



2016 Knowledge Management Work Plan for Latin America and Caribbean

1. Background

The UN-REDD Programme is the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (REDD+) in developing countries. The Programme was launched in 2008 and builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

At the national level, the UN-REDD Programme supports developing countries in the preparation and implementation of REDD+, guided by the principles of country ownership and the United Nations human rights-based approach, and with a strong focus on engagement of all stakeholders, including indigenous peoples' and civil society.

Beginning 2016, the UN-REDD Programme will be implementing its second phase strategy 2016-2020, in which knowledge management and capacity building continue to play a key role in supporting the Programme outcomes.

The role of the Regional Knowledge Management Specialist is to lead and coordinate regional activities to foster knowledge, promote the exchange and visibility of valuable advances, impact and lessons learned from countries in the region, as well as continue to build capacities to support countries during their REDD+ preparation and while they move to implementation and seek access to REDD+ results based payments.

The following plan outlines key areas of work and priorities identified in the LAC region for 2016 and it has been developed with the following points and inputs in mind:

- Milestones to be achieved by the countries in the region in 2016 as part of their NPs and TSs
- Constant consultations with country teams and counterparts on their support needs
- Inputs from the LAC Regional Technical Advisors from three agencies FAO, UNDP and UNEP
- Alignment and support to key elements of the UN-REDD Programme Strategy 2016-2020 and main objectives of the KM and Communications global plans (in development)

1.1 LAC Region Context

The context in Latin America and the Caribbean is characterized by distinct groups of countries (16 current member countries in total) with varying levels of advance and knowledge needs.

Looking at their **level of progress in REDD+ preparation**, there is a group of countries that is quite advanced and pioneers at global level in achieving the four elements of the REDD+ Warsaw Framework which includes mainly Mexico, Ecuador, Costa Rica and Chile. These countries have accumulated significant knowledge and experience in several areas of REDD+ and have shown interest in moving rapidly towards accessing results based payments and improving their implementation. Beyond capacity building and benefit from lessons learned exchanges, they are well-appointed to share knowledge and lead South-South Cooperation looking at using their experience to stake out joint positions and contribute to address existing global challenges related to REDD+ implementation and financing.

Others countries in the region including Honduras, Colombia, Peru and Argentina are still working **in the process to complete the requirements of the WFR** under the UNFCCC with the support of the UN-REDD Programme are more

interested in strengthening capacities and learning from advanced countries to move faster towards completing their preparation phase. However Colombia and Peru have advanced in parallel in the implementation of pilot schemes of RBPs.

Other recent member Programme countries are at various and sometimes earlier stages of their REDD+ preparation and have valued significantly the contributions of UN-REDD in capacity building and knowledge exchange including Guatemala, El Salvador, Dominican Republic and the English speaking Caribbean countries of Suriname, Guyana and Jamaica.

In addition, some LAC countries are already **engaged in various results based payments schemes** and/or negotiating agreements with different sources of funding (GCF and bilateral understandings with Norway, UK and Germany) such as Mexico, Costa Rica, Guyana, Ecuador, Peru, Chile and Colombia. These countries are facing the challenge of coordinating the different initiatives operating in their countries, and have unique associated KM needs.

From the UN-REDD Programme perspective, some countries are being supported through the more comprehensive modality of National Programmes (NPs) while others receive Targeted Supports (TSs) for specific areas of REDD+, and others are engaged through the Country Needs Assessments (CAN) linked to the Mesoamerican Initiative on South-South Cooperation (EMSA by its acronym in Spanish) on MRV. In addition, Suriname, Paraguay and Panamá will continue their REDD+ preparation and implementation in 2016 through FCPF support with UNDP as delivery partner.

These different scenarios call for creative solutions for optimizing country support on KM, communications and providing effective and strategic spaces for knowledge exchange and South-South Cooperation.

NOTE: This plan has been developed taking into account that **no specific funding has been provided to KM activities** and prioritizing activities that are funded from NPs budget, agency resources or that require no funding. This poses limitations in outreach and activities specifically related to knowledge exchanges and regional products.

2. Objectives and Priorities

This work plan aims to provide continuity to the Knowledge Management Work Plan for Latin America and the Caribbean developed and implemented during 2015.

The proposal looks at responding primarily to the evolving needs of partner countries in LAC in the areas of **1) knowledge management, 2) communications and 3) capacity building**, looking at strategically collecting and disseminating evidence to showcase the impact and benefits of the Programme in partner countries with key stakeholders at national, regional and global level.

This plan has been developed to attend the most pressing needs of countries to advance in REDD+ including the main milestones of their NPs and TSs in 2016 as well as the priorities for cooperation and capacity building expressed by countries that have been documented and systematized in the various needs assessments, surveys and consultations conducted during 2015.

3. Work Packages and Outputs

WP 1. Country Support

As part of the work done during 2015 in Knowledge Management and Communications, **most of the LAC countries have integrated KM, communications and capacity building into their annual operative plans for 2016**, in addition most of the countries (Argentina, Colombia, Chile, Ecuador, Honduras, Paraguay and Peru) have a Comms/KM specialist or temporary consultant that has been trained and is in charge of these functions with the technical support of the KM Regional Specialist.

Therefore, depending on type of support, in-country capacities and the scope of the programmes, efforts and time to be invested varies, as indicated on Table 1.

TABLE 1. Country Support KM/Comms LAC

PROGRAMME	CURRENT NPs and TS	NEW NPs	CLOSING NPs	CLOSING TSs
COUNTRIES	ARGENTINA COLOMBIA ECUADOR (TS) HONDURAS MEXICO (TS)	PERU CHILE	PANAMA PARAGUAY	COSTA RICA PERU CHILE
TYPE OF SUPPORT	<ul style="list-style-type: none"> Integrate KM/Comms into 2016 AOPs Provide technical support and follow up on implementation Support development of National REDD+ Academies (COL, HON, ARG). Production of progress and lessons learned annual briefs. 	<ul style="list-style-type: none"> Supporting inception workshops and capacity building Training KM/Comms resources Integrating KM/Comms & capacity building into AOP Support Peru's REDD+ Academy. 	<ul style="list-style-type: none"> Gather lessons learned Ensure knowledge and information transition to government counterparts Give visibility to impacts. 	

Output 1.1 Technical support to current and new National Programmes and TSs

Assist current and new National Programme countries in integrating KM, Communications and capacity building into their annual operative plans for 2016. This includes assisting countries in developing plans in these areas, providing technical support and following up on implementation and delivery of planned activities and products, and supporting the development of National REDD+ Academies in interested countries (Honduras, Colombia, Peru and Argentina). As per means of delivery this will include one mission per year per country (HN, PER, COL, ARG), periodical follow up meetings, and ongoing support provided remotely, as well as collaboration among LAC Communications group members on specific topics as appropriate.

Output 2.2. Support knowledge gathering and sharing of NPs and TSs that are closing in 2016

For National Programmes (NP) and Targeted Supports (TS) that are closing in 2016 the goal is to ensure documentation and visibility with key stakeholders of impact narratives that will include main achievements and lessons learned during Programme implementation, as well as knowledge transfer of institutional memory, processes and products to government counterparts.

TABLE 2. ACTIVITIES ACCORDING TO MODALITY OF COUNTRY SUPPORT

<p>1. CURRENT National Programmes and Targeted Supports Argentina, Colombia, Honduras and Ecuador have trained and dedicated KM/Comms resources, however to support implementation follow up and constant guidance is needed. In Mexico there are no dedicated resources for KM, the TS will extend until Dec 2016, therefore gathering of lessons learned and communication on impact and activities will be required.</p>
<p>2. NEW National Programmes:</p> <ul style="list-style-type: none"> - Peru: Priority will be focused on Peru to transition properly communications, KM and capacity building efforts and products related to the previous targeted supports on stakeholder engagement of indigenous and campesino communities (UNDP) and private sector (UNEP) and articulating them into the new National Programme main outcomes. - Chile: Given that Chile's national counterpart CONAF has strong capacity in terms of KM and Communications, support will focus on integrating KM/Comms and Capacity Building efforts into the national AOP; ensuring opportunities for capacity building and support to TOT model/plan are in place, and opportunities for South-South Cooperation led by the country, are optimized and shared with countries in the region as needed.
<p>3. CLOSING National Programmes and Targeted Supports</p> <ul style="list-style-type: none"> - Panama and Paraguay: Gathering of lessons learned and visibility of key achievements. - Costa Rica, Peru and Chile have Targeted Supports closing, gathering of information and lessons learned is required to guarantee knowledge transfer to counterparts, new NPs starting and other partners.

WP 2. South-South Exchanges and Cooperation

Based on the feedback and comments provided in the [satisfaction surveys](#) of the [Regional South-South Exchange on Experiences and Challenges towards the Implementation of the WFR for REDD+](#), as well as knowledge needs expressed by countries, main topics of interest for knowledge exchanges have been identified:

The funding for these activities is still to be defined, and its development is contingent based on priorities established by the region and on financing alternatives.

Output 2.1 South-South Cooperation Initiative “Analysis on the involvement on various REDD+ RBP schemes”

During the [Regional South-South Exchange on Experiences and Challenges towards the Implementation of the WFR for REDD+](#) countries identified as a main challenge the implications of the involvement on several schemes of REDD+ results based payments. As expressed by LAC countries the various mechanisms of results based payments requirements and difficulties in coordination, have effects and links to other elements of the WFR.

In this context, it was agreed that a South-South collaboration initiative was a priority in the region to facilitate exchange and provide technical inputs to this group of LAC countries advanced on their REDD+ process, which include Mexico, Brazil, Chile, Colombia, Ecuador, Argentina and Peru. All these countries have shown interest and Mexico has offered to take the lead as part of their South-South Cooperation efforts, with financing provided by UNDP and technical support of the UN-REDD Programme.

For this initiative a concept note has been created along with Mexico’s counterpart CONAFOR, which includes spaces for two regional exchanges and the possible development of a technical study. The first exchange is scheduled by end of March, 2016.

Output 2.2 Capacity Building Webinars and Country Exchanges on Safeguards

Safeguards has been identified as another topic of interest in which several countries need to advance and achieve significant milestones as part of their National Programmes and Targeted Supports during 2016, this includes Argentina, Chile, Paraguay, Colombia, Ecuador and Peru. The most advanced countries in the region that have valuable knowledge and lessons to exchange in this topic are Mexico, Ecuador and Brazil.

The possibility of finding a country to host an exchange that interested countries can finance through their own NPs/TSS has been discussed, as well as the identification of needs for a series of webinars in coordination with the Safeguards Global Specialist and Safeguards Working Group. A smaller budget for event logistics and resources will be required.

Output 2.3 LAC Thematic Exchange/Webinars on Policies and Measures and National Strategies

The design of Policies and Measures as part of REDD+ National Strategies/Action plans is another key area of support where exchanges will be beneficial to advance the objectives of the National Programmes in countries such as Colombia, Chile, Paraguay, Argentina, Honduras and Peru. Countries have requested support in this specific area more specifically in the design and articulation of PAMs to national policies and linkages towards its implementation and financing strategies. Some of the countries that can contribute with their experiences are Ecuador, México and Costa Rica.

One possibility due to the articulation needed, is to cover this topic in parallel to the second exchange focused on RBPs schemes developed in Output 2.1. This will also allow for efficiencies in budgets and logistics. Another alternative is to cover this topic via a series of webinars, and the support of a community of practice.

Output 2.4 LAC Exchanges on MRV - Mesoamerican Cooperation Strategy on Environmental Sustainability (EMSA)

The UN-REDD Programme provides support through the CNA for Mesoamerica led by FAO to the Mesoamerican Cooperation Strategy on Environmental Sustainability (known as EMSA in Spanish). This initiative stems from a Ministerial

Agreement signed in 2015 that involves 10 countries in LAC and which main objectives are to strengthen capacities and promote knowledge exchange and regional cooperation in forest monitoring systems. As part of the long-term work plan designed by the participating countries, the following exchanges have been scheduled in 2016:

FORMAT	TOPIC	DATE	PLACE
Workshop	Capacity building on data analysis for forest inventories	April 11-15	Guatemala
	Capacity building on Land Cover Classification System (LCCS)	April 18-22	Dominican Republic
	Knowledge Exchange on degradation, methodologies and challenges	May 4-5	Honduras
Webinar	Mexico's Experience: Using Rapid Eye for image analysis	Feb 29th	
	Brazil's Experience: IMAZON using radar & multiple sensors information	April 5th	

This work plan is supported by several initiatives among them the UN-REDD Programme, and will require coordination to ensure: platforms for exchange are made available, experiences and lessons learned are properly systematized and divulged, and impact from actions is documented and shared with key stakeholders at local, regional and global level.

Output 2.5 LAC Exchanges on Gender Experiences

Since several countries have started to accumulate experiences in the approach and integration of gender in the REDD+ preparation process (Ecuador, Panama, Chile) , while other countries are in demand of knowledge/guidance (Argentina, Colombia, Peru, Honduras) this is another area where webinars as well as a possible exchange among several Central American countries has been identified. This activity is to be covered with funding from countries' NPs.

These events will be jointly promoted through the UN-REDD Global Communications channels including the UN-REDD workspace, newsletter and social media. Surveys will be conducted after each event to evaluate participant's satisfaction against objectives set out as well as identify additional knowledge and exchange needs. Assessing impact of events six months after or at calendar year closure will also become part of the KM annual reporting activities.

WP 3. Knowledge Products

Output 3.2 Standardization, Editorial Guidance and Dissemination of Publications

Since no funding has been identified so far to produce publications and or additional KM products such as videos, multimedia products, etc., from the regional office, support will be based in providing capacity to assist partner countries and agencies in gathering experiences/knowledge/lessons learned on topics that can derive in potential publications as well as provide assistance in standardizing, branding, systematizing and disseminating publications. This includes providing editorial support and advice to ensure publications produced by the Programme respond to common standards, are properly disseminated and useful to key audiences beyond the UN-REDD Programme.

Initial topics identified for potential publications during 2016 may include but are not limited to:

- Impact Narratives on current and national programmes as explained in Outputs 1.1 and 1.2
- Analysis on options and implications of various REDD+ RBP schemes in LAC (Technical publication with case studies to be developed by a consultant.)
- Systematization of Gender experiences in LAC
- Regional briefing on impact of stakeholder engagement processes in REDD+
- Video on forest monitoring systems showcasing advances in various LAC countries linked to the Mesoamerican cooperation initiative on MRV (EMSA)
- Experiences on addressing degradation in LAC (As a result of EMSA exchange on degradation)

WP 4. Strategic Communications

Strategic communications has been acknowledged as a vital and a mainstreaming element of this plan in order to constantly and tactically give visibility to impacts of the Programme and advances in partner countries.

Output 4.1. Coordination of Content Generation

Coordinate generation of constant content that demonstrate Programme support impact in countries. This will include periodic success stories, impact briefs, newsletter articles and contributions to the UN-REDD website, workspace and social media, in coordination with functional production/distribution schedules handled by the Secretariat.

Output 4.2. Development of Comms Tools and Templates

Provide countries with communication tools, including common standards, guidelines, publications formats and templates to organize content production and improve outreach efforts. Coordinate with Secretariat, other regions and agencies possible cost efficiencies/collaboration with translation services, graphic designers, videographers, etc.

Output 4.3 Support with Positioning and Visibility

Support countries as needed with creating key messages, publications, stories and short videos to showcase impact in order to influence donors, increase government support, engage with key stakeholders and mobilize resources. In addition, identifying opportunities for engaging key stakeholders via field visits, participation in key global/regional/country events and exchanges, has been recognized as crucial for promoting visibility by the regional inter-agency team.

ANNEX 1. 2016 Knowledge Management Proposed Work Plan for LAC

WORK PACKAGE FOCAL AREA	OUTPUT	ACTIVITIES	RESPONSIBLE	TIMEFRAME 2016				ESTIMATED BUDGET	POTENTIAL SOURCES / BUDGET
				Q 1	Q 2	Q 3	Q 4		
WP.1 Country Support	1.1 Support to current and NEW National Programmes	Support with AOP implementation and delivery on KM, Comms and capacity building, including National REDD+ Academies in 3 countries.	Regional KM Specialist in coordination w/RTAs	X	X	X	X	12,000 6 support missions	UN-REDD approved missions Countries
	1.2 Support to NP and TSs closing	Gathering and disseminating of achievements and LL.	Regional KM Specialist	X	X			4,000 2 support mission	
WP. 2 South-South Exchanges	2.1 South-South cooperation initiative on RBP schemes	Two exchanges with 6-7 countries on S/S cooperation initiative on Analysis of options and implications of involvement in various REDD+ RBPs schemes.	Designated RTAs	X		X		2 exchanges	UNDP
	2.2 Capacity building on Safeguards	One exchange to be coordinated with host/lead country (Q2) and at least two webinars (Q3, Q4)	Regional KM Safeguards Group RTAs		X	X	X	10,000 (venue, logistics, products.)	
	2.3 Exchange on Policies and Measures	Thematic exchange on PAMs and National Strategies either as part of exchange 2.1 or via webinar and/or community of practice.	Regional KM RTAs			X		TBD No budget	
	2.4 LAC Exchanges on Gender	One exchange promoted by Central American countries (TBD), Two capacity building and two exchange webinars.	Regional KM/RTA/UNDP Gender focal point	X	X	X		No budget	Countries
	2.5 Exchanges and capacity Building on MRV (EMSA)	Support knowledge capture and dissemination of three exchanges with EMSA countries (10) and two webinars on MRV.	FAO, Regional KM	X	X				FAO/CAN/EMSA
WP. 3 Knowledge Products	3.1 Standardization of publications	Standardization, systematization and dissemination of country/regional publications.	Regional KM Specialist and KM country specialists	X	X	X	X	No budget	Agencies Countries

WP. 4 Strategic Communications	4.1 Content generation	Ongoing production of stories, articles, LL, etc. for UN-REDD channels	Regional KM Specialist and KM country specialists	X	X	X	X	No budget	
	4.2 Comms tools and templates	Support provided to countries with common tools/templates/ resources	Global and Regional KM Specialists		X			TBD	Secretariat
	4.3 Positioning and visibility events	Support with positioning with key stakeholders and participation in strategic events.	Regional KM Specialist, RTAs and KM country specialists					No budget	Secretariat Countries

ANNEX 2. Expected Capacity Analysis - Time Distribution and Travel Plan 2016

(To be adjusted according to Programme/Regional priorities)

COUNTRIES	EXPECTED DAYS BY COUNTRY/ACTIVITIES	EXPECTED MISSIONS
TOTAL	229	8
GLOBAL AND REGIONAL WORK	144	
ARGENTINA UN-REDD NP	10	Q4
CHILE TS	0	
CHILE UN-REDD NP	5	
COLOMBIA UN-REDD NP	10	Q2
COSTA RICA TS	5	Q4
ECUADOR TS	10	Q3
HONDURAS FCPF	0	
HONDURAS UN-REDD NP	13	Q1
MEXICO TS	8	
PANAMA UN-REDD	3	
PANAMA FCPF	0	
PARAGUAY UN-REDD NP	6	Q2
PARAGUAY FCPF	0	
PERU TS	9	Q1
PERU UN-REDD NP	8	Q3
SURINAME FCPF	1	

ANNEX 3. List of Expected Deliverables

OUTPUT	DELIVERABLES		TIMEFRAME				MISSION
			Q1	Q2	Q3	Q4	
WP. 1 COUNTRY SUPPORT							
1.1 Support to current and NEW National Programmes	ARGENTINA	Finalization of KM/Comms strategy		X			
		Support development of communications materials			X		
		REDD+ Capacity Development plan designed and implementation in progress				X	Q4
	COLOMBIA	Finalization of KM/Comms strategy	X				
		30% implementation of KM Comms Strategy				X	
		Support creation of REDD+ Comms Strategy for MADS		X			
		Production of progress and LL products				X	
		Finalization of capacity building plan	X				
		50% of capacity building implemented - REDD+ Academy PIs		X			Q2
	COSTA RICA	Production and dissemination of impact and LL brief				X	Q4
	CHILE	Support design of capacity building plan				X	
	ECUADOR	Creation and implementation of capacity building plan for REDD+ table		X	X		Q3
		Production and dissemination of impact and LL brief				X	
	HONDURAS	Creation and implementation of multi-stakeholder capacity building plan	X	X			Q1
		Creation of Comms/KM strategy	X				
		40% Implementation of KM/Comms strategy				X	
	MEXICO	Impact briefing on results of TS				X	
	PERU NP	Plan to strengthen capacities for REDD+, RIA and ENBCC designed					Q3
1.2 Support to NP and TSs closing	PARAGUAY	Production and dissemination of communications products for visibility and positioning of PNC closure		X	X		Q2
	PERU	Communications and capacity building strategy on REDD+ for local communities finished & implemented			X		Q1
WP. 2. SOUTH-SOUTH EXCHANGES							
2.1 South-South cooperation initiative on RBP schemes	BR, MX, CH, CR, COL, ECU, PER	Support knowledge capture and dissemination of 1 exchange and 1 Webinar with 6-7 countries (budget pending)	X	X			
2.2 Capacity building on Safeguards	Fr: ECU, MEX	1 Exchange with CHI, ECU and COL, promoted by MEX (advanced countries)		X			

	To: ARG, CHI, COL, HON, PAR, PER	1 capacity building webinar on Safeguards (less advanced countries)			X		
2.3 Exchange on Design of PAMs	Fr: ECU, CR, MEX To: ARG, COL, CH, HN PAR, PER	1 Webinar on PAMs and NS			X		
2.4 LAC Exchanges on Gender		1 exchange promoted by Central American countries (TBD) 1 capacity building/and or exchange webinars		X		X	
2.5 Exchanges and capacity Building on MRV (EMSA)		Support knowledge capture and dissemination of 3 EMSA exchanges	X	X			
2.6 Inter-Regional Country exchanges		Support from KM on two country exchanges with Africa (Nigeria and Cote D'Ivoire) on NS (TBD)			X	X	
WP 3. KNOWLEDGE PRODUCTS							
3.1 Regional/Country publications to showcase programme impact	COL, ECU, PAR, CR, MEX	- 3-5 Impact Briefings on current and national programmes as per Outputs 1.1 and 1.2		X	X	X	
	PAN, ECU, PER, HON	- 1 Systematization of Gender experiences in LAC				X	
	ECU, PAN, PAR, COL	- 1 Regional briefing on impact of stakeholder engagement processes in REDD+				X	
	PAR, CR, COL, ECU	- 2-3 Videos on country impact/advances		X	X		
WP 4. STRATEGIC COMMUNICATIONS							
4.1 Content generation	Ongoing, all active countries	- 3 articles for dissemination via UN-REDD Newsletter (bi-monthly) - Live coverage and dissemination of strategic events via comms channels and social media	X	X	X	X	
4.2 Comms tools and templates	HON, COL, EDU, PER, ARG, PAN, PAR, PER	Communications Tool Kit including available online - Impact Brief guidelines and format - Lessons Learned guidelines and format - KM/Comms tools and resources - UN-REDD Comms materials		X			

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