be well organized or it will not create "fruit" for the stakeholders. An organisation's foundation has to be firm and healthy for the tree to bear fruits (effective KM). Also, "trees" typically are not entirely healthy and often have "dead branches" (ie poorly performing staff or capacity) or lack "nutrients in the soil" to stimulate growth (ie poor management, lack funds, etc).

12. Staff skills and capacity a key issue for Pacific nations.

13. Vanuatu congratulated for its progressive work with agriculture and ICTs but discussion around capacity to continue this work. Progress includes: being awarded the United Nations and International Telecommunications Union (ITU) award, for Information and Communication Technology (ICT); implementing Vanuatu's first submarine cable to increase internet and mobile penetration; updating its agriculture ministry website; and is in the process of formulating an 'ICT for Agriculture Strategy'.

14. How an agency, organization or government department manages its information and knowledge, also reflects the culture and values, and the levels of trust, inherent in that organization.

15. Target audiences should remain the focus. Understanding and keeping focused on the needs of the key target audiences is paramount. Sometimes different employees may have different perspectives on the primary target audience of the organization, but this needs to be uniform.

16. Agriculture dissemination programme, for information and knowledge management, often targeted to the farmers but need to consider the other target audiences to complement that primary audience, ie other stakeholders include other ministries and organisations, private sector, etc. Need to understand and appreciate the role of each person on the 'value knowledge chain' from policy makers to farmers.

17. Need to localize content of the training, ie some of the language in the CTA international training notes was difficult for ESL participants to understand.

18. Concluding the day some attendees indicated they felt overwhelmed with the volume of information, and unsure if they would be able to lead an IKM Action Plan. An attendee explained that they information is all useful, but very detailed and without a lot of explanation so perhaps what would be useful is less detail and more explanation plus practical exercise, or the same amount of detail but spending a lot more time on explanation and activities.

2.3 Presentations

SUMMARY:
Agriculture is the backbone of many Pacific Island economies, according to SPC Deputy Director for Land Resources Division, Dr Ken Cokanasiga. With new domestic and global challenges every year countries need to constantly review their policies, but the challenge is ensuring each policy change is clearly communicated to stakeholders. He added that the Land Resources Division of SPC - particularly the European Union supported PAPP in partnership with CTA and other development partners – is committed to working with governments and other local partners to leverage off existing ICT infrastructure, framework and opportunities, to promote agriculture and forestry policies. Dr Cokanasiga urged member countries in the Pacific region to take this opportunity to learn what knowledge management for agricultural and rural development is all about, and work together to find solutions to share information and promote knowledge sharing, collaboration and capacity development across the region."

PRESENTATION:
(Welcomed guests and delegates)
On behalf of the executives of the SPC   let me warmly welcome you to this regional workshop on strengthening knowledge management capacities in the region. In welcoming you I would like to thank the Government of Vanuatu's Ministry of Agriculture, Livestock, Fisheries and Biosecurity, for hosting this meeting, supported by the European Union-supported Pacific Agriculture Policy Project – better known as PAPP, a part of the Intra-ACP Agriculture Policy Programme within the Secretariat of the Pacific Community, and the Technical Centre for Agricultural and Rural Cooperation (CTA) based in Netherlands.
This regional knowledge management workshop comes at a time when the Government of Vanuatu has just been awarded the United Nations and International Telecommunications Union award, for Information and Communication Technology.
And I extend our collective congratulations to the Government of Vanuatu for winning this international award.
And further congratulations to the government and its partners, for implementing Vanuatu's first submarine cable, creating world-leading ICT infrastructure, increasing internet and mobile penetration for this nation.
It's truly a reflection of Vanuatu's progressive national ICT policy.
Flying into Port Vila yesterday I was thinking about these world-leading advances being made with ICTs by Vanuatu… while at the same time, looking out the plane window at some of the areas most damaged by Cyclone Pam that appear to be recovering, where basic daily survival is the priority…
It reminded me of the challenges that is faced here in Vanuatu – and indeed in every other Pacific Island nation – where "On one hand" there is the need to make technological investments and advances for the sustainable development of our nations, while "on the other hand" remaining vigilant of the needs of the rural agricultural sector which remains the backbone of our economies.. and which includes a large number of subsistence farmers, and communities..
This week's workshop on knowledge management, and the launching of the agriculture Policy Bank, encapsulates smart solutions to balance both these challenges. Using technology, to assist with on-the-ground, farm gate practicalities..
At the Land Resources Division of SPC - particularly the European Union supported PAPP in partnership with CTA and other development partners - we are committed to working with governments and other

local partners to leverage off existing ICT infrastructure, framework and opportunities, to promote agriculture and forestry policies.

Together, we are promoting the use of ICTs for member countries, and to make this technology easy to access and easy to use.

And we have a great platform to work from here in Vanuatu.

This week, social media officers, journalists, agriculture, and communications professionals from up to 15 Pacific countries, are here to address the gaps and challenges of sharing information, to develop better ways of sharing important policy information with, farmers and farmer groups.

This workshop is to introduce and create awareness of a structured process and approach for knowledge management, and to plan the development of knowledge management Action Plans for the 15 Pacific ACP countries, and key national and regional organizations, including Vanuatu.

Believe that it is important that we create the types of environment in which knowledge can be managed, and allowed to flourish to create optimum products and services.

You will need to build foundations, develop processes, some support and create environments to enable players to be able to operate within your organizations, develop good practices, and create value.

So for me personally, how an agency, organization or government department manages its Information and knowledge, also reflects the cultures and values, and the levels of trust, inherent in that organization.

This regional knowledge management event is being hosted in Vanuatu to link up with another national workshop, the Vanuatu National Agricultural Policy Awareness and Implementation Workshop, which the DG has alluded to earlier which will be held later this week, on Thursday the 10th September.

This second workshop will provide national stakeholders an outline of Vanuatu's new Agriculture Sector Policy covering the period 2015-2030.

Vanuatu has just recently finalized a policy update to address current and future challenges, including natural disasters, such as tropical cyclones.

Ensuring each policy change is clearly communicated to stakeholders is a particular challenge, which will be addressed this week.

The workshops culminate on 10 September with an evening launch of the Vanuatu Agriculture Policy Bank, an online library that is easily accessible to everyone, and provides translated summaries of key policy documents which will be available in English, French and Bislama.

So I strongly urge our member countries in the Pacific region to take this opportunity to learn what knowledge management for Agricultural & Rural Development is all about, and work together to find solutions to share information and promote knowledge sharing, collaboration and capacity development across the region.

Colleagues, I wish you a successful 3 day knowledge sharing workshop, and also encourage you, to participate in the agriculture policy workshop and launch, later this week..

Thank You.

SESSION: OFFICIAL OPENING
OFFICIAL OPENING: Mr Roy James Matariki, First Political Advisor to the Hon Minister for Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB)

SUMMARY:
It is important to raise awareness of the importance and benefits of knowledge management to agricultural and forestry stakeholders in the Pacific region, and in particular "visibility" of the sector, according to Vanuatu's First Political Advisor to the Hon Minister for Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB), Mr Roy James Matariki, in opening the first workshop for the week. Mr Matariki commented that: "one can have all the information you want in the world, but if it is not

shared to create vertical and horizontal linkages with society to create change and to help advance development in our country, such information can be fairly meaningless." Matariki acknowledged the support of the European Union-supported Pacific Agriculture Policy Project (PAPP), implemented by the Land Resources Division of the Secretariat of the Pacific Community; the ACP-EU Technical Centre for Agricultural and Rural Cooperation (CTA); regional participants from countries across the Pacific; senior government officials from the Vanuatu Government; key media partner Pacific Islands News Association (PINA) and local media representatives; as well as his own ministry, Vanuatu's Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity.

PRESENTATIONS:
(Welcomed dignitaries and guests)
Good morning everyone, and a very warm welcome to Port Vila – the 'Sandalwood City' of the Pacific.
Let me begin by conveying to you all my Minister's sincere apologies for being unable to attend in person to officially open this week's series of very exciting events. He has had to leave yesterday to accompany the Hon. Prime Minister at the Pacific Island Forum leaders' meeting which also commenced in Port Moresby, PNG this morning.
On behalf of the Hon Minister of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB), I am very pleased to sincerely welcome you all to the official launching of the Information and Knowledge Management (IKM) regional workshop in Port Vila.
In fact this week and next week are packed with three major events in our Agriculture sector, starting today, Monday 7th September.

- 7-9 September 2015 (3 days): Sub-Regional Agricultural ICT/Knowledge Management Workshop involving PNG, Solomon Islands, Vanuatu, Fiji (SPC, CTA, PINA);
- 10 September 2015 (1.5 day): National Agricultural Policy and Media Workshop, Port Vila followed by launch of the new Vanuatu Agricultural Policy Bank (afternoon function) (Government of Vanuatu, SPC, PINA);
- 15 September 2015 (1 day): Penama Provincial Ag Sector Policy Launch & Cattle Shipment and a Panama farmers' public forum (Government of Vanuatu, SPC).

On that note, let me pose here to share a few words of appreciation to some very important organisations and people in this audience today.
Firstly let me thank the European Union (EU) for its financial support under the Pacific Agriculture Policy Project (PAPP) to undertake very important initiatives such as this. The South Pacific Community (SPC) Suva Office plays an important role in housing PAPP.
So let me extend this vote of thanks to the Deputy Director Land Resources Division at the SPC Dr Ken Cokanasiga for SPC's support in accommodating and helping to drive the PAPP project. In particular I wish to highly commend Mr. Vili Caniogo – Adviser/Team leader of PAPP and your team (Anju, Latanya, Miri and Cheryl plus you Agriculture Policy Bank consultant Mr. Naibuka) for the great work you have all put together in making the series of events this week possible.
The ACP/EU's Centre for Agricultural and Rural Cooperation (CTA) has also contributed significantly to this IKM event, so I want to sincerely thank CTA yet again for your ongoing support to Vanuatu and to the Pacific region for that matter. I am aware we and have in our presence today a couple or so dedicated CTA officials – namely Mr. Samson Vilvil Fare and Mr. Krishan. Welcome to Vanuatu, thank you for your coming, and please convey our heartfelt thanks to the Director Dr Hailu for CTA's support towards this regional event.
Let me also sincerely thank my Director General and more importantly the hardworking staff at the Department of Agriculture, notably Mr. Mark Vurobaravu and your team under the leadership of the Acting Director Mr. James Wasi for the tremendous level of work done on the ground and in preparing for

this important event. This also goes to includes the local logistics team – Ms. Geraldine Tari and Mr. Richard Edwin. We very much appreciate your support.

It would be a remise on my part not to thank our key media partner in this series of events – the Pacific Islands News Association (PINA) and of course our local media representatives who are present here with us today and throughout this week – for your usual support in helping to create visibility and in disseminating much needed information to the wider public audience in the country, regionally and abroad.

In the world of media, they say, 'Information is Power'. I hasten to add here that 'information sharing' is even more powerful. One can have all the information you want in the world, but if it is not shared to create vertical and horizontal linkages with society to create change and to help advance development in our country, such information can be fairly meaningless.

In that regard, the events of this week, notably the IKM workshop which we are beginning today are very important, notably here, for Vanuatu. We want people to know more about what we are doing. For far too long the Agriculture sector in Vanuatu has only been paid lip service to as the 'backbone of the economy'. Part of the problem has to do with an inherent issue of poor 'visibility' and lack of or insufficient information flows to other government agencies, the private sector, to farmers and to the society at large. That story is now changing.

The Ministry now has a brand new website that was launched together with our new Directorate building and Agriculture Sector Policy on 26th June this year.

In our Directorate Building (which will soon carry the name 'Yumi Go' House) we have dedicated a special room as our ICT Unit and with the support of Peace-Corps' Response program we have managed to recruit an ICT specialist to help push our dream for 'ICT in Agriculture' forward.

MALFFB The min of ag is also in the process of formulating an 'ICT for Agriculture Strategy' with the support of CTA and possibly the PAPP project to move things further. Our DG and senior Directors and key staff have recently undergone a weeklong Web 2.0 training program that has further enhanced their understanding of various ICT tools available for use.

My knowledge on this subject is limited to Vanuatu, thus all the developments I have highlighted above on progress we are making in Vanuatu. I believe and trust that the same exciting developments are happening elsewhere in the Pacific region, thus your (regional participation) presence in this week's events, especially the IKM workshop, is very important for Vanuatu to address the 'information sharing' point I raised earlier.

The fact that Vanuatu's Agriculture Policy Bank will be the first of its kind in the Pacific region makes it only proper that this IKM workshop is hosted in our capital city, Port Vila. To us, this is indeed an exciting national initiative.

At this juncture I again sincerely thank the European Union-supported SPC Pacific Agriculture Project for this great achievement and of course to our officials at MALFFB the ag ministry for working very hard over the past months to make this dream come through.

On this note, let me once again on behalf of my Minister and on behalf of the Government of Vanuatu sincerely welcome you all to this week's series of events. Despite TC Pam's attacks, as we say here: Vanuatu still smiles!

Without having further ado, ladies and gentlemen, on behalf of my Minister I now declare this series of regional events OFFICIALLY OPEN !

SESSIONS 1 and 2: Knowledge Management in ARD from a regional perspective
Krishan Bheenick, CTA, and Anju Mangal, SPC

<u>**SUMMARY:**</u>
A general introduction to Knowledge Management was provided, including SPC and CTA's perspective on regional knowledge management project and opportunities of possible engagement for officers.
An explanation of the recent LRD IKM strategy was also provided, including the process undertaken, observations, recommendations and implementation status.

Following the morning presentation, there was an activity and discussion about the definition of knowledge management and, whilst CTA has an official definition, what is more important than a single definition is agreement and understanding on what is knowledge management and in the context of agriculture.

Mr Bheenick also provided some background about CTA and its 30 years of operation, in particular its three core objectives:
- Support well informed, inclusive agricultural policies and strategies in ACP regions
- Promote smallholder agricultural value chains
- Strengthen the information, communication and knowledge management capacities of ACP institutions and networks.

The afternoon sessions were dominated by a presentation by Mr Bheenick followed by extensive group discussions about CTA's 'tree diagram' analogy for KM, and what it represented and how it related to the proposed national KM Action Plans and other proposed KM activities. There was mixed feedback from the groups about the 'tree diagram' from it being an ideal analogy, to a tree being a less effective example for the Pacific versus a crab or canoe, for instance. However, the core of the discussions focused on the importance of all parts of a 'tree' having to be healthy and work together for the tree to be healthy (the same applies with KM within an organization, from its management to its capacity building development).

<u>**PRESENTATIONS:**</u>
General introduction to Knowledge Management:
- Introduction of participants (icebreaker)
- Introducing Knowledge management and group work to understand relationship between data, information and knowledge (**group work**)

Knowledge Management in ARD from a regional perspective
- Introduction to SPC and CTA's perspective on regional knowledge management project (*Background/overall context – why and how is SPC and CTA working to promote KM. Benefits of KM and possible engagement for officers)*
- Introduction to knowledge management for Agriculture and Rural Development in the Pacific region
- LRD IKM strategy - Presentation of the findings from the LRD KM strategy (*Introduces the LRD KM strategy, process undertaken, observations. Recommendations and implementation status*):
  - Knowledge retention; Optimize internal information systems; Foster and sustain an open, critical and inclusive organizational culture; Innovation; Monitoring and evaluation; Improving collaboration with partners and alliances; Optimizing knowledge products & services for your stakeholders
  - Discussions on LRD's KM action plan

Overview of the Knowledge management process (Group work) (*Overview of the knowledge ecosystems approach and the tools used*)
- Knowledge management ecosytems approach
- Sections of the KM scan

SESSSION: GROUP ACTIVITY
ACTIVITY: Self and group reflection on KM.
Compare experiences and understanding of the terms data, information and knowledge, and jointly decide on a definition for Knowledge Management. Initially do this as individuals, then as pairs, then to four people – then imagine doing it as large groups (perspectives change as more people contribute thoughts about 'what is KM').

GROUP DISCUSSION – Sharing experiences
1. **Individual to pair**
-my perspective is from IKM background, but partner's background is livestock and technical knowledge – so different perspectives. Commonalities include that we understand the need to collect information, have proper resources and tools to store that information.
2. From 2 to 4 people
-it was different from pairs to fours as have more perspectives but also enlightening as able to pick up assorted definitions and come up with a final answer. Able to agree on final answer. Maybe 1 person dominated the discussion (communications background).
-what is the trick to remember details? How can we keep things in our mind?
-interesting discussion to differentiate between data, information and knowledge. Wasn't easy. Came to agreement on what we will eventually decide on what KM is. Knowledge v information, ie colleague introduced himself as Mark and that is information, not knowledge, unless it is used (when info digested and used on a platform to support or clarify another issue, that we come to understand, then that would be knowledge).
-Tanna example for biosecurity. Key messages for the farmers about controlling pests but then thinking of ways to share with the farmers and decide via Digicel text messages. Went from information to knowledge at what point? When started to use the information in the field, and practicing and sharing knowledge.
-knowledge is the internal information you have; data is the info or product from the outer environment; information is transporting the data and the knowledge. How do you integrate both environments? By keeping the information vehicle moving to ensure the knowledge engine is working, but important to ensure the data and information is correct otherwise get the wrong knowledge.
Dynamics of sharing information; "power of the pen" that they person with the pen doing the writing has the most control.

SESSION: GROUP DISCUSSION
DEFINITIONS (for Knowledge Management):
1.To do with the efficient collection, storage and dissemination of data. Communicating to stakeholders. Getting info to farmers. Give > monitor > evaluate, then follow-up to see impacts about information shared.
2.The act of putting gathered and assorted materials regarding a certain subject, in a structured and strategic way that will give an impact to its intended users.
3. A systematic way of production, storing, disseminating, receiving information, aiming at ease of accessibility for users.
4. Accurate, logical (step by step), relevant information; not "yumi tok tok stret."
5.Knowledge management is the collection of info and data and the transferring and sharing of this data and info to relevant stakeholders.
6.(diagram) Data (ie data on pests) processed into information (analyse the data, maybe write articles), then once information can take it to knowledge where want to inform different people (information management; different information for different groups, ie farmers, politicians, etc.

Presenter: What is missing, is how did you USE that information? How do we use it ourselves?
Yes, KM about gathering and storing information, and then making it applicable for the target users, but there are other parts such as how do we keep it and use it and make it applicable as a knowledge product? Is it packaging information or is it developing a knowledge product (information but the person who you are targeting and who is facing the problem, can use this to solve their problems)?

There are multiple definitions depending on your perspectives. How do we add our experience to the information we are exposed to and together we generate knowledge from that?

Definition of KM is not static as there is an evolution of KM overtime, ie 90s was all about capturing and storing info and knowledge but then realise much data not in books but in people's minds; 00s more about Communities of Practice (COP) so people share info and knowledge – link people to solve problems; now more about collective knowledge and collaborative learning. CTA has a short course for ag and KM, and this is the proposed definition: "*KM is the discipline of enabling individuals, teams and entire organization to collectively and systematically create, harvest, share and apply knowledge, in order to better achieve their objectives and learn from what they do?*"

Knowledge = information x skills / experience / attitude (tacit and not explicit knowledge)
EXAMPLE: ie a flight
      Data = ticket number
      Information = Thai airways flights 313 leaves Bangkok at 18:55
      Knowledge = "…that airline is not so great often busy and delayed."

CTA – 3 core objectives:
- Support well informed, inclusive agricultural policies and strategies in ACP regions
- Promote smallholder agricultural value chains
- Strengthen the information, communication and knowledge management capacities of ACP institutions and networks.

Facts:
-30 years in operation. Knowledge at core of its business
-about 80 countries CTA caters to.

Learning resources: M&E Toolkit, F2F Training; Web 2.0 & Social Media Training (F2F & online); publications; online courses; ICM Strategy Development and most recently: KM Scan (KM scan, KM framework, 4-day course planned for next year)
- KM4ard.cta.int
-22 aspects of knowledge management covered in following presentation (tree diagrams). It's a holistic system and have to be able to ensure the minimum requirements are satisfied to have a healthy system.

KM Framework for intervention – (diagram discussed) need to link KM to organizational objectives:
-Consultations on KM
-integral KM mapping approach
-CTA_KM Advisory Group
-KM scan
-Advocacy materials

KM Needs of ACP Organisations:
-knowledge management: generation, curation, synthesis, packaging, sharing use and re-use, learning…
-KM builds on sound Information and Communication management and Monitoring & Evaluation to promote Organisational Learning
-knowledge sharing is more effective when the context of the user is understood
-a lot of tacit knowledge resides among the staff and community.
-organisations already put into practice KM without calling it so (without specifying it is KM).

KM demands from partners:
-Caribbean, West Africa, Central Africa, Southern Africa, Eastern Africa, Pacific Europe, even international organisations.

KM Ecosystems approach – the KM Tree (diagram of a tree) / Building strong foundations of KM (diagram of tree roots) / Strengthening the enablers of KM:
-Communication: Informal v formal (ie brown bag lunch)
-Innovation:
-learning and M&E:
-Systems and technologies

Developing the KM process (diagram of tree roots, based on creation, storage and use):
-creation
-storage
-use

KM operates within a given environment (diagram bare tree) > create value and share knowledge (diagram tree with flowers):
-inputs, facilitation and external experts > to generate training, capacity building, country assessments, evaluation of training, KM products and processes such as web portals, webinars, etc

The KM scan results:
-quantify the assessment of KM in an organization. Been done by SPC plus other organisations, ie in Africa.
-ie looked at visibility, being more vocal, being more consultative so info going to policy makers comes from the ground (with evidence).

SESSION: GROUP ACTIVITY
FEEDBACK FROM PRESENTATION / GROUP ACTIVITY – working with tree diagram.
The tree symbol is clear except in other seminars they level the tree at the ground. Good to also talk about the nutrients and soil; not just about the roots (ie the organization capacity is the nutrients for the tree). The stem may be should relate to something else rather than being part of the roots. The branches are part of the roots, why are they separate (ie knowledge retention and communications go together). (Roots, stem and branches very inter-related.)
-cost a factor. This is a healthy tree, but it comes down to what can the soil support (govt resources / costs)? Often we understand the linkages but can we afford it? External resources limited, and usually limited to certain progress. This is the 'Rolls Royce' but good to see the 'Datsun' version and how it could still work.
-maybe the tree's 'nutrients' can be likened to organizational funding; need funding as most parts of this tree relate to funding, ie training [this conversation gained 100% consensus of agreement in group]
Incentives: sometimes 'drought' as people maybe not paid well, no incentive to make this system work; to make the tree grow strong.
-where is the target audience, the people, on this tree?
-a tree is usually not all healthy and there are dead branches, ie unproductivity by unskilled staff.
Ie Vanuatu has Peace Corp volunteer for website, but when they go who will take over? Is there anyone available or capable to participate in skills development and capacity building? Sometimes a boss says "create a newsletter" but maybe don't think of time, printing costs, etc
Ie Question about staff retiring and knowledge retention? Organize a party (informal networks).
-a lot of examples in ministry where we exchange information, ie farmer programme. Methods include traditional system of face to face, newsletter, etc.
-translation of tree into local language (Ministry rep, Mark, translated esp. for representatives from Provinces for whom English second language.
-better we change the species (localize to the Pacific, ie translate), as what I don't see is the main root system but when Cyclone Pam comes what is the anchor roots, ie skills and staff. BUT if one root dies then the tree in trouble, as need all the roots.)
-organisational example: need training in pruning, but lacked money and skills. Need money to conduct a field day, and this problem to be resolved by director, who help with the money to facilitate solution.

Group 1 (summary)
Talked a lot about the tree symbol. Many discussion about the root system, and whether it should be at the topic of the tree, and some of the trunk needs to be moved up too.
In a tree environment usually don't have a healthy tree, always have some dead leaves and dead branches. When dies above ground that means something in root system dead too. Some areas very strong and some are very weak. And needs to be some explanation of the seeds.
Maybe some nutrients not in the soil lacking to best feed the roots, ie skills of staff (maybe not trained or no incentives or bad structure of dept).
Comment: It is being projected as a tree, especially the rationale of the trunk that links the roots and branches. Flow from root to branch, then branch to root – I don't think that is strictly so. Things at the bottom that would flow up, and things at the top that are limited to flowing down. Critical of the concept of the tree.
Response 1: stem facilitates exchange between the two sections.
Response 2: The KM tree also needs staff, skills, etc to provide KM to the stakeholders.

Annual training workplans and MQR requirements; staff stocktake for staff training; accountabilities for each culture; code of conduct and ethics; management and leadership strategies (performance management reviews); vision and mission statement for the ministry; communicate via newsletters, emails, meetings etc; innovation research and development skills; interpersonal comms between farmers and ministry.

Group 3

Social events; performance appraisal; structure and governance – heads of division meetings; skills and staff – capacity building.

Communications – understanding was internal comms, f2f meetings; external comms how disseminate info to farmers and stakeholders; social media and website plus crop farmers guide; innovation being new ways of doing things; value and culture – that heads of dept will listen to staff ideas; learning M&E – review systems of learning; technology – accessibility to external and research officers ie making email available so can contact colleagues in the islands and enhancing phone systems.

Branches – stakeholders have their list of what they need; online discussions and taskforces to get stakeholder views; storage – how can reuse and prioritise info such as news brief to minister; knowledge retention (exit interviews and understudies for people about to retire; products and services) ag shows and publications like crop farmers guide, tv documentary to show safe use pesticides; M&E to evaluate this whole process.

Discussion comparing the 3 groups

Presenter: Agreed we are all learning as we are going. Need to invest in promoting adoption. Can depend on the person who is facilitating the group; as each facilitator has different perceptions – there is not one way of doing KM. ie managers maybe understand the branches (moreso than the roots).

-This an institution. Use tools/products (stem) to share and develop knowledge. This was difficult to understand before and I thought we need to restructure the tree but now it makes sense.

DIAGRAMS
Integrated KM serving development – (diagram)
Toolkit to put KM into practice – (diagram) plan & adopt / Act / Analyse etc

SESSION: Experiences in developing the IKM Strategy at SPC-LRD:
Krishan Bheenick, CTA and Anju Mangal, SPC LRD

SUMMARY:
Krishan and Anju talked about LRD's experience in developing its IKM Strategy. Initially Krishan explained the order of activities from staff consultations to development of the TOR questionnaire, KM scan and analysis to drafting the IKM Strategy. Anju shared a more personal perspective, as a staff member of LRD who experienced this process with her colleagues. She also reminded delegates to not focus on the tree but moreso on the process it represents – at LRD many staff were unsure of the "tree analogy" but as they progressed through the IKM Strategy process it made more sense.

Anju also explained the rationale behind why LRD felt it needed a KM strategy, to improve service provision to its partners and stakeholders, asking: "All organisations are producing products but are they evaluating them, are they ensuring they are actually useful for farmers?" At the end of the day it is about knowing the target audience, then reflecting on if have the skills, capacity, funding, etc.

PRESENTATION (Krishan):
Experiences in developing the IKM Strategy at LRD
- LRD staff had participated in the consultations on KM for ARD(KM4ARD) in the ACP regions
- Attended pilot run and validation of short courses on KM4ARD, networked with other ACP organisations
- Familiarised themselves with the KM Ecosystems approach and the KM scan tool
- Leveraged their funds into a cost-sharing model of technical & financial support from CTA
- Developed the TOR for the development of the IKM Strategy and mobilised the funds to get started
- Feb 2015: combined awareness sessions on the KM Ecosystems approach and the KM scan tool; understanding of the organisational set up
- Staff of LRD filled in the questionnaire for the KM scan
- Analysis of scans carried out by Strategic Objective Areas 1-4
- Sharing of results and interpretations with SOA leaders for initial comments, then internal validation with SOA team
- Draft IKM Strategy document produced based on results of KM scan, knowledge of the organisation gained through desk research, visit, and feedback with PAPP team
- On site validation of results of analysis and observations, discussion with teams on interpretation of results (Mar 2015) and joint review of draft IKM Strategy document
- Drafting of KM Strategy document and action plan
- Reception & validation by LRD staff

PRESENTATION (Anju):
-reminder to delegates the tree is only representational – it's only to demonstrate the process and players and so the tree itself is not so important (focus of discussions should be not be on the tree design but on the KM process it represents)
-when SPC did the IKM Strategy process many staff unsure about the tree but then when did the questionnaire and started the process then it made more sense.

Rationale – why did LRD need a KM strategy:
-for improved service provision to LRD's partners and stakeholders. (Why are you in your organisation, what is your mandate, are you achieving this?)

-SPC is a knowledge (scan like an M&E of your KM system, your products and information. All organisations are producing products but are they evaluating them, are they useful for farmers?

KM Strategy in LRD:
-starting with educating staff about the logic
-series of consultations looking at overall KM scan for staff
-from the consultation resulted in 12 components.

Organisational KM:
- Retention of knowledge – SPC examples suggested: inventories of need, mentorships, investing in documenting profiles, explore long-term contracts.
- Make information available and accessible – SPC found staff can be sharers or hoarders
- Foster an open and critical culture
- Act pro-actively and innovative
- Organizational learning
- Competence management and management development
- Optimize partnership and alliances –maybe not engaging well with stakeholders, or the wrong stakeholders

KM of products and services:
- Clarity on targets and target audience
- Streamline, align and consolidate products and services (approx.. 60 products in LRD so could streamline many)
- Innovate in products and services combinations
- Communicate products and services – SPC had the products but little means to distribute and encourage more use
- M&E for products

At the end of the day it is about knowing the target audience, then reflecting on if have the skills, capacity, funding, etc.

3.0 DAY TWO – Regional Knowledge Management Workshop

3.1 Summary of Event
(Refer to section 2.1)

2.2 Key Discussions – Day Two

19. Discussion around the need to consider facts such as succession planning, staff skill and capacity building when planning IKM approaches, as highlighted in the KM Scan questionnaire. Some of the these considerations were already being considered by participants in relation to their KM thinking, such as succession planning, but the workshop was helping them these considerations into a process to better map the way forward and plan KM.
20. Discussion around the need for all staff to be involved in IKM, from communications to extension officers, but that some staff would need more assistance and training than other, ie typically communications and information officers have better IKM capacity whereas extension officers are keen to learn but will need more IKM technical assistance and perhaps more training to better understand KM and how to best use KM for our target of farmers.
21. Discussion around how much organisational information is known by management but this information "does not seep down". When doing the KM Scan questionnaire some questions were difficult to complete as, for example, extension staff don't know whether specific strategies exist for other parts of the organisation such as Communications or Information Management System (IMS).
22. Given not all staff know about all IKM issues in an organisation, it was discussed how the KM Scan is meant to be completed by all people in the organization, not just management or general staff. For example, at LRD SPC involved staff at all levels plus other divisions and stakeholders (including country members), and that helped everyone understand what everyone else is doing.
23. Contingency planning for IKM is important. Just as an organisation may have a Disaster Preparedness Plan it should also have a KM Contingency Plan to address risks that may undermine IKM efforts and how should those issues be addressed?
24. Discussion during the activity to map each country's institutional landscape and KM capacity, about the challenges faced especially the lack of M&E for KM products, ie newsletters commonly produced but often lack of resources to follow-up on their effectiveness and to determine if that information disseminated converted into knowledge.

2.3 Presentations

SESSION: SUMMARY OF YESTERDAY
Presenter summary and delegate feedback about key learnings yesterday

- There are different perspectives on what is information and data and KM, depending on your work background and general perspectives. Benefit in realizing different types of information and opportunity to learn from each other.
- The information and knowledge in our head; how do we best share that with other people?
- No one definition for knowledge management.
- If the foundation ("tree roots") of the organization is not well organized then there won't be any "fruit" for the stakeholders or people surrounding the organization. The important thing is that the foundation of the organisation has to be firm and has to be perfect, to bear fruits.

- We all have different workplans and goals, but at the end of the day everything is about our target groups and stakeholders. The "tree" diagram presented yesterday gives a birds-eye view of our strengths and weaknesses.
- There is a chain, with links, that needs all the stakeholders and parts of the tree to grow together, if the tree is to grow stronger. For effective KM, need all the parts of an organization working together from communications and information officers, to managers, policy makers, M&E, extension officers, etc. In turn, important (to not work in a silo and) to contribute to those other parts of an organization to help strengthen its processes, and its overall capacity to improve KM.
- Dissemination programme, for information and knowledge management, often targeted to the farmers but need to consider the other target audiences to complement that primary audience, ie other stakeholders include other ministries and organisations, private sector, etc. Need to understand and appreciate the role of each person on the 'value knowledge chain' from policy makers to farmers.

SESSION: GROUP ACTIVITY – Sharing some of the practical experiences in developing the IKM Strategy at LRD (with a focus on completing the KM scan questionnaire)

Participants were provided with a review of yesterday's session on SPC's experience developing its IKM Strategy, from preparing its TOR and funding, to the Feb. 2015 awareness sessions on the Ecosystem approach and the KM scan tool, to staff completing the KM scan questionnaire.
Participants divided into groups, with each group addressing a section of the Questionnaire and doing a 'mock response' to the questionnaire. General feedback from groups follows.

<u>SUMMARY</u>
The groups tried trialed sections of the KM scan questionnaire with some discussing how it was more detailed than they had considered, but also a helpful process for an organization to undertake. There was particular discussion around the need to have all levels of an organization involved (or for a national scan have multiple sectors and levels) as often one division or one section of management will not be aware of all the existing or planned KM strategies and approaches – it needs to involve all level (the example of SPC LRD was provided, where all levels of the organization were involved in its KM scan).

<u>PRESENTATIONS</u>
Group A
Some of the considerations detailed in the questionnaire were already being considered by participants (ie Vanuatu Provincial staff) in relation to their KM thinking, such as succession planning and staff skills and capacity building. However, this workshop is helpful in linking these considerations into a process, into a way forward to better map and plan KM.

Group B
"I thought I knew about the Knowledge Management, but then the process goes to a crossword of confusion". Not confident would get the Action Plan right, now know the depth of detail required, if was to do it without assistance.

Group C
Vanuatu: Many of us are from productive areas (extensions officers for livestock, ag, etc) and so need more IKM technical assistance, perhaps more training to better understand KM and how to best use KM for our target of farmers. More training would be good, especially targeted to extension officers. In Samoa, for KM workshops usually the communications and information staff are invited and not others, ie livestock staff, but need all the different perspectives and participants for holistic KM.

Group D
Doing the questionnaire makes you think hard, there are lots of questions, it's huge. Need more time for explanation, as felt it has been a bit rushed (ie yesterday there was a lot of detail but not a lot of explanation, so it would be ideal to have either less detail or the same amount of detail but more time to digest and explain and discuss. Commented that "I had to take it upon myself to digest and define the information myself last night, after the workshop".

Theory was good (yesterday's session) but better when we actually did activities; convert the theory into practice then it made a lot more sense. The tree exercise was good too (yesterday) as we were able to discuss different scenarios, ie a disease outbreak, and how we would deal with that.
Unexpected level of detail but good reflections.

DISCUSSION - All groups
- Common feedback was that it "would be helpful to have more explanation of the questions" but also acknowledged there was a preliminarily disclaimer from the trainers that this exercise is only brief, and is only meant to provoke thinking and discussion among delegates, and not be an actual detailed and formal response to the questionnaire (proper completion of the questionnaire takes 2hours to half day or more).
- Sometimes questions in the KM Scan were difficult to complete, as some staff don't know whether specific strategies exist for Communications or Information Management System (IMS); sometimes this information only known by management and this information "does not seep down".
- Questionnaire meant to be completed by anyone in the organization, not just management.
- SPC experience (Ken): we involved all levels in LRD SPC plus other divisions and stakeholders (country members), that helped everyone understand what everyone else is doing.
- Contingency planning. If there is a disaster have we thought about contingency planning, not just for disaster response (ie Disaster Preparedness Plan) but for KM too. What do we do? In terms of risk management what are some of the risks that may undermine our efforts and how do we address those?

SESSION: GROUP ACTIVITY – each country's institutional landscape and KM capacity
A workshop objective is to encourage each country to prepare its own IKM Action Plan, over time. This group activity exercise assisted each country to start their IKM mapping, with a focus on capacity.

<u>**SUMMARY**</u>
It was explained to participants that initially CTA plans to assist three countries develop their own Action Plans based on the workshop learnings. Each Action Plan will follow 1 of 3 approaches, with most countries coming under approaches B and C:
- Approach A – multiple actors dominate the ag and forestry policy agenda within one country
- Approach B – One principal lead actor to set the ag and forestry policy agenda in a country
- Approach C – actors have a need and willingness to collaborate to set the policy agenda for multiple small countries.

Specifically, countries that demonstrate capacity and enthusiasm to develop their own Action Plans and to assist them CTA provides consultants to oversee the process for three selected countries. To assist with this determination, a group activity was held whereby each country represented, had its delegates

complete a snapshot comprising information such as: Institutions involved in Ag; number of KM Staff; Budget; Policies and Strategies; KM products (overview); and finally to nominate which of the 3 approaches would best suit their Action Plan.

PRESENTATION
It was explained to participants that initially CTA plans to assist three countries as pilots, then ideally expand to assist others (this involves each country developing its own Action Plan, based on the workshop learnings and CTA initiated process, overseen by consultants provided by CTA.)

Each Action Plan will follow 1 of 3 approaches, with most countries coming under approaches 2 and 3:
- Approach A – multiple actors dominate the ag and forestry policy agenda within one country
- Approach B – One principal lead actor to set the ag and forestry policy agenda in a country
- Approach C – actors have a need and willingness to collaborate to set the policy agenda for multiple small countries.

Activity: People asked to fill in the questionnaire then – if the actual KM Scan was being done - an analysis would then be done (take a snapshot of how well KM processes are being put into practice).

COUNTRY: VANUATU
1.Institutions involved in Ag: Min of Ag (and MANY others, ie Dept CC, Chamber Commerce, AG Bank, Research and Technical Centre, NGOs ie GIZ SPC, FAO, Provincial Govt, UNDP, AusAID, etc)
2.KM Staff: 40 generalist staff linked to KM (out of 300 staff)
3.Budget: $5million (set up information unit in Min Ag) *Note: Dept have included for next ICT in their budget.*
4.Policies and strategies: n/a
5.KM Products: newsletter, database, website, face to face, radio, emails, policy, field reports, corporate plans, legislations, blog, website, videos, projects reports, annual reports, SMS, photos, dept manuals, uniforms, etc
(*CTA KM scan and which of 3 approaches is best suited*:   Approach B)

COUNTRY: TONGA
1.Institutions involved in Ag: MAFFF, Min Internal Affairs, Min Climate, NGOs ie MORDI, Ag Councils (ie livestock), Phama, Ag assns. Ie for kava, vanilla, handicrafts, etc
2.KM Staff: 25-35 generalists linked to KM (of 200+ staff across 5 divisions and most have staff that include KM in job)
3.Budget: unsure, often ask for donor help, ie to produce brochure
4.Policies and strategies: Exit interviews, Understudy (succession plan), local knowledge (recently info & comms officers gone out to the villages and ask about Traditional Knowledge)
5. KM Products: newsletter, radio programme, interviews, training (field and classroom), emails, training (ie in the field), tv programmes (but only received on mainland), SMS.
(*CTA KM scan and which of 3 approaches is best suited*:   Approach B)

COUNTRY: NIUE (coconut crab)

1.Institutions involved in Ag: Dept of Ag only dept and few other organisations

2.KM Staff: 35 staff total in dept (2 generalist staff linked to KM)

3.Budget: tbc

4.Policies and strategies: tbc

5.KM Products: unsure

(*CTA KM scan and which of 3 approaches is best suited*:   Approach C)
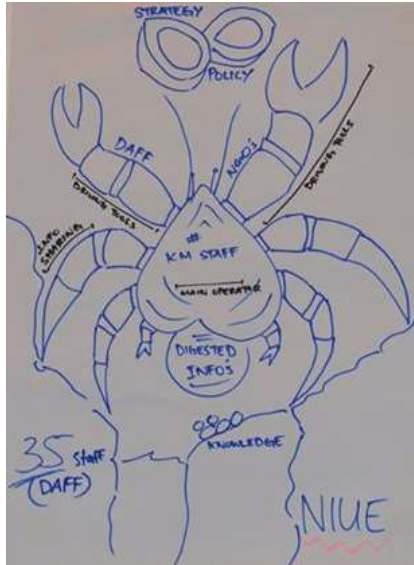
COUNTRY: PALAU (canoe)

1.Institutions involved in Ag: Ministry of Natural Resource, Environ. Tourism – incl 2 bureaus. (partners Ministry Infrastracture, etc) plus international orgs, ie FAO, SPC

2.KM Staff: approx. 27 total (KM 0 but all staff involved)

3.Budget: each section has its own (no specific case, but can make a case to receive budget)

4.Policies and strategies: unsure

5. KM Products: unsure

(*CTA KM scan and which of 3 approaches is best suited*:   Approach C)
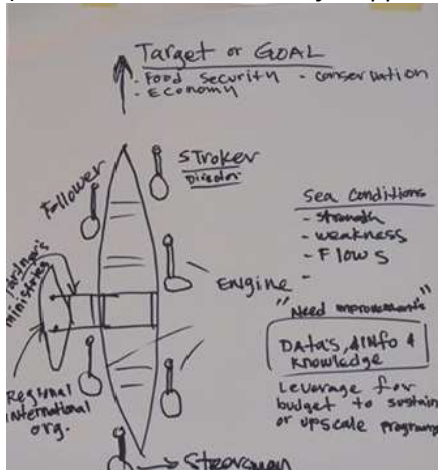
COUNTRY: COOK ISLANDS
1.Institutions involved in Ag: Ministry Ag, Farmers assoc, NGOs, Dept Environ, Tourism, transport, donors, education, etc
2.KM Staff: 6 generalist staff linked to KM (from about 40 staff). Ag is under the local govt in each island (approx. 100 staff)
3.Budget: 0 funds (depend on donors)
4.Policies and strategies: Yes
5. KM Products: website (under planning division), data collection, brochures, monthly newsletters (production costs under policy and planning), meetings with stakeholders, research services, extension service, etc
Challenges: Nursery planting materials; high cost of chemicals and fertilisers; young farmers not keen on ag (no succession planning); Ag in school programs; (also many islanders move overseas so then need to "import" consultants and this expensive).
(*CTA KM scan and which of 3 approaches is best suited*:   Approach tbc)

COUNTRY: TUVALU
1.Institutions involved in Ag: Ag Dept (extension, livestock, biosecurity, ag forestry); Private sector NGO; NCW; MHAD; Public; TMC
2.KM Staff: 30 staff total (no KM staff, but involve 13 in day to day work ie incl. extension officers, etc)
3.Budget: 0
4.Policies and strategies: none (but have annual plan for dept)
5. KM Products: radio programme, phone, internet, newsletter/internet (internet poor connection but other products working well)
(*CTA KM scan and which of 3 approaches is best suited*:   Approach C)

COUNTRY: FIJI
1.Institutions involved in Ag: Min Ag (7 divisions), PM Office, Min Finance, Min Industry, Min Women, Biosecurity, Min Rural and Maritime, Fiji crop and livestock council, PIFON, NGOs ie FRIEND, faith-based organisations, universities, private sector (ie exporters), donors, etc
2.KM Staff: 500+ total staff across Fiji (300+ islands) of which 100+ involved in KM or KM touchpoints (comms team = 10; extension officers, policy, research team, etc)
3.Budget: no dedicated budget for KM (Min. total $65m)
4.Policies and strategies: Ag 20-20 Agenda, Green Growth Framework, Annual corporate plans, business plans, strategic development plans. Links with national roadmap for Fiji (National Development Plan)
5. KM Products: bi-monthly newsletter, Fiji Ag Journal (3x year papers collected from academia etc), media releases, market watch, crop leaflets, farm manual guide, technical bulletins, feature articles, radio and tv programmes, social media, etc
Challenge: 2020 Agenda low awareness. Lack of M&E for KM products.
(*CTA KM scan and which of 3 approaches is best suited*:   Approach B)

COUNTRY: SAMOA
1.Institutions involved in Ag: MAF, NGOs, farmer groups, govt corporations, private sectors, institutions like USP, NUS, APTC
2.KM Staff: 14 staff in Policy Planning Communications Division (PPCD)
3.Budget: unsure
4.Policies and strategies: (tbc)
5. KM Products: website, newsletter, brochures, leaflets, posters, radio and tv. 5 databases.

Challenges: Radio and tv most effective and newsletter not so effective (mainly due to difficulty printing and disseminating though not so sure about target audience receptiveness). *Note: target audience is farmers and students (future farmers and ag technical workers).*
(*CTA KM scan and which of 3 approaches is best suited*:   Approach B)

PIFON PRESENTATION - Mark Sheehy
1.Institutions: Farmers Organisations across the Pacific. (regional organization)
2.KM staff: Fiji based, 2 dedicated KM staff (but all involved in transferring knowledge)
3.Budget KM: 0
4/5.Strategies / KM Products: web tools, e-bulletins, newsletters, farmer to farmer exchanges, bulk texting (SMS) between farmers and exporters, website (http://www.pacificfarmers.com/)
(*CTA KM scan and which of 3 approaches is best suited*:   Approach ?)

GROUP DISCUSSION:
- Discussion during the activity to map each country's institutional landscape and KM capacity, about the challenges faced especially the lack of M&E for KM products, ie newsletters commonly produced but often lack of resources to follow-up on their effectiveness and to determine if that information disseminated converted into knowledge.
- There are 3 approaches, with most countries coming under 2 of the 3 (approaches 2 and 3).
- With limited resources what is the best way to try and get as many countries as possible involved in the process?
- CTA only has funds allocated for consultants to help, or oversee, countries to complete their own process to develop a national KM Action Plan (thus, resources in form of consultant but no direct funding to assist). So bulk of work will have to be done by people at the country level. Also, no follow-up funding allocated.

4.0 DAY THREE – Regional Knowledge Management Workshop

4.1 Summary of Event

(Refer to section 2.1)

4.2 Key Discussions – Day Three

25. Discussion generated from Tuvalu that much of "the work that we do daily it is already part of KM" highlighting the need to do that work better but not necessarily with extra budget. Question: is it more important that we call it KM or that we do it (something we do everyday anyway). One key advantage in calling it KM is that it clarifies the process and good practice for doing this work.

26. Discussion around the funding dilemma for agriculture, and that it needs to raise its profile to raise its budget allocation. Discussed how agriculture receives minimum funding from government despite being one of the most important sectors – if not the most important with 54 per cent of Vanuatu's total household income sourced from agriculture and forestry activities. During the PAFPNet presentation statistics showed that aid agencies globally spend less than approx. 2% on agriculture (2012; global data indicates Oceania has the smallest spend, with Africa the greatest) while Vanuatu's national central government spends less than 5% (in the Pacific, governments all spend less than 5% of total govt budget on ag).

27. Creation of a regional Knowledge Management Steering Group was discussed (agreement this would be called the KM Advisory Panel), and initial members nominated from the workshop's regional participants (initial members, with more to be added from non-present countries such as Solomon Islands and PNG, perhaps at the first KMSG meeting).

28. Also regionally, discussed the need to create a Pacific Agricultural KM Network facilitated by PAFPnet for the exchange of ideas and generation of discussions. Workshop attendees to be invited to join PAFPNet as a first step to ensure better regional networking for agriculture KM.

29. Discussed how the network members (including each country representative in the workshop) are to complete several tasks after the workshop:
    - Complete the minimum map processes/resources exercise
    - Identify 1 topic of national/regional interest for PAFPnet discussion. SPC will support (ie nominate a topic with 3 features: country, topic, and 'used for' (what will the information sourced from the e-conversation be used for ie, as inputs into policy development, to inform an upcoming conference topic, etc).
    - Coordinate and Share a calendar of events
    - Share at least 1 good research practice from your country (climate change cropping, livestock feed, etc

30. Group discussed how a calendar of events would also be useful (SPC indicated it was happy to facilitate this calendar but highlighted that such a tool is two-way: people to input events to SPC to add to the calendar and, more importantly, disseminate the calendar to other staff across ministries, provinces, etc.

31. During the group activity to review the SPC draft KM Action Plan, there was discussion about many topics including: the potential for SPC to streamline its communications and have fewer products that are then easier to update (ie KM scan found LRD has over 200 portals and perhaps could be less depending on what target audiences want and use); ideally SPC to have a focal point (ie helpesk) working in the country that can filter information to the provinces; listings of SPC products should be made available; need to simplify more technical terms and use local language (ie like the Vanuatu ag policy has done); advantages in using combined communication channels such as DVDs, photos, field demonstration and farmer work attachments and not rely on internet or brochures (given poor internet usage and literacy rates); and using M&E to follow-up on KM effectiveness is important.

32. Further discussion about M&E, and whether it is best to use a nominated M&E person or whether all involved in KM are involved in the M&E. Question posed: Is M&E about implementation or about usefulness of KM products and services and their use? For example, does an M&E officer look at (a) yes newsletter produced, or (b) actual impact of newsletter, and what message is it conveying and is that resulting in behaviour change.)

33. For Vanuatu group discussion, delegates were confident about they had learnt and that they could share it with colleagues, but if the group wanted to develop a national approach then need to engage with other ministries and across provinces. Would need to liaise more with sub-national level and to connect national to community level.

34. Discussion around to the need to have a 'driver' for the KM scan inventory – in SPC the driver was the LRD division – and there was agreement among Vanuatu delegates to nominate a committee to drive the process. SPC add that this process requires a lot of investment of staff time, so need top level management buy-in, including a senior champion.

35. Cost and time was discussed, with the Vanuatu group seeking inputs again from the SPC experience. SPC explained that the main costs for them were the sensitizing workshop and the Consultant (approx. $50K) but countries will not incur either of these costs. Vanuatu group agreed the inventory can be done at no extra costs – definitely don't need a consultant – as can all help to provide information about the resources we have, and just allocate a bit of time into listing these.

36. Summary – 3 action:
    - establish committee (Tate chairman)
    - Will need to use existing resources.
    - Like to ask LRD to share their experience, of going through this process.

37. SPC staff talked about how this process can create some "quick wins" for ministries or organisations. For example, the KM Scan at SPC found LRD had approx. 200 portals – too many – so there was some "low hanging fruit" to create efficiencies in the short terms, which is a good deliverable.

38. Discussed further capacity development opportunities, such as training for: :
    - A basic training for KM and for moving Action Plans forward, for all staff how have a touchpoint with KM (including all staff from communications to extension officers).
    - ICT within ministries, targeting comms people. To build KM capacity and skills, including communications. A need to support staff in their KM endeavours.

39. Workshop concluded with discussion around which delegates (countries) are best placed to create their agriculture KM Action Plans and subsequently receipt oversight support from CTA, via PAPP-SPC. Tentative nominees were discussed, however, a final decision will be made after the event based on countries providing post-event initial "homework" and documentation, for assessment.

4.3 Presentations

SESSION: WELCOME TO DAY THREE
Krishan Bheenick, CTA

DISCUSSION – feedback from participants
- Samoa: so much that needs to be improved in our ministry according to the KM model here. I felt it is very important to apply this system into our workforce.
- Palau: It was a learning experience and it is good to see what other countries are doing and experiencing.
- Niue: Good to see other approaches and it something to think about when I go back home.

- Tuvalu: I notice that with KM we don't have budget in our department but the work that we do daily it is already part of KM, and already part of our budget, so I think that we need to make it stronger.
- (Presenter Comment: already you are doing KM in your work. Question: is it more important that we call it KM or that we do it – so we don't need to fight for a KM budget, as the deliverable something we do everyday anyway? It's just that there is a process and good practice for doing this work, that is already being done.)

SESSION: PAFPNET PRESENTATION
Mr Vili Caniogo, Team Leader PAPP-SPC

SUMMARY:
An overview was provided about PAFPNet; a network for sharing information based on a website and an interactive member-based e-network and that also coordinates online topic-based conversations, seminars, and hosts the initial regional Policy Bank. Explained the implementing and donor partners for PAFPNet as well as its objectives and, in particular, three key result areas.

Notably, Mr Caniogo provided statistics to demonstrate the limited funding received by agriculture; disproportionately low versus other sectors. For example, of the total budget for aid agencies it is estimated that less than 2% goes towards agriculture (2012; global data indicates Oceania has the smallest spend, with Africa the greatest) and in Vanuatu's national central government budget, less than 5% (in the Pacific, governments all spend less than 5% of total govt budget on ag).

Proposed action items were highlighted at the end of the presentation, including the formation of a regional KM Advisory Panel, Regional e-network and action steps for each country to progress their KM Action Plans with a focus on an initial KM Scan inventory of KM products. These proposed were agreed and adopted by workshop attendees, including the nomination of 6 initial members of the interim Advisory Panel.

PRESENTATION:
PAFPNet is a network for sharing information, based on a website and an interactive member-based e-network. It has monthly discussion topics and discussion summary (of all the comments that came from local contributors to the specific topic moderated that month). It's the premier regional network connecting and empowering Pacific islands to the experiences and promote dialogue on issues related to agriculture and forestry policies and best practices. The network also coordinates external public seminars where experts are brought in from the agriculture sector, to share knowledge. Regional policy bank is also being hosted on PAFPNet (different to the Vanuatu Policy Bank, as this is a regional "library").
Covers 15 countries (includes 5 LDCs): PNG, Solomon Islands, Vanuatu, Fiji (4); Samoa, Tonga, Cook Islands, Niue (4); Nauru, Kiribati, Tuvalu, Federated States of Micronesia, Marshall Islands, Palau (6); Timor- Leste (1).

Project:
- Implementation Partner – Secretariat of the Pacific Community (SPC), New Caledonia, Fiji
- Contribution Agreement with EU- Signed March 2013 for 4 years – March 2017
- PAPP only fully commenced in June 2014

Context for PAPP – some quick pointers
- Pacific encompasses largely agri-based economies.

- Australia, NZ, US are key export agri-markets. EU for mainly fisheries.
- Up to 85% rural based populations
- Estimated 70-80% are financially excluded. Includes smallholder farmers.
- 5 LDCs – means relatively high aid per capita (PNG)
- Relatively low but increasing Internet Penetration
- High mobile phone penetration
- Rural Communities
- High Youth Unemployment/Move away from Agriculture

HOW IS PAPP ASSISTING?
Three (3) key result areas *(objective of overall poverty alleviation for smallholder farmers)***:**
- **Key Result Area (KRA) 1**: Policy (Strengthen regional /national agricultural development strategy).
  Problem: difficult to access, read and understand the content
  Some steps:
  -completion of national-level and key policies (helping countries complete their plans)
  -Policy awareness workshops (outreach, produce minimum publicity material) . (ie How does the ag policy link to national policies and other policies and frameworks?)
  -National Awareness Outreach – at least one national workshop with NFOs, commercial sector
  -Minimum Publicity material
  -Policy Banks for all countries with summaries
  -Regional Policy Bank
  -Agricultural Statistics Capacity
  -Cost Benefit Analysis Training
  -Agricultural Survey/Census (SPC/FAO)

- **KRA 2: IKM** (Improve the dissemination and adoption of applied agricultural production research technologies.) Valuable to raise visibility and profile of ag.
  Steps or ways we are disseminating information include:
  -Research and extension
  -Outreach to farmers, commercial sector
  -Outreach to extension officers especially research (climate change crops, livestock feed etc)
  -IKM Assistance to Countries (July-Dec 2015): *IKM Scan, IKM Plan for Agriculture (!) – templates in place, Training.*

- **KRA 3: Markets (Improved market linkages.)**
  Some steps:
  -Linkages to Buyers
  -Farmer/commercial sector exchanges
  -Value Chain linkages
  -Research, Support for Value Add
  Also:
  -AgriTourism Plan/Strategy
  -VC training for priority commodities (2)
  -Market Research/support (catalyse value add)

There is limited funding for agriculture *(MAFS are working with very little):*
- Aid agencies: Less than 2% of total aid in 2012

- Central govt less than 5% on ag

(Oceania the smallest spend, with Africa the greatest)

(In the Pacific, governments all spend less than 5% of total govt budget on ag)

Thus, KM is important as we need to:
- Increase visibility
- Sell the sector

NEXT STEPS:

1) Development of national ag sector KM plans:
- Need to elevate awareness, better linkages, dissemination
- Caveat funding availability. Possible sub-regional approaches.

Steps:

-Complete mapping exercise

-Commitment (national awareness, preparations, etc) and driving new content especially R&E– websites/PAFPnet

-Supporting policy awareness events / Policy Banks.

2) Pacific Agricultural KM Network
- PAFPnet
- Discussions/exchange of ideas
- PAFPnet focal points

3) Possible Regional Agricultural KM/PAFPnet Steering Group
- Drawn from focal points plus other partners - PIRAS, PIFON

DISCUSSION - Participants Feedback to Presentation:
- Will KM queries be linked to PAFPNet? And how does this link with steering committee?

Structure (regional and national KM plan and agendas):
- KM Steering Committee (proposed) – about more strategic issues incl. regional approaches, ie discussing with stakeholders (not just SPC but want others) ie how do we better link people (ie piggyback with PIFON meetings or PIRAS connections, CTA, other key partners can link).
  Would need a TOR, and how it calls upon members, etc
  Share lessons with each other so "don't reinvent the wheel", and generate economies of scale
- Suggest a calendar of events (reminder: this two-ways in that when SPC provides calendar of events, useful to forward to other staff across ministries, provinces, etc)
- Workshop delegates keen for training for:
  1) KM and moving Action Plans forward, for all staff how have a touchpoint with KM (comms ot extension officers). A basic training.
  2) ICT within ministries, targeting comms people. To build KM capacity and skills, including communications. A need to support staff in their KM endeavours.

DISCUSSION - GROUP AGREEMENT ON PROPOSED ACTIONS
Mr Vili Caniogo, Team Leader PAPP-SPC, proposed several actions as a result of the workshop outcomes, so far, and further to his presentation. This discussion led to a series of proposed actions being adopted including the establishment of a regional KM Advisory Panel.

ACTIONS (AND OUTCOMES)
1) Steering Committee (SC)
Appoint at least 6 members as an interim SC and Chair
- Chair to attend PIRAS Board Meeting (November 2015) – linking R&E
- Chair to attend PAPP Steering Meeting (January 2016)

2) Network (you all)
Members of the proposed PAPP-facilitated network (including all country representatives at the workshop) were given the following post-event tasks:
- Complete the minimum map processes/resources exercise
- Coordinate and Share a calendar of events
- Share at least 1 good research practice from your country (climate change cropping, livestock feed etc):
- Identify 1 topic of national/regional interest for PAFPnet discussion. SPC will support:

Country	Topic	Used For
Fiji	Livestock	National Livestock Policy Forum

OUTCOMES
- **Agreed** to the establishment of an interim KM Advisory Panel. The Workshop nominated the following members:
  1. Tonga: Nunia Mone (Chair)
  2. Vanuatu: Mark Vurobaravu
  3. Niue: Tom Vaha
  4. Fiji: Reama T Naco
  5. Palau: Trekbul Tellei
  6. Samoa: Etevise Fidow (TBC)
  7. To include: PNG, FSM, etc. (to be invited to Sub-regional KM)
- **Agreed** that SPC acts as the initial secretariat for above.. SPC will work with the KM SC to:
- Design a structure that links to PIRAS and other key networks
- Develop a TOR for the SC
- Develop alliances with other regions, such as the Caribbeans via CTA, GRFAS others.

- **Improve links between research and extension**
- **Follow up on key issues from Vila Workshop**
  Capacity building needed for the countries (esp. for Comms staff).
- **Agreed** that a regional forum like the Vanuatu Workshop was highly beneficial and that they be held biennially.
- **Agreed** to establish an e-platform of key KM contacts and institutions, and research priorities from this workshop. This will be led initially via the PAFPNet portal.
- **Agreed** to establish an inventory of KM processes/maps (started in Vila) through the KM network. SPC to confirm temp;
- **Agreed** to KM sensitisation
- **Agreed** to national minimum awareness. KM network members to lead.
- **Agreed** to KM Scan (with questionnaire)
  Confirmed by Tonga, Fiji, Samoa, Palau, Vanuatu, Tuvalu, Niue, Cook Is.
  - Will involve all staff (including team leaders)
  - Staff validate
- **Noted** the presentations, documents and outcomes are on www.spc.int/pafpnet/
- **Noted** the outputs of this Vanuatu Workshop will be reviewed/progressed through the new KM Steering Group

SESSION: INTRA-ACP PRESENTATION
Mr Samson Vilvil Fare, CTA Head of Intra-ACP (Asia Caribbean Pacific) Agriculture Policy Programme (relations between Pacific and Caribbean)

SUMMARY:
European based, Vanuatu born Samson Vilvil Fare explained how the CTA Intra-ACP recognises that agriculture in the Pacific and Caribbean face similar challenges from: climate change, natural disasters, high food prices, small internal markets, reliance on a few export commodities, etc. Given this, he leads CTA's focus on fostering and supporting mutual exchange and learning between the Caribbean and the Pacific (ie draw on technical and institutional resources of the entire ACP region, Incl. Africa). Such knowledge sharing is one of four key program interventions for CTA along with strengthening policy, improving the dissemination and adoption of research, and developing improved agribusiness and value chains.

PRESENTATION:
About the CTA Intra-ACP (Asia Caribbean Pacific) Agriculture Policy Programme (with a focus on relations between Pacific and Caribbean):
-promote development of smallholder agriculture & integration into national, regional, global markets.
-Scope: "fostering and supporting mutual exchange and learning between the Caribbean and the Pacific" (ie draw on technical and institutional resources of the entire ACP region, Incl. Africa).
-Key Discussions: (a) Management structure via SPC with all potential projects, including private sector, to go via SPC (b) projects are usually regional rather than country, though can help national institutions, but usually if they have regional scope.
-Rationale: Agriculture in Caribbean & Pacific faces similar (if not same) challenges from: Climate change, Natural Disasters, High food prices, Small internal markets, Reliability on a few export commodities etc.
-4 program interventions:

1)   Policy : Strengthen regional ag development strategies
2)   Knowledge sharing
3)   Improve dissemination and adoption of research
(Ecosystem based approaches are to be given special attention)
4)   Agribusiness and value chains: Enterprise development through improved market linkages

CTAs role in the four areas
1)   regional strategy: have access to information from worldwide sources particularly on: ag policy, women and youth (many youth see career in ag as a failure in life / career)
2)   Knowledge management and communication platform: design the strategic plan for knowledge platform for both regions; support the communication plan for both regions; provide capacity building
3)   Research: draw on data resources, exchange of info between regions and globally
4)   Market linkages: access to information and advice on development of innovative products; Value adding processes, quality enhancement, origin-linked products; market access, information and intelligence.

SESSION: GROUP ACTIVITY – reviewing the SPC KM Action Plan
This activity aimed to give participants the change to provide feedback on the SPC KM Action Plan, while also using the draft document to glean ideas for their own Action Plans.

<u>SUMMARY</u>
Participants provided mixed feedback and critique on about the SPC KM Action Plan. A common topic was the need for SPC to streamline its range of products (ie 200 portals too many) as a means to improve the quality and effectiveness of core products (as opposed to a high volume of products). Other issues raised included the need to focus on target audiences; balancing regional and national level needs; potential for a desk person (focal point) working in the country that can filter information to the provinces; the importance of using local language for products (ie policy translated to Bislama); in many parts of the region access to information is difficult due to low internet usage and literacy rates; the importance of M&E, and other topics.

<u>GROUP ACTIVITY</u>
Group G – looked at relationship issue and consultative visits to countries.
Good to have someone from your end to take a look, know where funding come from and see issues and different perspectives.
There is a need to support research in the region.
Need for SPC to be very responsive and streamline its communications.

Group H: Target audience
Need to know the target audience first for the LRD products and services, and then save money. Potential for LRD to better know its target audience, and ensure its products and services are optimized for those target audiences.
LRD to know its level it needs to come down to the national level.

Group I: Access
There should be a desk person (focal point) working in the country that can filter information to the provinces.

Product lists should be made available in local language, ie in Vanuatu in Bislama. Ie if someone wants to link to the website and then that person wants to connect to intra-ACP they should know that link.

Group J: Combine different products and service for long term gains to clients
Mainly focussed on point 3 (content accessible for clients). In many parts of the region access to information is very hard because of internet usage and literacy rates, and if can find ways to combine the products we have – have fewer products that could be more easily be maintained over a longer period of time.
Need more follow-up of information we disseminate to ensure the products are well used by our clients.
The use of DVDs, field demonstrations and work attachments with the farmers is important, and to have the hands-on training.
Language use: need to simplify more technical terms with respect to what we are doing, to suit the level of farmers. Also use of more photos makes it easier for understanding and more practical for farmers, and other stakeholders.

Group K: Effectively communicate products and services to increase visibility and use.
Country workplans can link with SPC, as countries have a lot of information in place and can better distribute that information – like SPC has a lot of information for better dissemination.
LRD has over 200 portals, so a big online presence but perhaps need to optimize the presence as 200 quite a lot and so need to find which ones the best for the target audience(s).
(Agreed good to have different communications channels for different target audiences.)
Maybe when SPC distributes info, rather than going to the top – national or central govt hierarchy - go straight to the bureau level, then better chance of information going direct to the people rather than via higher levels of govt.

Group L: M&E to ensure effective impact of services
Talked about M&E, and suggested the need to assign dedicated M&E staff to address M&E issues. In organisations often everyone helps out with M&E, but if one person allocated then will be a good flow for the department.
Sections L2-L4 suggest a good database would be good, that is readily available for stakeholders and the public.
Design of workshops to include live demonstrations as that would be helpful (ie live streaming).
(Presenter comment: Is M&E about implementation or about usefulness of KM products and services and their use. Ie Does an M&E officer look at (a) yes newsletter produced, or (b) actual impact of newsletter, and what message is it conveying and is that resulting in behavior change.)

SESSION: NEXT STEPS – The way forward
Krishan Bheenick, CTA

SUMMARY:
Initial analysis show Fiji and Vanuatu have a high level of readiness to prepare their KM Action Plans, however, a final analysis will be based on the provision of additional documentation from countries.

CTA has resources (funded consultants) to assist with three KM Action Plans, but agreed to investigate options to provide assistance to more countries, over time, and perhaps group some of the 'Approach C' countries into a cluster approach overseen by the consultants.

<u>PRESENTATION:</u>
KM Scan – which countries are allocated into each of the three approaches, and what is the result of an initial CTA analysis of their "readiness" to prepare their KM Action Plans:
1.Approach B:
- Fiji
- Vanuatu
- Tonga
- Samoa

2.Approach C:
- Palau
- 'Cluster' sub-regional approach, perhaps based in Palau involving: Tuvalu, Cook Islands, Niue, others)

3.Network approach
- PIFON
- Maybe also: PIRAS, PIPSO

Process steps:
-Consultants have list of guidelines in terms of information to be gathered.
-Usual process is to complete the KM Scan plus 2-3 other data gathering processes, ie mapping of KM resources and processes, specifically:
1. inventory of current KM practices and objectives
2. inventory of current products and services
3. Investment opportunities

SESSION: GROUP ACTIVITY – 'real life' KM Action Plan planning session for Vanuatu
All the Vanuatu delegates, from various ministries and organisations, grouped together to start discussions and planning their national KM Action Plan approach. As a result, the Vanuatu (sample group) gathered to begin "mock in-office initial meeting" to start the KM scan process.

SUMMARY
The Vanuatu delegates from a range of levels and areas of government, discussed how useful it was to actually start the process and put the theory into practice – and get a "head start" on beginning the national KM Action Plan process. Decided on three actions:
1. establish committee (Tate chairman)
2. Will need to use existing resources.
3. Like to ask LRD to share their experience, of going through this process

In response to action item 3, LRD staff provided an insight into their experience of the KM Scan and process. As outlined by Anju it involved: KM sensitization workshop, then KM scan (with questionnaire). Involved all LRD staff (divided into 4 strategic objectives). Team leaders led each division. Also have face to face consultation, ie 6-7 staff in one strategic objective. Also email consultation and make sure staff validated what they through the process. Once scan done, then the analysis was done. Again, staff had to validate what was written in the analysis. Then developed LRD Strategic Plan, then from that created the Action Plan. The LRD team also discussed the budget and how for the countries there would be minimal cost in having staff develop their Action Plans, given they already have had this sensitization workshop and offer of CTA consultant assistance (so save on these two expenses).

GROUP ACTIVITY

GROUP (VANUATU) DISCUSSION: *(mainly English so delegates from other regional countries could listen):*
- Director: good we establish something now before we go back to the office and back to the provinces.
- DG: last few days was theory and now we need to apply to real life in our organization. It will not be possible for us to leave and say we had an IKM workshop without us starting to put some (of the learning) into practice.
- A delegate shared their confidence about what he has learnt and that he could use it moving forward. But if the group wants it to become something national then the whole ministry has to organise from the top to the bottom. But for him, he can share with the extension officers.
- Jood: There are different divisions and each needs to come up with its own ideas, then come together to see how they can organize the KM scan.
- Chamber Commerce: how can we engage with other ministries and across provinces so all can access this information? We need to rightly target our audience and what are the information facilitates they already have. Each one of us has a structure, from the province to the govt, down to the household levels.
- So it doesn't cost the central office much money, we split it from the top to down. So now there is a structure in place. So we need to liaise more with sub-national level to connect national to community level, and ensure households can get info from Area Councils (they don't know much so need more information).
- We need a central officer to coordinate the KM scan working through the existing structure, so it won't cost.

- Presenter: we are not here to talk about structure and solutions (to national Km challenges), but about the initial KM scan and starting the Action Plan. Then we can see what the results of the scan are showing, and then analyse what can be improved. After the Action Plan is developed then we can talk about implementation and solving such KM challenges. So all we need to start is an inventory of the existing KM resources – how will you do this?
- Zack: Think we need a committee of officers and dept heads, from top to bottom, as there are different tools at different levels and also across different provinces or islands. From there we can move to the questionnaire (and we are united in being able to answer any questions staff may have about the questionnaire).
- Presenter question: Do you think you need extra resources to do this?
  Response: Maybe not – definitely don't need a consultant – as we can all help to provide information about the resources we have, and just allocate a bit of time into listing these.
- Presenter: Documentation is important. KM is largely about putting what is in our minds onto paper.
- Joot: We already have ICT and communications tools in place to coordinate this.
- Summary – 3 action:
  4. establish committee (Tate chairman)
  5. Will need to use existing resources.
  6. Like to ask LRD to share their experience, of going through this process.

LRD Experience – SPC staff sharing the experience of the KM Scan and process
- LRD experience (Anju): KM sensitization workshop, then KM scan (with questionnaire). Involved all LRD staff (divided into 4 strategic objectives). Team leaders led each division. Also have face to face consultation, ie 6-7 staff in one strategic objective. Also email consultation and make sure staff validated what they through the process. Once scan done, then the analysis was done. Again, staff had to validate what was written in the analysis. Then developed LRD Strategic Plan, then from that created the Action Plan.
- Vili: You need a team to lead this work. Someone needs to be a driver. In LRD ours was the driving team of the 4 teams. There is a lot of investment of your staff time. You also need top level management buy-in, including a senior champion.
- Vili: We wanted to know: how many portals have we got (ie useful but out of date, or useful but staff caring for it, or not useful), what is working and what is not working, and then with that information we can find out what we want to do in the future. There are low-hanging fruits that you will see change: create efficiencies ie by deleting some portals. This a good deliverable for the PS or ministry.
- We are at the relatively early stages of KM, like you. Trying to figure out exactly what is KM, and differing views of the future. Now we've done the process and got our draft plans we have started consulting- recommend internal plus one with partners (external).
  Vili: Did develop an implementation plan, as that is the crux. How are we going to put this Action Plan in place?
- Cost. The main cost is for the consultant (but countries don't have to worry about that as CTA providing the sensitizing workshop and the Consultant for oversight, which accounted for the bulk of the costs for SPC). Total about A$50K.
- Anju: Thanks to workshop attendees, and remember you can get some quick wins, ie Calendar of events (next 2 weeks)
- Krishan (CTA): Explained that CTA provides further KM training, as part of the KM matrix – showed a video of the training for HM4ARD (agriculture and rural development) that comprises of 8 units. Introduced concept of KM and how it is being used by development agencies and organisations.

Agreed to share the curriculum to participants to determine if this is the sort of training they are seeking in the region. Kmscan.cta

Closing remarks by Howard Aru, Director General, Minister of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB)
- Can take an hour to find information that should be at a click of a button.
- Need to tidy up and make things more efficient.

5.0 DAY FOUR – National Policy Bank Workshop and Launch
5.1 Refer to Appendix 6.4

(refer to separate document, Appendix 6.4)