



## **UN-REDD Knowledge Exchange and Learning System Proposal and 2015 Knowledge Management Work Plan for Latin America and Caribbean**

December 5<sup>th</sup>, 2014

### **I. Introduction**

This document outlines a framework of UN-REDD Knowledge Management proposed activities for the Latin America and Caribbean (LAC) region for 2015. This proposal takes into account an analysis of previous knowledge management activities developed in the LAC region, the main lines defined in the [UN REDD Programme Knowledge Management Strategic Framework](#) (Dec. 2013), the discussions held during the [Knowledge Management and Communications Coordination Workshop](#) (Dec. 2014), and the needs initially identified through discussions with focal points of the three UN-REDD Agencies LAC regional offices.

### **II. Context**

In the Latin America and Caribbean region knowledge needs vary per country and status in terms of REDD+ readiness. While there are very advanced countries including Ecuador, Costa Rica, Mexico and Chile, others are still at a very early stage, such as Honduras and Argentina. Additionally, some countries are already receiving support from UN-REDD through National Programs (NP) including Bolivia, Ecuador, Paraguay, Panama and Colombia, and others through Targeted Support (TS) such as Guatemala, Honduras, Mexico, Peru and Surinam.

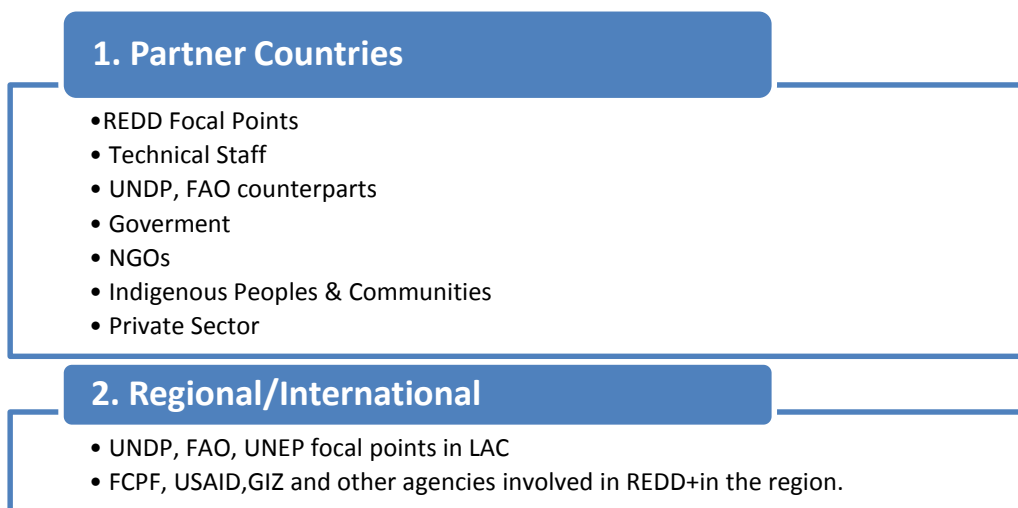
Several of these countries have been carrying on and have included in their respective work plans activities related to KM, capacity building and communications, however in most cases these activities have not been fully integrated into their strategy or coordinated with regional support, since the KM Regional specialist position was hired only at the end of 2014.

This KM proposal takes into account this reality and intends to respond to the various knowledge needs in partner countries and build on the multiple strengths of the region and of the UN-REDD three agencies.

This proposal calls for a programmatic approach of the three agencies to knowledge management activities to be implemented during 2015, in order to enable better facilitation of national efforts to drive national REDD+ processes in LAC. Specifically, the proposed activities will collectively provide hands-on opportunities, tools and spaces to take stock of, and share country lessons and best practices through mutual learning and exchange. This will further enhance the understanding and approach for thematic issues at stake, and build technical capacities. It takes into account the different audiences, and aims at making available to the different people involved in REDD+ readiness, the right knowledge in the most appropriate format.

The target audiences taken into account for this proposal/work plan include the following main groups of stakeholders giving priority to them at the partner country level, also attending the LAC regional level and finally at the international level when needed. Other potential key actors may be identified as part of the Stakeholder analysis that will be carried on in LAC beginning December 2014 and during the first quarter of 2015 and that will provide the basis for the elaboration of robust participation strategies.

### Main UN REDD Target Audiences for Knowledge Management in LAC



An important element of this proposal is the attention paid to monitoring impacts of KM and capacity building efforts, in order to understand how the KM efforts are valued by the beneficiaries, how the shared knowledge is assimilated and applied, and how it impacts the REDD readiness efforts of the beneficiaries.

### III. Goal

The goal of this proposal is to provide appropriate fora for countries in the LAC region to exchange knowledge on a number of priority issues emerging from recent UNFCCC COP decisions, in particular, the WFR. The priority countries for these events are UN-REDD partner countries which have demonstrated or expressed ambition in moving into REDD+ Phase 2 so as to start receiving results-based payments, as well as UN-REDD partner countries that are in the early stages of the process to benefit from lessons learned by countries identified as “early movers”.

### IV. Regional Knowledge Management Proposed Work Plan-2015

The following proposed plan includes knowledge management activities to be undertaken during CY2015, and will be designed with the main aim of responding to the regional needs of UN-REDD partner countries wishing to move towards results-based payments under the WFR. The development of the work plan and its implementation will be led by the recently hired KM Specialist and its details will be fully coordinated among the three UN-REDD agencies (UNDP, UNEP and FAO).

The proposal is based on the [UN REDD Programme Knowledge Management Strategic Framework](#) three main areas, plus an introductory needs assessment. Therefore, the plan includes 1) a **needs assessment** as a starting point, 2) the creation **of knowledge products** as per preferences/needs identified regionally and on the assessment, 3) the implementation **of Knowledge Networks** for South-South exchange including regional and sub-regional workshops and events, and 4) **capacity development** related activities.

## 1. Needs Assessment

As a starting point a needs assessment will be conducted to systematically identify partner countries main KM and communications needs, challenges, activities, main audiences, and preferred methods and channels for sharing and exchanging knowledge and information.

It is important to highlight that while initial needs assessments have already been conducted in the Asia Pacific and Africa regions, in LAC the assessments will be the first activity of the work plan by the newly recruited KM specialist that started in November 2014.

In LAC the needs assessment will be integrated as part of the Stakeholder Analysis that will be conducted in its initial phase from December 2014 to March 2015. It will consist in a combination of surveys and interviews with country focal points and national teams, including also KM/Communications resources, where available.

## 2. Knowledge Products

**2.1 Translation.** This includes the identification of key corporate UN-REDD documents for translation into Spanish, which will be usually provided by the Secretariat for the regions. A small budget was set aside (Annex 1) for Spanish-English publications from the region or other particular needs.

**2.2 Product Development.** The portfolio of products to be created will be determined according to options identified in the needs assessment and may include the following: *policy briefs*, *lessons learned series*, webinars, and *short “explainer videos”* either by country or by topic to complement already existing video library available in the region.

The proposed vision of these products will be to strengthen the capacity of the REDD+ practitioners, from government, PMU, national UN agencies and national/local stakeholders, on the different requirements and elements of REDD+. They will derive from corporate document and from the text of the Convention itself, and will value the lessons learned in the region and globally. These might include but will not be limited to the following topics:

- Introduction to REDD+ and the UNFCCC
- Assessment of drivers of deforestation and forest degradation
- Elaboration of a national REDD+ strategy to tackle DD
- REL/RL, BUR and national communication
- National forest monitoring system
- SIS

Some of these products will be of common reference and use among the regions and countries and therefore it would be beneficial for consistency for them to be created at a global level and then translated and adapted by regions as discussed during the KM and Communications Coordination Workshop. Once the country priorities in terms of products and topics are identified these should be shared and global products creation coordinated through the KM and Communications Working Groups.

2.3 **KM Tools.** This will support the systematization and sharing of information and processes through the use of tools and methods that may include but are not limited to reports, articles, surveys, brochures, document repositories, resource libraries, etc.

### 3. Knowledge Networks/Exchanges

The LAC region is interested in designing a program to continue fostering and strengthening South-South cooperation among countries integrating regional and in-country exchanges, workshops and study tours when applicable. These events will include KM specific elements to ensure proper **planning** of agenda, facilitators and participants tied to country knowledge needs, innovative and efficient knowledge sharing techniques during its **implementation**, and tools for **monitoring and evaluation** of its effectiveness according to established objectives. Detailed below are some of the proposed activities for 2015:

#### 3.1 Regional Workshops

Some of the events initially identified by listening to country suggestions and needs are described below. These events will be discussed among the three agencies looking at cost effective ways to coordinate both inter agency and agency events and validated also against the results of the needs assessment. Taking into account the increasing number of REDD+ related workshops in the region, synergies with other REDD+ initiatives will also be promoted when feasible.

After getting more in depth information about country needs and preferences; acknowledging the fact that country focal points and teams have limited availability of time; and looking at optimizing logistics, budget and spaces for knowledge exchange; the inter-agency regional team decided to plan one main South-South Exchange consolidating most of the topics described in events 3.1.1, 3.1.2, 3.1.4 (partially) and 3.2.

(Please note that event 3.1.3 did not take place, but instead different spaces for capacity building were organized by each of the agencies, and that event 3.1.5: Knowledge exchange for HFLD countries is still to be discussed if required by countries).

This annual South-South Exchange is been agreed by the three agencies as:

**“Practical Experiences towards the Implementation of the Warsaw Framework for REDD+: Opportunities and Challenges”**, and will be scheduled for **August 11-13, 2015**. The purpose of this exchange, is for participants to obtain lessons learned on the progress as well as political, technical, financial and legal challenges faced by the various countries in the region towards the implementation of the Warsaw Framework and learn from country experiences about the potential relations among the four pillars for the preparation for REDD+. Additionally participants will be able to exchange knowledge and experiences on the implementation of legal aspects related to the WFR and the access to results based payments to inform their decisions during the REDD+ preparation and implementation phases.

This workshop will have the participation of country focal points, technical and legal experts involved in the WFR pillars, country focal points before the UNFCCC, and civil

society and/or indigenous peoples representatives. The estimated cost of this event is USD120,000. (Details on budget reallocation are provided in ANNEX 2.

3.1.1 **Second Knowledge exchange between HFLD countries** (Suriname, Guyana, Peru, Panama, plus Belize, Bhutan, Congo and DRC) to discuss about FRL and national circumstances, NRS, RBA/RBP. Hand in hand with FAO. This event should be scheduled to Q2 or Q3 with an approximate cost USD50,000, co-financing to be explored among the three agencies. Discussions are presently taking place with FAO and UNEP in order to identify their proposals and integrate them into this interagency work plan.

### 3.3 In Country Events

These events will respond to more specific country needs and may include the presence of regional experts or consultants/experts from other countries that can contribute to the knowledge exchange process. Interest for these events, as well as topics and schedule will be coordinated amongst the three agencies and also gauged during the country knowledge needs assessment to be conducted in early 2015. The regional KM specialist should provide support to design and implementation, ensuring that knowledge is properly systematized, shared, and “absorbed” by the participants. No financial support from KM is expected.

Other knowledge exchange modalities will be explored as per country preference and to continue facilitating integration and sharing of best practices after face-to-face events such as **online communities of practice** or **peer exchanges**.

## 4. Capacity Building

In order to promote capacity building, three main activities are envisioned as part of this plan:

4.1 **Knowledge Management Capacity:** Identification of KM/Communications focal points in countries and other agencies to exchange information, assess common needs and challenges and provide support from the regional office to foster integration and possible collaboration in the development of KM plans and products.

In addition, provide assistance to countries in the efficient development of knowledge products, as well as with organization and identification of key tools and information to be documented, systematized and shared. Supporting the monitoring of the capacity building efforts in countries with NP and TS will also be important to incorporate base line definition, plans, targets and indicators.

4.2 **REDD+ Academy:** Provide support in the implementation of REDD+ Academy in LAC region, looking at responding at regional and country needs and context, as well as most importantly content translation and localization requirements.

4.3 **E-learning:** Identify and promote REDD+ e-learning initiatives and webinars/courses already available matching them with country knowledge needs. Creating a menu of webinars available by topics, including those developed by WWF or FCPF, and “cleared” by the UNREDD programme, could be an effective way to value what is existing outside, avoid duplication, and

promote synergies and collaboration with other REDD+ readiness initiatives. UN-REDD could also prepare webinars when certain topics deserve further clarification.

#### **V. Brokering**

For each topics, country brokers will be identified as well as regional and HQ personnel from UN-REDD agencies and, if appropriate, from other organizations. Some of the countries that are more experienced in the REDD+ readiness such as Ecuador, Costa Rica, Mexico and Chile, accumulate rich experiences and knowledge that countries just starting the process will highly benefit from. These countries are therefore better equipped to lead knowledge sharing process. At the same time, as they are closer to move into REDD+ Phase 2, they require different knowledge that have to be supported through other experts and consultants available in the REDD+ community leveraging LAC, other regions and HQ resources.

For the regional events, the newly recruited regional KM specialist will be responsible for implementing these activities, supported by and in coordination with the regional technical advisors from the lead UN-REDD Agencies. The inter-agency KM specialist will contribute to ensuring that the knowledge exchange events as well as the pre-post event knowledge products developed (such as brochures, reports and publications) truly serve country needs and assist them in implementing their national REDD+ processes effectively.

For in-country events, the newly recruited regional KM specialist will work with in-country counterparts, including those in the UNDP country offices and government counterparts to organize the event. In the organization of study tours, lessons learnt from past events will also contribute to improve the design and structure of the events.

#### **VI. Design**

For all events, the primary knowledge result will be better informed policy decisions or policy options for the participating countries. Currently it is frequently the case that countries are faced with developing policies based on incomplete information, and this is often compounded by the fact that such information is not always neutral or balanced. Through these events, policy makers will have more complete and balanced knowledge on which to base policy decisions, and other stakeholders will have a more complete and balanced understanding of the issues affecting policy decisions.

The present plan is designed within the framework of a stronger and methodical South-South exchange program, that takes into consideration country needs, and promotes the creation of products, events and spaces (both face-to-face and virtual) to enable better exchange and flow of information and knowledge for the advancement of REDD+ Readiness strategic objectives in the LAC region.

#### **VII. Financing**

The funding request is summarized in the Work Plan (Annex 1). For focal areas 1 and 2 (needs assessment and knowledge products) the majority of the funding is expected to come from the UN-REDD Knowledge Management budget; for areas 3 and 4 (knowledge exchanges and capacity building) co-financing will be needed from UN-REDD national programmes, and potentially Targeted Support allocations in the form of support for travel of participants associated with those programmes, as well as contributions from partner agencies involved in the various common activities.

The regional events are expected to involve around 40-60 participants, while in-country events and study tours may involve from 20-30 participants.

### **VIII. Implementation**

The proposed 2015 Work Plan (Annex 1) shows indicative milestones and proposed dates for the events. In the case of both regional events and study tours, it is expected that participants be asked to allocate approximately one week of their time (slightly more for study tours) for preparation, travel, participation and follow-up.

For the regional events, regional UN-REDD staff can serve as facilitators, although the possibility of recruiting professional facilitators will be investigated, depending on capacity and budget availability.

For in-country events, national facilitators will be used where practical, again with support from regional UN-REDD staff.

### **IX. Monitoring impacts and sharing results**

The overall result of the knowledge products, exchanges and capacity building activities described above will be better informed policy decisions or policy options for the participating countries. Specific outputs in support of this result and sharing the knowledge and experiences generated will be further analyzed for each activity, but are likely to include:

- Summary reports
- Newsletter articles
- Contributions to web-sites, Facebook pages and other social media
- Specific reference within semiannual and annual reports prepared by the countries.

For each event in particular, participants will be asked to complete pre and post-events surveys which will include an assessment of the relevance and quality of the event. These assessments will be used to evaluate the event. Follow-up will include an assessment of what actions countries have implemented, and the extent to which they were influenced by the knowledge event.

Success criteria will therefore include:

- Percentage of participants who characterize the knowledge exchange/product as having been “valuable” or “highly valuable”.
- Number of countries who subsequently report that their REDD+ policy has benefitted from knowledge generated through these methods.
- Evaluation of how processes have changed after these events, as illustrated by changes in the behaviors, methodologies, priorities or AWP of the different countries.

## ANNEX 1. 2015 Knowledge Management Proposed Work Plan for LAC

Focal Area	Action	Activities	Responsible	Timeframe 2014				Amount (USD) on KM Budget	Source of funds					
				Q1	Q2	Q3	Q4		KM	UNDP	UNEP	FAO	Other	
<b>1. Needs Assessment</b>	<b>1.1 Identification of KM country needs</b>	Conduct KM country needs assessment, integrated with regional stakeholder mapping to determine KM preference products and exchange methods.	Regional KM & Stakeholder Engagement Coordinators	X				5,000 KM travel to 3 LAC countries 3/days	5,000					SE
<b>2. Knowledge Products</b>	<b>2.1 Translation</b>	Identification of key corporate documents for Spanish/English translation	Regional KM	X				5,000 Two 50 page publications	5,000					Secretariat
	<b>2.2 Product Development</b>	Creation of products identified as per global and regional needs, including policy briefs, lessons learned and short explainer videos (max. 3)	Regional KM with interagency/Secretariat Comms support for videos or other comms products. (On-going)					15,000 Publications/ reports 10,000 Videos	25,000					
	<b>2.3 KM Tools</b>	Support systematization and sharing of information/processes through KM tools (reports, articles, surveys, brochures, repositories, resource libraries, Web sites etc.) As well as development of content needed for new UN REDD Workspace and Website from LAC countries.	Regional KM					15,000 Includes fees for graphic design, content development, translation, and tool development when needed.	15,000					
<b>3. Knowledge Networks/ South-South Exchange</b>	<b>3.1 Regional Workshops</b>	Integrating NRS, SIS and RE/NFMS		X				85,000 (45 participants x 3 days)	30,000					
		REDD+ Governance		X				(No budget if integrated into first workshop)						
		FAO & UNDP national REDD+ staff knowledge exchange		X				25,000	10,000					



							(Panamá 13 FAO additional participants 1 day)					
		High level decision makers			X		130,000 TBC	25,000				SE
		Knowledge exchange HFLD countries			X		50,000 TBC 25 participants	10,000				Countries
	<b>3.2 Study Tours</b>	Financial mechanism: CHI, CR, MEX			X		25,000 TBC	25,000				
	<b>3.4 In-Country Events</b>	To be determined as per country preferences and coordinated among agencies.					TBD					Countries
<b>4. Capacity Building</b>	<b>4.1 KM Capacity</b>	Support to KM/Comms country focal points in developing plans/products, systematization and monitoring tools support. Includes regional KM travel (3-4 missions per quarter anticipated USD18,000) and possibility of 1 regional knowledge exchange (USD12,000)					30,000	30,000				
	<b>4.2 REDD+ Academy</b>	Support rollout in LAC by identifying courses and countries/parties interested and assisting in adaptation curricula to regional context (translation/localization)			X		TBD					REDD+ Academy
	<b>4.3 E-learning</b>	Promote REDD+ e-learning and webinars available, match w/country knowledge needs.										
<b>TOTAL:</b>							395,000	180,000				

\*Event costs calculated as follows: Average travel cost per participant USD800 + TA 152 + Average DSA 200 x #days. Plus meeting package per person/day 50 + meeting materials + miscellaneous costs.

**Note:** LAC has USD150,000 earmarked for 2015 KM activities, plus extra USD30,000 that according to the Secretariat will be allocated USD25,000 for additional regional knowledge products and USD 5,000 to supplement KM Specialist travel. The total of this proposal is USD395,000, leaving a shortfall of 215,000 to be co-financed mainly for knowledge exchanges/events. Obtaining additional funding for these activities will be key to ensuring they could be delivered during 2015.

## ANNEX 2. 2015 Knowledge Management Proposed Work Plan for LAC \_ Updated Version June, 2015

Focal Area	Action	Activities	Responsible	Timeframe 2014				Amount (USD) on KM Budget	Source of funds					
				Q1	Q2	Q3	Q4		KM	UNDP	UNEP	FAO	Other	
<b>1. Needs Assessment</b>	<b>1.1 Identification of KM country needs</b>	Conduct KM country needs assessment, integrated with regional stakeholder mapping to determine KM preference products and exchange methods.	Regional KM & Stakeholder Engagement Coordinators	X				5,000 KM travel to 3 LAC countries 3/days	5,000					SE
<b>2. Knowledge Products</b>	<b>2.1 Translation</b>	Identification of key corporate documents for Spanish/English translation	Regional KM	X				5,000 Two 50 page publications	5,000					Secretariat
	<b>2.2 Product Development</b>	Creation of products identified as per global and regional needs, including policy briefs, lessons learned and short explainer videos (max. 3)	Regional KM with interagency/Secretariat Comms support for videos or other comms products. (On-going)					15,000 Publications/ reports 10,000 Videos	15,000					
	<b>2.3 KM Tools</b>	Support systematization and sharing of information/processes through KM tools (reports, articles, surveys, brochures, repositories, resource libraries, Web sites etc.) As well as development of content needed for new UN REDD Workspace and Website from LAC countries.	Regional KM					15,000 Includes fees for graphic design, content development, translation, and tool development when needed.	15,000					
<b>3. Knowledge Networks/</b>	<b>3.1 Regional Workshops</b>	Practical Experiences towards the Implementation of the Warsaw Framework for REDD+: Opportunities and Challenges		X				140,000 (60-70 participants x 3 days)	110,000		40,000			

South-South Exchange		Knowledge exchange HFLD countries			X			50,000 TBC 25 participants	TBD				Countries
	3.4 In-Country Events	To be determined as per country preferences and coordinated among agencies.						TBD					Countries
4. Capacity Building	4.1 KM Capacity	Support to KM/Comms country focal points in developing plans/products, systematization and monitoring tools support. Includes regional KM travel (3-4 missions per quarter anticipated USD18,000) and possibility of 1 regional knowledge exchange (USD12,000)						30,000	30,000				
	4.2 REDD+ Academy	Support rollout in LAC by identifying courses and countries/parties interested and assisting in adaptation curricula to regional context (translation/localization)			X			TBD					REDD+ Academy
	4.3 E-learning	Promote REDD+ e-learning and webinars available, match w/country knowledge needs.											
<b>TOTAL:</b>								395,000	180,000				

**NOTE:** Changes have been made to session 3. **Knowledge Networks/South-South Exchange** as events previously labeled in ANEX 1 under 3.1 and 3.2 have been combined, including its budgets into one annual event called “*Practical Experiences towards the Implementation of the Warsaw Framework for REDD+: Opportunities and Challenges*”. In addition, funds assigned to points 2.2 under **Knowledge Products** have been redistributed (10.000 added to point 3.1 to support the planning of this event including the development of the workshop knowledge products: reports, videos, live streaming, translation and interpretation).