

Applying Knowledge
Management to Scale up
Partnership Investments
for Sustainable Development of Large Marine
Ecosystems of East Asia and Their Coasts



Project Title	Applying Knowledge Management to Scale up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and Their Coasts
Duration	2014-2016
Countries	China, Indonesia, Philippines, Vietnam, Regional
Project Objective	The project objective is to enhance the capacity and performance of investments in the sustainable development of large marine ecosystems (LMEs) and coasts in the East Asian Seas (EAS) region through knowledge and experience sharing, portfolio learning and networking.

facilities. However, it is apparent that no single platform has the scope and coverage for enabling, capturing, integrating and sharing knowledge across multiple sectors and among countries for improved governance and sustainable development of coasts and oceans of the EAS region.

There is an urgent need to fill this gap, to enable countries to more effectively respond to coastal and ocean governance and management challenges that cut across interventions on climate change adaptation, marine pollution, fisheries recovery, habitat improvement and others.

New policies are being developed to meet transboundary issues, such as climate change, biodiversity conservation, sustainable fisheries, blue economy development, etc., and these require fiscal allocations and investment at the national and local levels. Improved networking among the regional and national initiatives and knowledge platforms is also necessary in order to package, promote, facilitate, monitor and assess innovative policies and good practices in integrated, ecosystem-based management, and resulting improvements and benefits to coastal communities, sub-regional sea areas and LMEs in the East Asian Seas.

The convergence of monitoring of results, sharing of knowledge and information, mobilizing Communities of Practice (COPs) and building awareness and strengthening investments is a key step in support of protecting and enhancing coastal and marine ecosystem services in the EAS region.

The Problem/Issue

While GEF and partners have made substantial investments in the EAS Region, there is no regional agency that collates information and conducts harmonized monitoring of results gathered by the countries, which impedes the sharing of information and lessons from past experiences among Large Marine Ecosystems (LMEs) and adaptive management within an LME. A review of available regional knowledge sharing platforms indicated that there are numerous e-portals focused on specific sectors (e.g., forestry; river basins; climate change; disaster risk reduction; etc.) providing information, capacity development opportunities, communities of practice and networking

About the Project

The KM project addresses the need for the conversion and integration of new information and knowledge into innovative policies and development programs, scaling up and replicating initiatives, and increased commitments of resources and new investments by the public and private sectors.

The project will facilitate interaction among policymakers, implementers, networks and investors, as well as address gaps in necessary skills and services to move from policy and planning into actions and investments through intergovernmental arrangements and communities of practice at the regional, national and local levels.

The immediate goal of this MSP is to establish a regional knowledge platform that facilitates:

- Integration of investments in sustaining ecosystem services into national and regional development policies, processes and plans;
- Strengthened linkages to the sustainable development agenda adopted by countries of the region (e.g., the Sustainable Development Strategy for the Seas of East Asia or SDS-SEA); and
- Enhanced capacities and services of central and local governments for developing and implementing investment projects.

World Bank investment projects involved in the development of the knowledge management platform:

- Indonesia Coral Reef Management Project Phase 3 (Indonesia Coral Reef Rehabilitation and Management Program-Coral Triangle Initiative (COREMAP-CTI), The World Bank, Indonesia)
- Philippines Manila Bay Integrated Water Quality Project (The World Bank, Philippines)
- Vietnam Coastal Resources for Sustainable Development Project (The World Bank, Vietnam)
- Guangdong Agricultural Pollution Control Project (The World Bank, China)
- Philippine Rural Development Project (The World Bank, Philippines)
- Targeted Learning and Innovation: Capturing Coral Reef Ecosystem Services in East Asia (CCRES) (Global Change Institute, The University of Queensland, Australia)





Project Components

- 1. A regional coastal and ocean ecosystem governance e-Library and knowledge sharing portal:** The purpose of the portal will be to promote dialogue and improve the exchange of knowledge, information and methods within and among countries and concerned stakeholders on investments in sustaining marine and coastal ecosystem services. The portal will also serve as a connection to existing and emerging knowledge management networks and initiatives across the region (e.g., CCRES) and globally (e.g., GEF IW Learn).

PEMSEA's aspiration is to function as a regional knowledge center in coastal and ocean governance, and to advocate and facilitate increased commitments and investments in protecting and sustaining ecosystem services locally, nationally and regionally, and to share this experience globally.

The development of a regional knowledge platform would ensure that the knowledge, tools and lessons learned under World Bank/GEF investment projects as well as other projects in the region will be reflected in the action plans of countries for the implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA). It would further ensure that the pool of capacity and knowledge developed will be accessible beyond the life of the projects.



2. Innovative tools and best practices:

Identifying, packaging and transferring new and innovative approaches and best practices to policymakers and practitioners will be the focus of this component. The project will also promote mainstreaming time-bound priority targets and projects under the brown and blue agenda into national and local government medium-term development and investment plans. Some priority products and services being planned and developed include:

- CSR network focused on coasts and oceans and blue economy development;
- Directory of impact investing firms ready to collaborate in creating scaleable investments that deliver on the triple bottom line;
- Pilot support service for local governments to facilitate their preparation of bankable ICM project proposals, supported by a network of technology providers, resource economists, and ICM investment specialists to draw from to prepare project feasibility studies;
- Annual roundtable/investors marketplace in conjunction with the PEMSEA Network of Local Governments for Sustainable Coastal Development (PNLG), Xiamen World Ocean Week (XWOW), etc.;
- Online investment clearing house;
- Exemplar agreements, financing and investment arrangements, guidelines and operating modalities;
- Directory and referral services to providers of technical assistance in risk assessment and risk management;
- Directory and referral services to providers of legal and technical advice; and
- Client-investor meetings and negotiations on mature project proposals.

3. Communities of practice and support services:

The MSP will facilitate, organize and conduct leadership seminars/forums in partnership with the PNLG, PEMSEA's Twinning Network for IRBCAM, XWOW, the triennial EAS Congress, the biennial GEF IW conference, as well as other national and regional partners in East Asia. The purpose of the seminars/forums will be to engage local chief executives and policymakers in the "application of knowledge products and innovative tools" to better appreciate the value of ecosystem services, the analysis of trade-offs, approaches to reducing threats, scientific input to decision-making, and facilitation of investments.

A second phase of the knowledge transfer and application effort will focus on promoting investment projects that replicate good practices and engaging key stakeholders (e.g., economic development and finance agencies; investors; donors; etc.) through an on-line investment forum. In addition, this component will establish functional inter-governmental COPs, as may be needed, e.g., among local government investment planners and finance/budget programming officers in the national government, ICM project development offices, etc., in order to build awareness and encourage national government priorities and commitments to local needs and project initiatives.

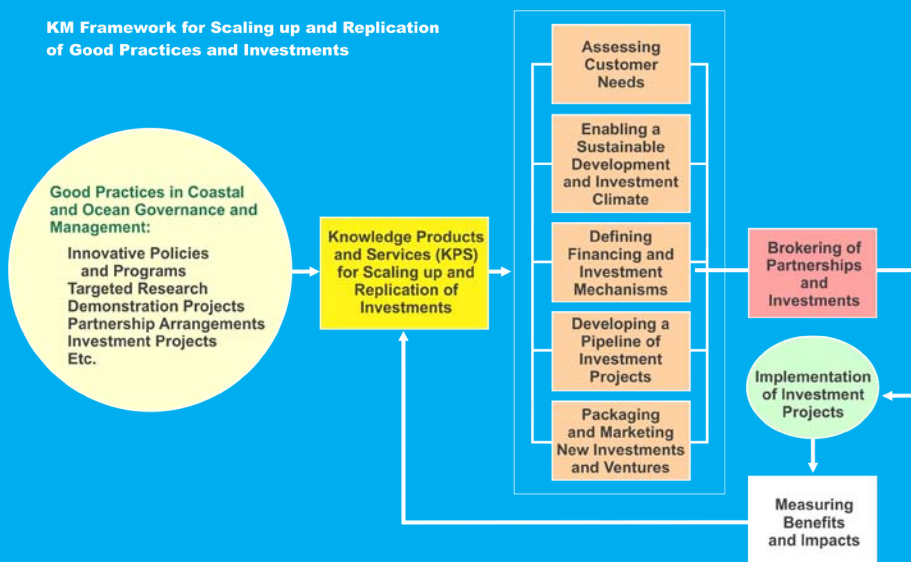
In support of COP strengthening and operationalization of this support service, a first edition of web-ready directories of policy, technical and financial experts, financing programs, and technical assistance and donor programs, will be prepared.

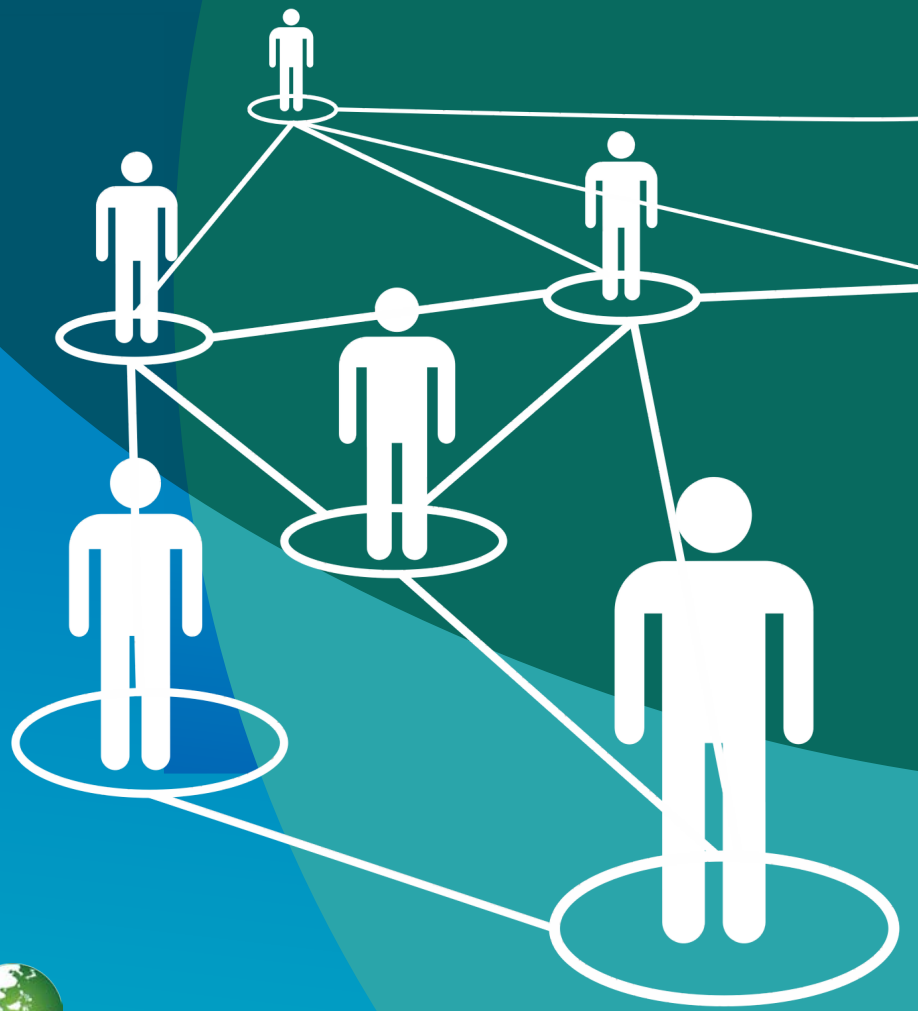
The KM Framework for Scaling up and Replication of Good Practices and Investments

Knowledge management (KM) refers to the effective utilization of knowledge to achieve desired results. Knowledge assets consist of three types of intangible assets namely human capital, structural capital, and stakeholder or relationship capital, and technology. Human capital pertains to knowledge in people. It includes skills, expertise, talent and personality traits. Structural capital refers to knowledge embedded in processes, products or services. It is embedded in manuals, templates and guidelines, standard operating procedures, and user guides, among others. Stakeholder capital relates to knowledge built in stakeholder relationships. Building and sustaining relationships with stakeholders require developing trust and improving knowledge flows with customers, suppliers, employees, shareholders, community, etc. and using this knowledge to enhance organizational performance.

In the broader context, the work of PEMSEA involves assisting and enabling its stakeholders, mainly the national and local governments of its member countries, in producing desired development results, namely, sustainable development and governance of the Seas of East Asia.

PEMSEA's knowledge management framework entails harnessing information and knowledge resources to develop **knowledge products and services (KPS)** that enable partners and stakeholders across the region to effect on-the-ground actions in support of the regional marine strategy, the SDS-SEA, with the desired political, socioeconomic and ecological impacts.





A World Bank/GEF Medium-sized Project
implemented by PEMSEA (2014-2016)