

**Regional Knowledge Exchange on  
Knowledge Management and Communications  
23 – 25 August 2019  
Bangkok, Thailand**

**BRIEF OVERVIEW OF THE MEETINGS:**

A regional knowledge exchange on knowledge management (KM) and communications (comms) was held during August 23-25, 2016, in Bangkok. The event involved participants from 10 countries and 5 additional (non-UN-REDD) organizations. Whilst the primary audience was KM/comms professionals engaged in REDD+ programmes across the region, UN-REDD Technical Advisors and Programme Managers were also invited to participate to build their understanding of the role that KM/comms can play in supporting REDD+ and the readiness process.

On the second and third day, participants split into two groups, those having a main interest in KM and comms in one group, and those with interests in other technical areas in the other.

For the KM/comms participants, on the second day of the event, they were given the opportunity to benefit from a succession of “training” sessions, on topics such as *Advocacy: means and methods*, *Graphic Design and Layout Concepts*, *The use of internet, multimedia, and social media*, and *Organizing education and awareness raising activities*. On the third day, KM/comms participants held a round-table discussion with external agencies such as IUCN, Freeland, WWF and RECOFTC on their KM and comms programmes, and exploring possible links with UN-REDD.

On the second day and the beginning of the third day, the technical participants had discussion sessions on Interpreting the Paris Agreement; Developing a vision for a national REDD+; Drivers and Barriers; PAMs identification and prioritization; Linking strategy and FRELS; REDD+ Finance; Safeguards and SIS.

A final wrap-up session captured some key conclusions and recommendations for facilitating KM/comms work and ensuring greater impact in national REDD+ processes.

Finally, an on-line evaluation was conducted, generating results, interesting lessons learned and proposals for on-going support and advice to accelerate implementation at the country level. The following are key highlights and lessons learned draws from the discussions.

**RESULTS OF MEETINGS:**

**A. Technical Meetings:**

**i) Technical matters other than KM/Comms:**

- There should be some clarification of misconceptions, for example in relation to drivers of deforestation and forest degradation (D&D).
- There is no 'perfect' D&D study, however the regional team should produce a best practice note highlighting lessons and experience about this issue.
- Policies and measures (PAMs): there is no clear approach for identification of PAMs; therefore, any lessons learned would be a great help
- SIS is not complicated as some previously thought it to be.
- When developing a REDD+ national strategy (NS), a country should have clear vision on REDD+, and thereafter setting up indicators for safeguards should be easier.
- National Programme Documents (Pro Docs) are often disconnected from what is really needed and from what really happens during the National Programme. Some studies/analyses are just useless.

Therefore, when developing a national programme/document, there should be consideration of the sequence and interlinkages among REDD+ readiness activities.

**Actions:** key lessons and documents are to be produced on the topics as follows:

- Lessons learned on analyses of drivers of deforestation and forest degradation; and
- Lessons learned on approach for PAMs identification.

**ii) KM/Comms:**

- There are many approaches to knowledge management and communications; communication concepts go beyond information, education and communication (IEC).
- Accuracy and consistency of information is really important for communications. The question then is how to address effective communication and capture the most relevant knowledge, and so ensure an effective flow of key messages to different audiences.
- On learning, there is value in learning from success stories, and sharing the knowledge with others and among the countries; south-south exchange is a priority mechanism for learning.

**Actions:**

- Continuing support in providing advice and regular follow-up/discussions with each country programme team and especially the Communications Officer/focal point on communications needs is required, as well as ensuring that work in the countries meets the expected standards of UN-REDD and the laid-out KM/Comms strategy including activities of each country.
- This needs to involve assessments of knowledge needs to match against audiences, and identify the most efficient and cost effective means to deliver knowledge and raise capacities through communications.
- Support development, process, and implementation of KM/Comms/Media Strategy, including messages and activities against key audiences and identified tools.

**iii) Operational matters:**

- A better understanding of status of REDD+ work, challenges and obstacles experienced by PMU daily in other countries, and technical work on REDD+ at international, regional and national level would be beneficial.
- REDD+ is considered as learning program, therefore experiences of other countries are important and should be continually exchanged and shared.

**Actions:** More lessons learned on specific topics requested and required by the country team should be constantly captured/developed, provided, and shared broadly with key stakeholders and the country team.

- Development of information notes on specified topics/issues
- Capacity building and training on required topics (four elements of REDD+ under the UNFCCC framework, etc.)

**B) KM/Comms meetings:**

**i) Working on KM/Comms in a REDD+ team:**

- A stronger UN-REDD theory of change is needed. It is important that there is a need to especially convince technical groups of knowledge and communication's significance.
- At the same time Communications Officers/focal points should work closely to capture knowledge, lessons learned and experience, and so as to develop any identified key communications materials and products to ensure messages or contents are correctly captured and consistent to REDD+ decisions and guidance, legal requirements under the UNFCCC and the UN-REDD Programme's goals and objectives.
- In some cases, Comms and knowledge management officers are viewed to be at a different level compared with technical officers. It is essential to overcome this perception so as to understand

better how to increase collaboration among other Communications officers and Technical Officers and how to communicate effectively.

- There has to be a clear knowledge capture and dissemination plan, and strategic approach to communications – including specific objectives which should be reflected in programmatic design from the start.
- Joint events of Technical staff with Comms Officers have been found as a useful tool in terms of thinking how to deliver REDD+ concepts to non-technical staff (different stakeholders).

**Actions:** It is important to have a strong support on development of the KM/Comms Strategy and ensure that any knowledge capture, materials and tools are aligned with the needs of key stakeholder groups. An approach is needed to secure support and collaboration from the technical team and experts.

- Support to the development of the KM/Comms Strategy, including internal approach and communications within the programme team; and
- Regular meeting with technical colleagues/experts to update the status of implemented activities and request support if necessary.

#### **ii) Approaches to KM/Comms work:**

- There has to be a higher level commitment to communications, and this needs to go beyond corporate communication. It is essential to institutionalize KM/comms as part of theory of change – to be more integrated into programme design.
- i) Clear and key messages should be developed for each stakeholder group. Any knowledge and comms materials to be produced should involve analysis of key messages to be delivered to stakeholders, e.g. the power of video needs a very good understanding to identify critical issue(s) of the story, and again it's important to understand the audiences.
- Advocacy is one area where improvements can be made – this requires clear steps for development of an advocacy campaign / activities. E.g. identifying what type of communication and information dissemination is important within ministries, among line ministries, at regional and international level.
- Media can play an important role in communication and information dissemination, so development of effective comms work should also include a media strategy. This can include consideration of having a Digital Strategy as part of a Communications Strategy.
- Focus on the basics (clarity of direction/use images/simple messages), easy-friendly online communication tools, understanding of infographics and power of video, concepts of better social media techniques / tips on campaign strategies, and the use of power of social media.
- Informal modes of communication can be an option to influence key decision makers.
- Moving from use of IEC materials to behaviour change since advocacy is about political change, social change and behaviour change.

**Actions:** To provide support and advice to the strategy development in terms of tools and approaches to support to the success of the advocacy work.

#### **iii) Networking and learning:**

- The regional communications process needs to be simplified. The power of partnerships, and networking as forest communicators in the Region (Asia Pacific) and even more in the Pacific need to be built and strengthened, and so does to promote cooperation with different stakeholders.
- The value of knowledge and information exchanged among other countries has provided a great opportunity and a platform especially to understand better the progress and context of those countries.
- There are many things happening at the country level. Hence, it's very useful to see examples of each country laid out their communication strategy.
- Experience from other countries and organizations is also very useful for sharing knowledge and lessons learnt from other target countries. Group discussions and clarifications made on different

aspects of REDD+ were very useful. There is more need to continually share best practices and support to the national programme.

**Actions:** A possibility was discussed for another meeting next year.

- A potential of a joint organisation of the KM and Comms regional meeting with some potential international NGOs in Thailand, including IUCN, WWF, etc. in 2017.
- Establishment of some online discussions and learning – which assessment and request should be made by the country team in terms of discussion topics.

**WRAP-UP SESSION: Recommendations on how to communicate to different audience about this complex topic like REDD+?**

- Use analogies and using human interest to inform audiences
- Know your audiences
- Break down complex messages into simpler parts covering different technical aspects
- Don't be afraid to borrow and steal from others' concepts to act on complex issues
- Communications can't be the afterthought in the programme – outreach formally and informally to audiences, for resource mobilization, etc.
- Regular reviews of communication strategies are needed, ensuring that the work on KM and comms is on the right track – communications involves a series of changes
- Establishment of comms task force/committee at both country and regional levels would be valuable. Such a group can meet monthly to discuss and share/talk about their experiences and innovative work/events, etc. Discussions should focus on being strategic. The discussions can be informal, e.g., "green drinks" after work
- KM/comms should be an agenda item in any of technical meeting
- Different comms people have different set skills, etc. but a responsible KM/comms officer should seek to broaden skills outside the comfort zone
- KM/comms officers should get into the field to see reality and to tell issues and stories
- It is essential for technical officers and KM/comms officers to work on complex issues/topics together
- In building a relationship with technical officers, KM/comms officers have to be proactive and approach them to have a conversation – be confident in the work, slowly build a relationship with technical people and walk them through to understand the issues of comms, show your skills to earn your respect from the technical people
- National Programme Directors can be a champion to share knowledge to other people/countries

In summary, some of the key "take-home messages":

1. While KM/comms represent an essential component of capacity building for REDD+ implementation, it is often not explicitly incorporated into the "theory of change", and instead seen as something of an optional "add-on". For example, that some UN-REDD Programmes and FCPF projects in the region had chosen not to send their Technical Advisors or Managers to the meeting, which was interpreted to indicate a lack of commitment to KM/comms.
2. This view of KM/comms as superfluous was seen as partly the fault of the KM/comms specialists themselves, who are sometimes not sufficiently "forceful" in emphasizing the importance of KM/comms. This, in turn may stem from a lack of confidence of KM/comms professionals in dealing with what is viewed as a complex technical issues such as REDD+. Therefore opportunities for KM/comms to be trained on REDD+ are important.
3. The value of exchanging information among different regionally-based organizations was recognized, and a commitment made to organize future informal meetings among the organizations and, when possible another similar event in the future.

Meanwhile, the Technical Advisors and Programme Managers also identified their top priorities for KM/comms work, which were:

- Support the development and implementation of KM/Comms/Media Strategies, focusing on ensuring consistency in messages for key audiences;
- Development of information notes on specified topics/issues such as lessons learned on drivers analyses; and lessons learned on approach for PAMs identification;
- Capacity building and training for all stakeholders on required topics (four elements of REDD+ under the UNFCCC framework)

#### **NEXT STEPS / WAY FORWARDS:**

Key actions can include:

1. A Joint regional meeting of the KM and Comms as a follow-up.
2. In-country refresher training on technical aspects to bring together key programme staff and communications officers / focal points so that they have an opportunity to increase and/or strengthen their knowledge and understanding about REDD+ and required elements under the UNFCCC framework. It is expected that by organizing this training, the country team and especially the Communications Officer will have a better chance to learn and enhance the technical knowledge and learn more about context and nature of working with technical team and/or experts. This will also help to accelerate the process, development and implementation of their work plan and strategy.
3. Networking among KM/Communications Officers to continue providing support and advice, and to ensure that knowledge and information capture, and development of communications and knowledge materials/productions and messages are correctly and consistently produced and shared among key audiences.
4. Continue to seek country views on priorities for developing and capturing lessons learned, experience and knowledge on various topics.
5. Setting up and testing online learning and discussion platforms.

## Annex 1: Agenda

Day 1: Exchange of Experiences				
08:30 – 09:00	Registration	UN-REDD Team		
09:00 – 09:30	Welcoming Remarks and Introductions	Timothy Boyle, UN-REDD/AP RTA		
09:30 – 10:00	UN-REDD Programme Communications and Knowledge Management (KM)	Heang Thy, KM Specialist		
	Q&As			
10:00 – 10:30	<i>Coffee</i>			
10:30 – 12:00	UN-REDD/Bangladesh Experience (10 mins)	Nasim Aziz, Programme Manager		
	UN-REDD/Mongolia Experience (10 mins)	Batchuluun Bayanmunkh, Comms Officer		
	UN-REDD/Myanmar Experience (10 mins)	Khin Hnin Myint, Programme Manager		
	UN-REDD/Sri Lanka Experience (10 mins)	Thilal Nanayakkara, Comms Officer		
	UN-REDD/Viet Nam Experience (10 mins)	Tran Minh Phuong, <b>Comms Officers</b>		
12:00 – 12:30	Plenary discussion and Q&As	All / Facilitated by Thomas Enters		
12:30 – 13:30	<i>Lunch Break</i>			
13:30 – 14:20	FCPF/Bhutan Experience (10 mins)	Samten Wangchuk, DCF Officer		
	FCPF/Cambodia Experience (10 mins)	Sem Tolasreypeou, Comms Officer		
	FCPF/Fiji Experience (10 mins)	Reama Naco, Comms & KM Specialist		
	FCPF/Nepal Experience (10 mins)	Shrijana Shrestha, Assistant Forest Officer		
	FCPF/PNG Experience (10 mins)	Mairi Feeger, Comms Officer		
14:20 – 14:40	Plenary discussion and Q&As	All / Facilitated by Thomas Enters		
14:40 – 15:00	<i>Coffee Break</i>			
15:00 – 16:00	Discussion: How can regional cooperation on KM and Comms be strengthened?	All / Facilitated by Thomas Enters		
16:00 – 17:00	<b>KM and Comms Market Display</b>	All/Facilitated by Heang Thy		
<b>Evening</b>	<b>Social event (expecting ideas from participants)</b>	<b>All</b>		
Day 2: Communications and KM Training		Day 2: Technical Consultation Meeting		
08:30 – 08:40	Recap from day 1	Appointed Participant / Heang Thy	Interpreting the PA: Links to NDCs/do we need to care about ITMOs?	Ben Vickers
08:40 – 09:40	Processing information and knowledge for dissemination Q&As/Exercise/Group Work	(Allan Dow, Regional Comms Officer/FAO, TBC)		
09:40 – 10:00	<i>Coffee Break</i>		<i>Coffee Break</i>	
10:00 – 11:00	Graphic Design and Layout Concepts	Mairi Feeger Comms Officer, UN-REDD/PNG	Developing a vision for a national REDD+ programme	Joel Scriven
	Q&As			
11:00 – 12:30	Designing a Social Media Campaign	Mahtab Haider Communications Specialist, UNDP/BRH		
	Q&As/Exercise/Group Work			
12:30 – 13:30	<i>Lunch Break</i>		<i>Lunch Break</i>	
13:30 – 15:00	Advocacy: means and methods	Susan Mackay UN Comms Manager, UN/Viet Nam	Drivers and Barriers	Joel Scriven
	Q&As/Exercise/Group Work			
15:00 – 15:30	<i>Coffee Break</i>		<i>Coffee Break</i>	
15:30 – 17:00	Organizing education and awareness raising activities	Matthew Pritchett Deputy Director of Comms, Freeland	PAMs identification and prioritization	Akihito Kono
	Q&As/Exercise/Group Work			
17:00 – 17:30	Plenary discussion and Q&As	All/Facilitated by Heang Thy	Plenary discussion/Recap	All

Day 3: Linking with Other Partners (Experiences in communications on natural resource management in the Asia/Pacific region: Roundtable discussion with Communications Officers of various regional organizations)			Day 3: Technical Consultation Meeting	
08:30 – 08:40	Recap from Day 2	Appointed Participant / Heang Thy	Linking strategy, FREL	Ben Vickers
08:40 – 9:10	Experience of IUCN and Citizen Journalism	Ann Moey Regional Comms Manager, Asia IUCN		
09:10 – 09:30	Experience of Freeland	Matthew Pritchett Deputy Director of Comms, Freeland		
09:30 – 09:50	Experience of RECOFTC	Caroline Liou Communication Manager, RECOFTC	Financing	Timothy Boyle
09:50 – 10:10	Experience of WWF	Nadim Boughanmi Comms Manager / WWF		
10:10 – 10:30	<i>Coffee Break</i>		<i>Coffee Break</i>	
10:30 – 12:00	Roundtable discussion	Ann Moey, Caroline Liou, Jin Ni (Comms Specialist, UNDP-GEF CCAP), Mahtab Haider, Matthew Pritchett, Susan Mackay / Facilitated by Tim Boyle	Safeguards and SIS	Thomas Enters
12:00 – 12:30	Evaluation, and Wrap-up	Participants / Heang Thy		
12:30 – 13:30	<i>Lunch</i>			

**Annex 2: Participants' list**

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## Annex 3 Evaluation

### Evaluation of Regional Knowledge Exchange on KM/Comms and Technical Issues related to REDD+

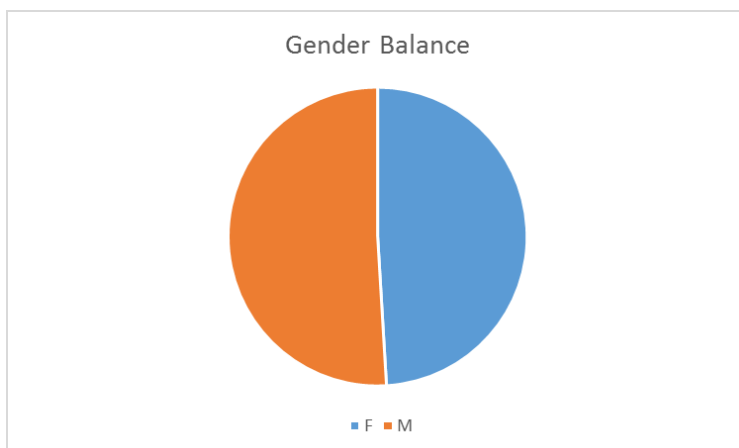
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On the second and third day, participants split into two groups, those with a main interest on KM and Comms, and those with interests in other technical areas. On the final day, an on-line evaluation was conducted, generating the following results:

#### Participants

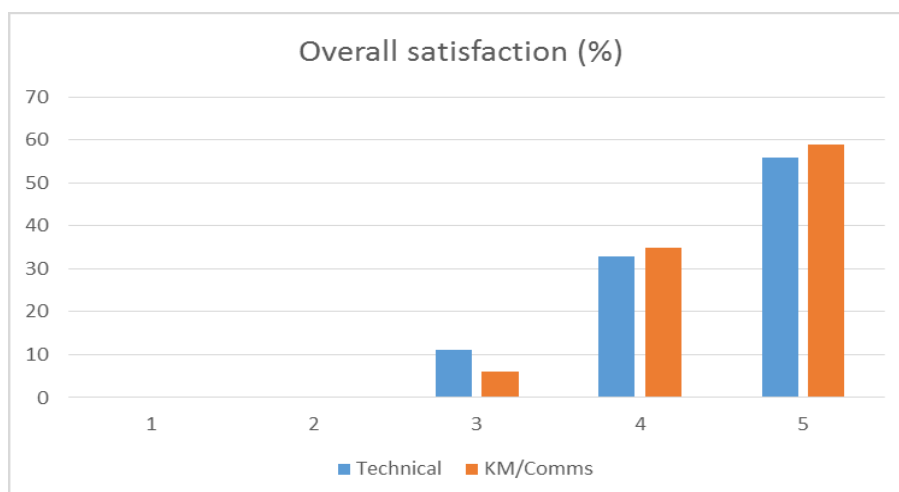
There were 53 participants, from 10 countries, and besides UN-REDD and FCPF projects, representatives from eight other organizations.

Gender balance was close to equal:



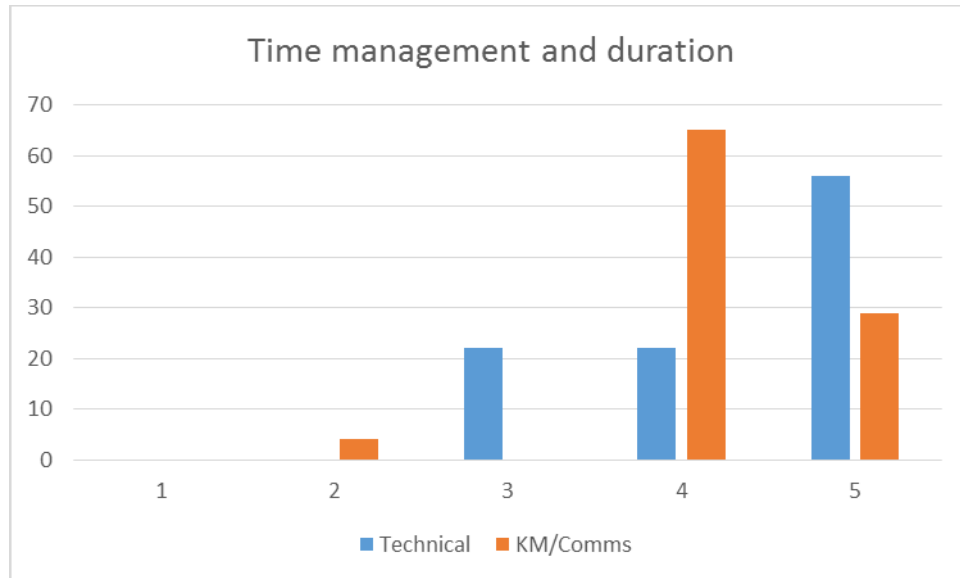
#### Overall value of the event

Overall, participants were satisfied with the quality of the event. The two groups of participants had very similar views.



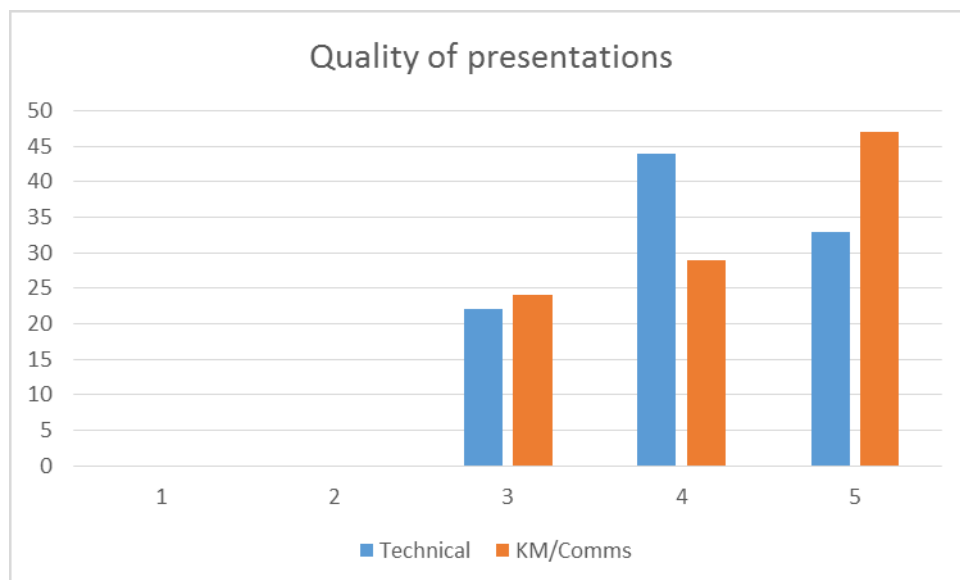
### Time management and duration

Generally, time management and duration were rated highly. The Technical group had slightly better opinions.



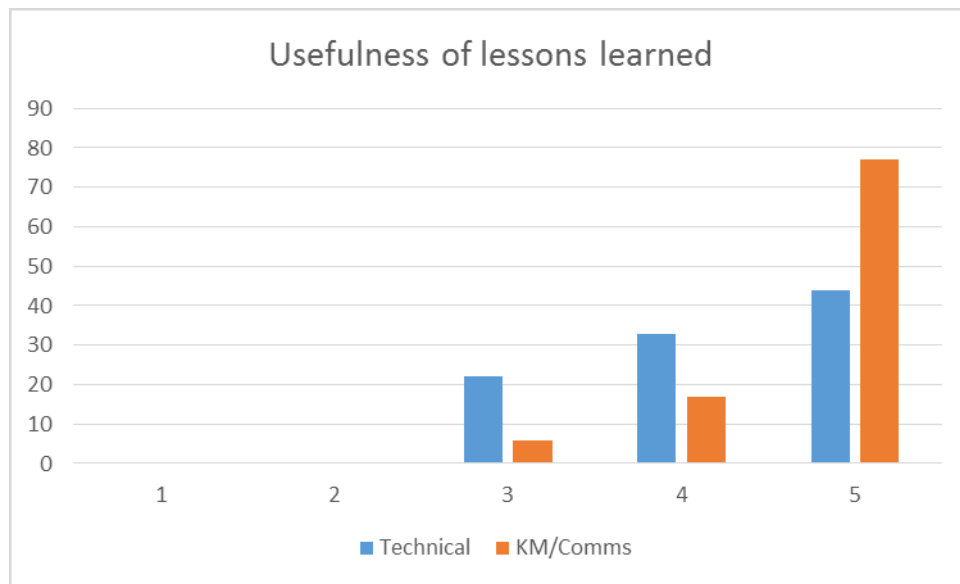
### Quality of presentations

Scores for quality of presentations were high. The KM/Comms group had a slightly better impression.



### Usefulness of lessons learned and experiences exchanged

KM/Comms participants rated the usefulness of lessons learned extremely highly. Technical participants also rated the usefulness high, although not to the same extent.

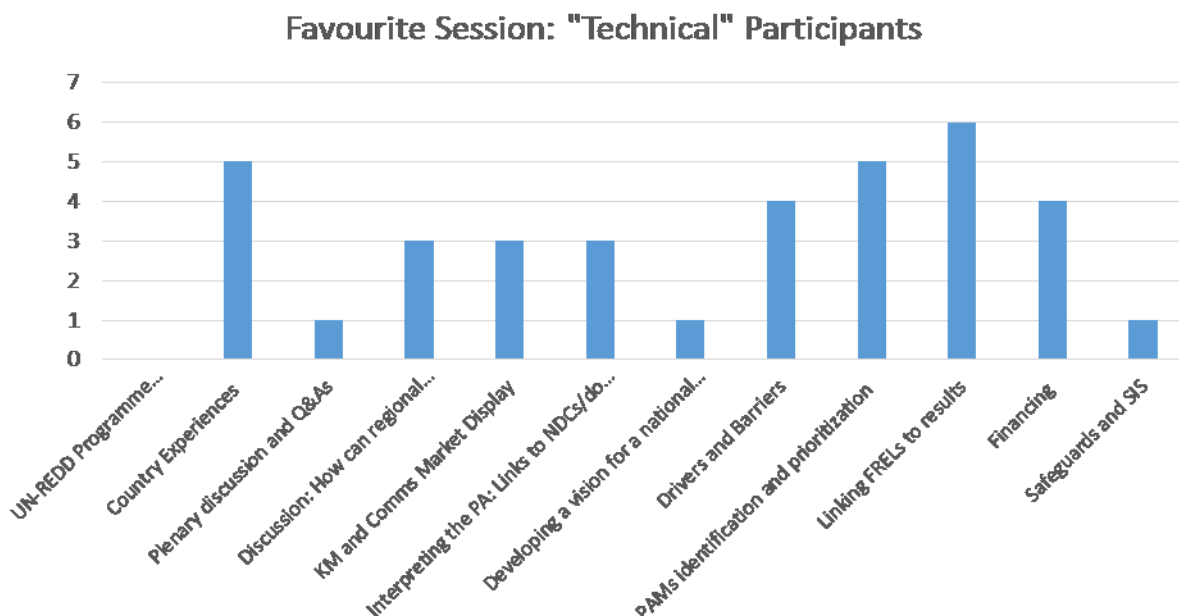


### Favourite sessions

After the first day, the two groups had separate sessions, so results are presented separately.

#### a) Technical participants

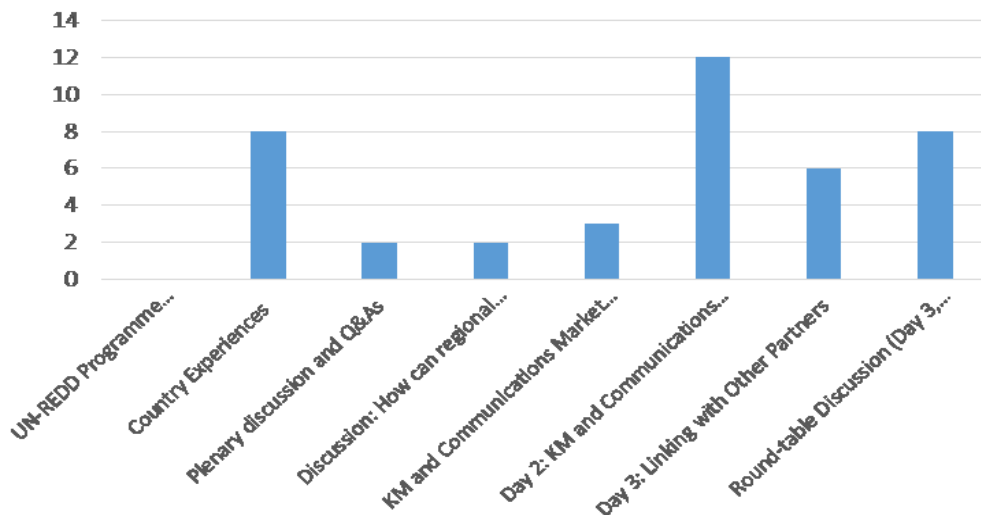
Country exchanges and four of the Technical sessions (Drivers/Barriers, PAMs prioritization, Linking FRELs to results, and Finance) were the favourites.



#### b) KM/Comms participants

Country experiences, Training on day 2, and the roundtable discussion on day 3 were the favourite.

## Favourite Session: KM/Comms Participants



### What are the THREE main lessons you have learnt through this event?

#### a) Technical participants

##### i) On Technical matters other than KM/Comms

- Clarified Misconceptions, D&D, PAMs
- There is no clear approach for PAMs identification (any lessons learned recorded?)  
SIS not complicated as thought to be
- Country should have clear vision on REDD+  
Setting up indicator for SIS should be manageable for country
- There is no 'perfect' D&D study (aren't we responsible?)  
NP Documents are often disconnected from what is really needed and from what really happened during the NP (some studies/analysis are just useless)
- Sequences and interlinks between REDD+ readiness activities

##### ii) On KM/Comms

- How to address effective communication?
- Comms concepts go beyond information, education and communication
- Consistency of information is really important for KM  
Different perspective of communication
- Flow key messages according to audience
- Ways of Knowledge management and communication.

##### iii) On learning

- The value of learning from success stories
- The value of sharing the knowledge with others

##### iv) On operational matters

- Status of REDD+ work in other countries, technical work on REDD+ at international, regional and national level
- REDD as learning program
- Experiences of other countries
- Challenges and obstacles experienced by PMU daily

b) KM/Comms participants

i) On working on KM/comms in a REDD+ team

- Convince technical groups of comm. significance,
- Recognizing different levels of comms programmes & officers;
- How to increase collaboration among other com. officer and technical officer
- Importance of Comm., how to communicate effectively,
- Make sure there is a clear strategic approach to communications; including specific objectives, be involved in programmatic design from the start
- Joint event of Technical staff with Coms Officers has been found as a useful tool in terms of thinking how to deliver REDD+ concepts to non-technical staff (different stakeholders)
- Need for a stronger UN-REDD theory of change

ii) On approaches to KM/Comms work

- Need to be more participatory, more consistency
- Develop clear messages for each stakeholders
- Identifying KEY MESSAGES
- Need for high level commitment to communications;
- Power of video
- Need to go beyond corporate comms
- Institutionalize prioritizing comms as part of theory of change
- Communication and information dissemination is very important within ministry, among line ministry, regional and international level
- Advocacy is one of the improvements we can make to our project for the success.
- Steps for advocacy campaign development
- Advocacy steps
- Media is very important role in communication and information dissemination.
- Develop effective comms work
- Identify target audience
- Disseminate knowledge according to target audience.
- Assess the effectiveness
- Focus on the basics (clarity of direction/use images/simple messages)  
Develop communication tools to flow key messages.
- Develop effective ingredients for communication.
- Online communication
- Infographics and power of video
- Better social media techniques / Tips on campaign strategies
- The power of Social Media and having a Digital Strategy apart from a Communications Strategy
- Informal modes of communication to influence key decision makers
- Moving from use of IEC materials to Behavioural Change since Advocacy is about Political Change, Social Change and Behavioural Change

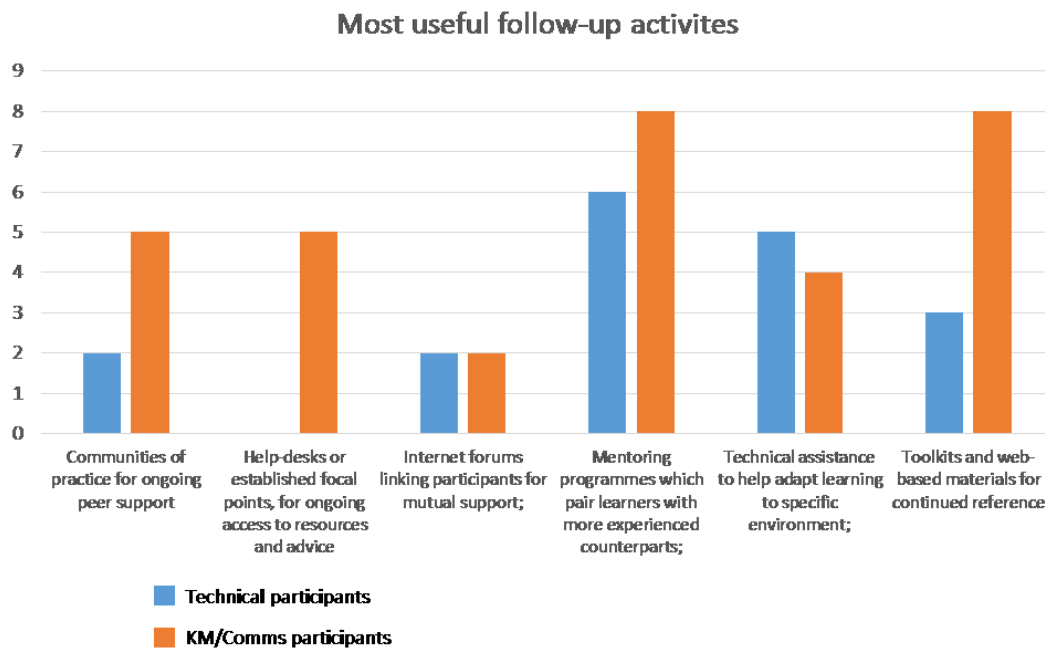
iii) On networking and learning

- The power of Partnerships, Networking as forest communicators in the Region (Asia Pacific) and even more in the Pacific.
- Need to network more within the region
- Need to promote cooperation with different stakeholders
- The value of knowledge and information change between other countries
- The value of lessons learnt on communication and KM by country UN-REDD programmes in the region
- There is a way to simplify the regional communications process  
Useful to see examples of communication strategies

- Group discussions and clarifications made on different aspects of REDD+ were very useful  
Need to share best practice
- Experience from other countries and organizations is very useful  
Very useful for sharing knowledge and lessons learnt from other target countries

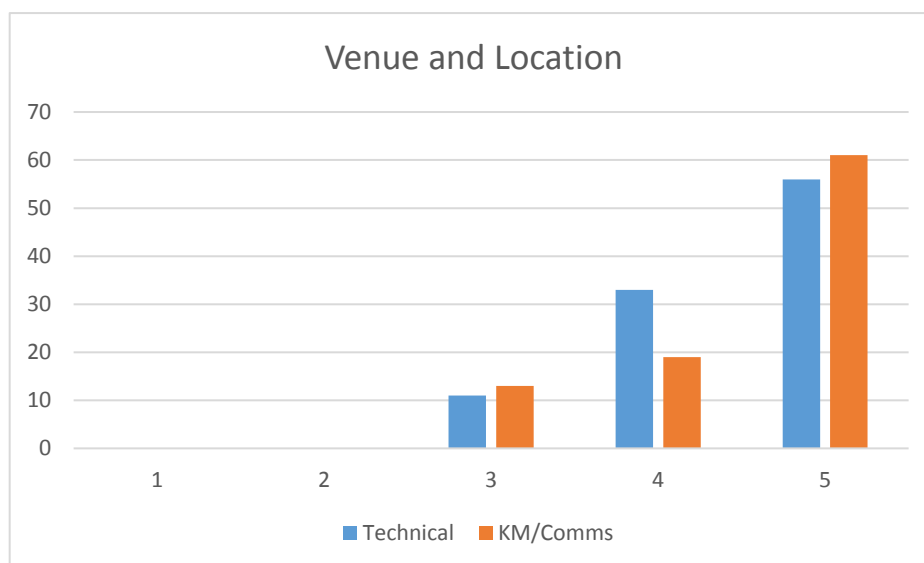
### Most valuable follow-up activities

Both groups favour mentoring programmes. KM/Comms participants also proposed toolkits and web-based materials, communities of practice, and help-desks.



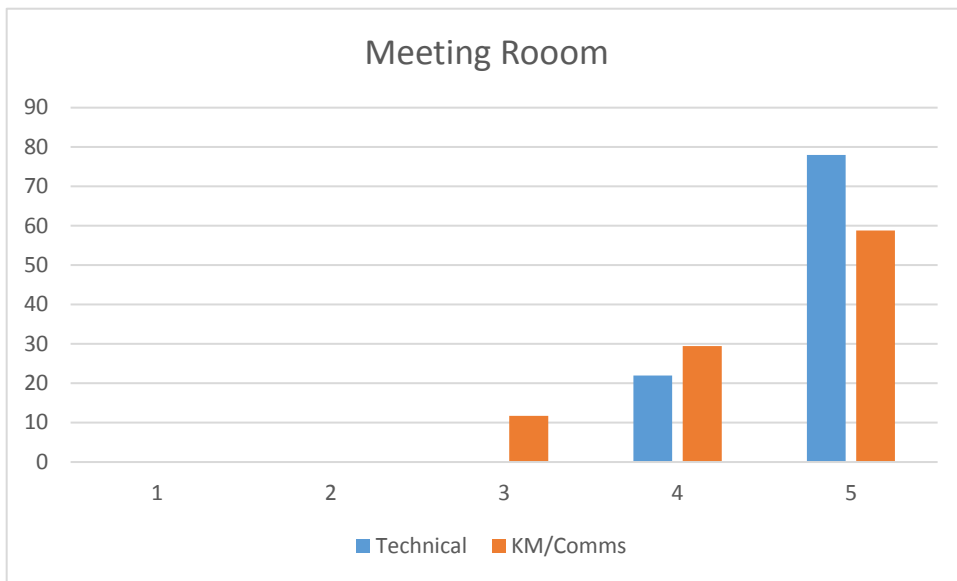
### Venue and location

Surprisingly, given previous event evaluations which highlighted the value of being near the Skytrain, there was a general satisfaction with the venue and location



### Meeting room

Similarly, most participants were satisfied with the meeting room.



### Overall arrangements

As shown below, apart from a couple of less-satisfied KM/Comms participants, all rated the overall arrangements 4 or 5.

