

**Knowledge Management and South-South Capacity Development to Support Countries for REDD+ Readiness and Implementation**

**CONCEPT NOTE**

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| I. Summary | |
| Objective | To establish a systematic approach to Knowledge Management in the UN-REDD Programme, positioning the UN-REDD Programme as the go-to knowledge broker to support countries for REDD+ readiness and implementation; and to develop South-South capacity building at scale. |
| Expected result | The UN-REDD Programme designs, develops and delivers a REDD+ Academy capacity development initiative in collaboration with partner countries and institutions.  UN-REDD Programme Knowledge Management Systems enhanced to enable efficient and effective knowledge support to countries for REDD+ readiness, including communication and outreach. |
| Level of intervention | Global, regional and country level |
| Related work area, as defined in the [UN-REDD Programme Strategy](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=4598&Itemid=53)[[1]](#footnote-1) | The work refers to the development, management, analyses and information sharing to support REDD+ efforts at all levels.  The proposal refers to Outcome 7 of the Support to National REDD+ Action: Global Programme Framework 2011-2015 (SNA). |
| Total concept duration | 1 January 2014 – 30 June 2015 (18 months) |
| Total concept amount | US$ 3,852,000 |
| Total amount requested | US$ 3,156,500 for activities to be undertaken until 31 December 2014 |

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| II. Background |
| The work of the UN-REDD Programme and wider REDD+ Community has generated a significant body of experience in the development and implementation of REDD+ processes. It is essential that the Programme capitalizes on this experience and applies a systematic approach to knowledge management, enabling the effective and efficient flow of experience and information to achieve agreed objectives, to support South-South capacity development at scale and implement appropriate outreach activities that enable the REDD+ stories, products, knowledge and experience to flow from the field to decision makers and vice-versa. The knowledge management vision is that the UN-REDD Programme is the go-to knowledge broker to support countries for REDD+ readiness.   1. UN-REDD Programme Knowledge Management Systems, communication and outreach   The UN-REDD Programme is well placed to support countries for REDD+ readiness: it has a five year history, which is not a long time, but long enough in terms of REDD+ to generate useful experience; the strength of three UN Participating Organizations working at national, regional and global levels; experience working in partnership with the countries with National Programmes (currently 17 countries) and countries assisted through targeted support (29 countries ) in three regions; and, strategic partnerships with other actors in REDD+.  The UN-REDD Programme Knowledge Management Strategy will focus on how the Programme will continually improve the effective and efficient exchange of knowledge for countries to address their REDD+ readiness needs. In order to advance the quality and depth of support to countries, the Programme will build on prior work, such as the Country Needs Assessment, by conducting regional workshops with country representatives to address knowledge and capacity development needs, conducting surveys and interviews with countries to explore their knowledge needs, preferences for how to access and re-use knowledge, and identifying potential solutions in partnership with the countries. This analysis and consultation period will be able to inform and guide the UN-REDD Programme to establish a systematic approach to enable knowledge to flow effectively and efficiently to support countries for REDD+ readiness. These Knowledge Management practices will be an integral part of the entire work programme of the UN-REDD Programme and be an important component in drawing out the experience of the previous five years. They will ensure that knowledge and good practices will be discussed, documented, synthesised and the best quality learning on REDD+ made accessible to enable learning before, during and after important events and milestones in REDD+ processes. The Programme will also look to engage in strategic knowledge partnerships with other multilateral institutions and organisations working on REDD+ to leverage collective experience, generate a multiplier effect and to broker knowledge in support of countries.  A Knowledge Management Framework that provides more detail as to the components that will be rolled out as part of the Knowledge Management Strategy can be found in Appendix 1. The Framework will be tailored to meet the particular needs of partner countries and regional variations.  Four components will be key in establishing the UN-REDD Programme Knowledge Management Systems:   * Capacity development – The Programme provides capacity development services for countries, institutions and individuals through a variety of delivery mechanisms. One new initiative which is aimed at supporting REDD+ coordinators and national programme managers to have holistic REDD+ capacity and specialised training where needed is through the REDD+ Academy (see below). The UN-REDD Programme will also provide capacity development in knowledge management and communication for staff and partner countries of the UN-REDD Programme. * Lessons learned - A lessons management system will be established, to identify important knowledge areas for REDD+ readiness, involve subject matter experts and people with experience in these areas, to explore what works and doesn’t work, capture these lessons and make this knowledge more widely available to inform REDD+ decision making and action. This approach will be strengthened with knowledge exchange workshops at the regional level to encourage peer learning amongst Programme partner countries. * Knowledge products – A review of existing knowledge products will be undertaken, including the need for a holistic overview of knowledge needs amongst partner countries and preferred knowledge delivery mechanisms. This will inform improvements to the process for designing REDD+ knowledge products and making knowledge more accessible across the Programme, recognising that this may include regional variation. * Information management - UN-REDD Programme knowledge management technologies are needed to connect people working on REDD+, capture, organise and make knowledge and knowledge products accessible and useful to various stakeholders. This will require an assessment of user needs and the establishment of new IT tools and approaches to information management. This can help to facilitate access to REDD+ subject matter experts, geographic and thematic communities of practice.   As part of the support for UN-REDD Programme Knowledge Management Systems, communication and outreach support for partner countries will help tell the REDD+ story, including the impacts and evidence on the ground, challenges and opportunities, facilitating factors and constraints, reflections on past experiences, and future directions for REDD+. This will include providing UN-REDD partner countries with training and tools to capture their experiences, knowledge and events, supporting translations of materials into local languages to enhance their outreach potential, and supporting national counterpart participation in UN-REDD Programme events of relevance, to maximize global exposure.  In addition to the above, new and cutting edge areas in relation to REDD+ will be explored, at least conceptually in order to help address some of the emerging issues based on experiences from support to countries and also based on some global trends. By way of example these include the landscape focus versus economic sectors, the nexus between REDD+ and illegal timber trade, the place and relevance of community based monitoring within MRV systems, addressing drivers of deforestation versus compensation for opportunity costs and institutional grounding of REDD+ at national levels. These think pieces on such topics and others as they emerge, will enable the programme to better assist countries in anticipating potential avenues and innovations as relevant to REDD+.   1. REDD+ Academy capacity development initiative   A challenge at present is how to provide support to the institutions and individuals in countries who will be the agents of change for REDD+ readiness, so that they have holistic understanding of the REDD+ landscape and its specialisations, contextualised to their country needs. It is evident that there is a need for a REDD+ capacity development initiative which can match the scale of this global challenge and enable systematic, focused capacity development to deliver REDD+ on the ground. In fact, Parties to the UNFCCC have requested that information on REDD+ be better coordinated in order to address the wide range of tools and information available.  At this stage, however, capacity building efforts are offered by a variety of actors without clear coordination (see Appendix 1). Although many have demonstrated positive results, they are usually from short-term workshops or training that cover only a small part of the wide spectrum of required REDD+ competencies and knowledge. The target audience also tends to be varied and delivery to these audiences is often uncoordinated. Furthermore, many existing capacity building initiatives are passive. Information is developed and posted but there are few mechanisms to assess the suitability of the information or to adapt their delivery to match regional and national needs. Most existing initiatives also lack a monitoring and evaluation system to assess the impacts of participation.  At the same time, the body of knowledge and experience on REDD+ readiness and implementation has grown considerably, and there is an increasing potential for South-South Cooperation to complement capacity building. Several leading REDD+ countries have expressed an interest in supporting a South-South-focused capacity development initiative and in sharing their experiences in REDD+ readiness and implementation. The success of such an initiative will linked to the ability to successfully respond to regional and national needs, an ability to support South-South Cooperation, and the development of a learning framework that can deliver tangible benefits to participants over both the short- and long-term.  There is also significant training and capacity building experience that could contribute to the development of a more coordinated and systematic approach based on best practices and lessons learned at the national and regional levels. These include the specific REDD+ experiences from the UN-REDD Programme and partners in the wider REDD+ community. UN-REDD Participating UN Organizations could also bring their capacity development experience from, for example, the FAO Knowledge Forum, the UNDP Capacity Development Group, and the UNEP Environmental Education and Training Unit. Other potential partners, such as one or more universities and organisations working on REDD+ will be identified as needed.  The REDD+ Academy  An initial task for a responsive REDD+ capacity building initiative is to create a strong framework in which the needs of participants are tied to the delivery of on-the-ground REDD+ readiness activities through a long-term and sustainable learning experience. A key target audience for the REDD+ Academy include REDD+ coordinators and national programme managers and their needs will inform the REDD+ Academy framework.  The REDD+ Academy would address the key issues mentioned above in a systematic, coordinated approach to REDD+ capacity development, drawing on existing strengths, and current and future needs of stakeholders. Through the adoption of a demand-driven regional approach tied to implementation, the REDD+ Academy would also support ongoing South-South Cooperation through mentoring, institutional twinning and other mechanisms to be defined during the design phase. In doing so the REDD+ Academy will build on past experiences with regards to capacity building, will provide a platform for further specialization in REDD topics through relevant initiatives (where agreed with partners), and continue to engage alumni of graduates from the REDD+ Academy.  Some initial considerations for the types of learning modules a REDD+ Academy could cover include:   * Scientific evidence on climate change and significance of forests to sustainable development; * International commitments on sustainable forest management, climate change, biodiversity, and rights of indigenous peoples, and the rationale behind REDD+; * Developing and implementing a National Forest Monitoring System to deliver national MRV and monitoring capacity for REDD+ and reporting to other international processes; * Credible, inclusive national governance and tenure systems for REDD+ implementation; * Stakeholder engagement including Indigenous people and Free, Prior and Informed Consent (FPIC); * Safeguards and multiple benefits of REDD+; * Linkages between REDD+ and a Green Economy transformation processes; * Communication and public awareness; and, * REDD+ funding, benefit distribution and public-private partnerships.   The process of designing and managing the REDD+ Academy is critically important to ensure the outcomes are useful for key stakeholders, addressing country needs and building the right competencies and capacities of sufficient numbers of people to bring REDD+ up to scale. Because the REDD+ Academy is intended to support long-term and sustainable learning, elements need to be carefully designed to support South-South Cooperation and the dissemination of capacity by participants throughout their institutions and organizations. In effect, the REDD+ Academy will empower participants, not just to be better managers of REDD+ processes, but also to be agents of change.  It will also be important to ensure that the REDD+ Academy design process includes monitoring and evaluation mechanisms to assess the on-the-ground impacts of capacity building efforts and allow for adaptive management. This process will include regional needs assessments in order to support a baseline against which impacts can be assessed and frame the institutional context within which capacity building will take place.  The delivery mechanism is also important and could consist of learning that is formal (e.g. through a university), non-formal (e.g. workshops), or informal (e.g. self-paced e-learning course). Options will be explored for accreditation that will give graduates a recognised qualification, such as a certificate, and differentiates the Academy’s approach from other REDD+ capacity development initiatives. |

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| III. Results framework and theory of change |
| For the UN-REDD Programme to support countries with the knowledge and capacity needed for REDD+ readiness, we need to comprehensively understand country needs, work in collaboration with countries to support discussion at national and international level, capture and document relevant knowledge, synthesise this knowledge into quality products, drawing on experience from national, regional and global networks, and ensure that knowledge is accessible and re-usable. This will be supported by an appropriate combination of people, processes, technology and governance to support the creation of systematic knowledge management in the UN-REDD Programme. Likewise, by taking a systematic approach to identifying the needs and capacities of REDD+ coordinators and national programme managers, building this into a comprehensive framework, and delivering a systematic, coordinated approach to capacity building, we will enable the countries, institutions and individuals to have the knowledge and capacity needed for REDD+ readiness.  Expected Result 1: UN-REDD Programme Knowledge Management Systems enhanced, including communication and outreach.  This would be achieved by:   * UN-REDD Programme Knowledge Management Systems will be enhanced in line with the UN-REDD Programme Knowledge Management Strategy to ensure the people, processes, technology and governance mechanisms are in place to enable knowledge to flow efficiently to support effective decision making and action on REDD+. This will incorporate a strong focus on identifying, capturing, sharing and applying lessons learned from experience in UN-REDD partner countries to improve the effectiveness and efficiency of the UN-REDD Programme work, including direct knowledge exchange events between countries and enhanced knowledge product development. Communication and outreach support for partner countries will help tell the REDD+ story, the impacts on the ground, challenges and opportunities, reflecting on past experience and future direction for REDD+. This will include providing UN-REDD Programme partner countries with training and tools to capture their experience, knowledge and events, support for translation of materials into local languages to enhance their outreach potential, and provide support for participants from national counterparts to UN-REDD Programme events to maximize global exposure.   Expected Result 2: The UN-REDD Programme designs, develops and delivers a REDD+ Academy capacity development initiative in collaboration with partner countries and institutions.  This would be achieved by:   * A South-South focused REDD + capacity development initiative (e.g. a ‘REDD+ Academy’), will be designed and developed, drawing on the experience, needs and capacities of UN-REDD partner countries and partner organizations to train practitioners in a holistic approach to the management of REDD+ initiatives at the country scale. This will include holding regional workshops (one in each of Africa, Asia and Latin America and the Caribbean) to scope and design the initiative based on country and regional needs and the creation of suitable methods, materials and implementation mechanisms. Both the peer-to-peer exchange in the design process, along with participants of the completed capacity development initiative will build a strong network for ongoing South-South exchange. |

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| IV. Management arrangements and partnerships |
| The UN-REDD Programme Knowledge Management Strategy is being coordinated through the Secretariat and working in collaboration with all three agencies, as per the UN-REDD modus operandi to ensure cohesion and coherence. At a national level, particularly with countries with National Programmes, the UN-REDD program and its agencies will work with relevant institutions at the national level.  The UN-REDD Programme lead agency for the REDD+ Academy is UNEP, which will be responsible for overall coordination, management and reporting, whilst all three agencies will collaborate to ensure cohesion and coherence, with the support of the Secretariat. Other partners will be incorporated into this initiative based on identified functions for the development and delivery of the Academy. As this will have a strong South-South focus, partnerships with UN-REDD Programme partner countries will be particularly important. A potential partner organization under consideration at the moment is the Alliance for Global REDD+ Capacity (AGRC) and as the Academy develops, additional partners will be identified. |

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| V. Monitoring and Evaluation |
| The Knowledge Management System will incorporate qualitative and quantitative monitoring techniques against agreed targets in the UN-REDD Programme Knowledge Management Strategy, as well as assessments of current knowledge management practices in the UN-REDD Programme to provide a benchmark for comparisons over time. Knowledge Management measures of activities (e.g. use of UN-REDD Programme workspace and website), tools (e.g. number of lessons captured), implementation of the strategy against agreed targets (compliance with agreed expectations), and process improvements, will be monitored.  For the REDD+ Academy, a monitoring and evaluation framework will be defined within the first three months of the project with reasonable, simple and measurable indicators that will be identified jointly by partners. It is envisioned that once the REDD+ Academy is established, it will enable its impacts among alumni to be monitored and evaluated.  As per UNDG guidelines for joint programming on resources for monitoring, 5% of the implementation budget has been allocated for monitoring and evaluation costs and is included in the budget of the concept note on “Results Based Management – Managing for Results”. |

**VI. Indicative Results Framework[[2]](#footnote-2)**

| **Outcome** | **Output** | **Agency** | **Indicative Activity[[3]](#footnote-3)** | **Indicative Timeline** | | | | | | | | **Indicative budget (Q1 -Q4 2014)**  **(US$)** | **Indicative budget (Q1 -Q4 2015)**  **(US$)** | **Indicative budget (Q1 2014 -Q4 2015) (US$)**[[4]](#footnote-4) |
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| **2014** | | | | **2015** | | | |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| Expected Result 1: UN-REDD Programme Knowledge Management Systems enhanced, including communication and outreach | Capacity development for knowledge management and communication provided for UN-REDD Programme staff and partner countries. | Secretariat | 3 regional capacity development workshops for knowledge management and communication. Pilot new knowledge management planning approach with one partner country per region. 1 knowledge management consultant per region to integrate KM systems. Communication tools for partner countries. Representation of countries at global events. |  |  |  |  |  |  |  |  | 600,000 |  | 600,000 |
| Result 1 *(cont.)* | Lessons learned system established in the UN-REDD Programme at global, regional and national levels. | Secretariat | Lessons management system established, with software and hardware. Training of lessons teams and travel for facilitating and documenting lessons at 3 x Regional knowledge exchange events. Targeted lessons capture at national level in at least 6 national programmes. |  |  |  |  |  |  |  |  | 400,000 |  | 400,000 |
| Result 1 *(cont.)* | REDD+ knowledge needs reviewed, knowledge products designed, developed and disseminated to reflect needs of stakeholders. | Secretariat | Assessment of country knowledge needs, review of existing knowledge products, development of new processes, software for improved knowledge product development and dissemination. Establishment of REDD+ resource library. Translation of products into local languages. |  |  |  |  |  |  |  |  | 200,000 | 100,000 | 300,000 |
| Result 1 *(cont.)* | Innovative and cutting edge knowledge generated in a consultative manner and fed back to the global and national REDD+ communities. | Secretariat | Development of at least 3 thought pieces on cutting edge topics of relevance to REDD+, consultations with countries through regional and global meetings and virtual tools and dissemination of results.  Internal assessment for adopting new approaches within the UN-REDD programme and its partner countries. |  |  |  |  |  |  |  |  | 400,000 | 400,000 | 800,000 |
| Result 1 *(cont.)* | Information management strengthened to make REDD+ information and knowledge more accessible and useful. | Secretariat | IT function needs assessment undertaken, management of KM online workspace and webpage, development of contacts database of experts, upgrade of software and hardware to support information management capacities. |  |  |  |  |  |  |  |  | 300,000 | 100,000 | 400,000 |
| **Subtotal, Result 1** | | | | | | | | | | | | **1,900,000** | **600,000** | **2,500,000** |
| Expected Result 2: The UN-REDD Programme designs, develops and delivers a REDD+ Academy capacity development initiative in collaboration with partner countries and institutions | Assessment of capacity development needs and design of REDD+ Academy Framework | UNEP | 3 x Regional consultation workshops, research and assessment of capacity development needs at regional level |  |  |  |  |  |  |  |  | 200,000 |  | 200,000 |
| Result 2 *(cont.)* | Coordination and development of partnership agreements, curriculum and materials for REDD+ Academy | UNEP | Hire of Academy coordinator and a support staff, meetings of partners to develop curriculum, scoping meetings with partner country for first Academy session, material design and production. |  |  |  |  |  |  |  |  | 350,000 | 50,000 | 400,000 |
| Delivery of first REDD+ Academy session | UNEP | Logistical support, travel for trainers and sponsored participants, delivery of training for 30 participants for 10 days. Monitoring and evaluation of this first iteration of the Academy will be conducted to inform subsequent Academy sessions. |  |  |  |  |  |  |  |  | 500,000 |  | 500,000 |
| **Subtotal, Result 2** | | | | | | | | | | | | **1,050,000** | **50,000** | **1,100,000** |
| **Subtotal, Results 1-2** | | | | | | | | | | | | **2,950,000[[5]](#footnote-5)** | **650,000** | **3,600,000** |
| **Indirect support costs (7%)** | | | | | | | | | | | | **206,500** | **45,500** | **252,000** |
| **TOTAL (US$)** | | | | | | | | | | | | **3,156,500** | **695,500** | **3,852,000** |

**Appendix 1: UN-REDD Programme Knowledge Management Framework**

The UN-REDD Programme Knowledge Management Strategy incorporates a Knowledge Management Framework which is based on commonly recognised components of knowledge flow and enablers of knowledge management. These are elaborated below and presented in Table 1, with further description of each of the components listed beneath (numbers 1 to 16).

Four commonly recognized components of knowledge flow (SECI)[[6]](#footnote-6):

* Socialisation (Discuss) - the transfer of knowledge from person to person through communication.
* Externalisation (Document) - the documentation of tacit knowledge
* Combination (Synthesise) - compiling, synthesising and organizing captured or documented knowledge
* Internalisation (Access and re-use) - interacting with explicit knowledge in order to understand and integrate it into your thinking.

Four commonly recognized enablers of knowledge management:

* People (roles and accountabilities) – the networks of people, their roles and accountabilities
* Processes – the processes applied to reach objectives
* Technology – technology used to support the management of explicit knowledge and connect people
* Governance - expectations, policies, performance management, rewards and recognition, and support

**Table 1: UN-REDD Programme Knowledge Management Framework**

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| KM Framework | Socialisation  (Discuss) | Externalisation  (Document) | Combination  (Synthesise) | Internalisation  (Access and re-use) |
| People (Roles) | 1. PB, CoPs, Team meetings, Retreats | 5. Knowledge Product Manager | 9. Lessons Team | 13. Subject Matter Experts, Country Focal Points, National REDD+ Institutions |
| Processes | 2. Missions, Peer Assists | 6. Reports, After Action Reviews, Knowledge Products | 10. Knowledge Exchange Events, SMEs + RTAs + Country Focal Points + National REDD+ Insitutions | 14. Induction, KM Plans, Communication, Meetings and events |
| Technology | 3. Workspace, Skype, Online meetings, Yellow pages directory, Social Media | 7. Lessons Management System | 11. Workspace, Taxonomy, Website, Knowledge product development software | 15. Resource library, search engine, knowledge maps |
| Governance | 4. KM training, expectations, performance management | 8. Expectations, policies, support, reward and recognition | 12. CoPs for subjects, KM roles, communication support | 16. REDD+ Academy |

1. The focus for the exchange of tacit knowledge through discussion will be undertaken primarily through meetings of the Policy Board, REDD+ Communities of Practice (CoPs), team meetings and staff retreats, with appropriate facilitation techniques and methods to maximise knowledge exchange.

2. Missions to countries to provide targeted support, capacity development and guidance are an important support mechanism the UN-REDD Programme uses to support partner countries. These will be strengthened with Peer Assists which will help support South-South cooperation amongst partner countries further advanced in their National Programmes.

3. A variety of technological tools are used or will need to be introduced to further support connecting people and facilitating the discussion and exchange of knowledge. These tools include the UN-REDD Programme Workspace ([www.unredd.net](http://www.unredd.net)), collaborative online meeting tools, enhanced contacts management or a ‘yellow pages directory’ of REDD+ experts and contacts, and enhanced social media presence to reach out to a wider audience.

4. Knowledge Management training will be provided to UN-REDD Programme staff and partner countries to enable knowledge management practices to be integrated into the regular ways of working. Expectations will be agreed and performance management established.

5. Each UN-REDD Programme knowledge product will be supported by a Knowledge Product Manager who will oversee the full life cycle of the knowledge product, ensuring that the design, development, dissemination and use of the knowledge product is as effective and efficient as possible, meeting the needs of the target audiences and forms part of a wider cohesive approach to UN-REDD Programme knowledge product development.

6. The externalisation of knowledge will be captured through the application of After Action Reviews, Knowledge Products and Reports prepared by the UN-REDD Programme.

7. A lessons management system will be established to systematically capture, synthesise, disseminate and apply lessons based on experience from the UN-REDD Programme and REDD+ community. These lessons will support decision making and action based on experiences from national, regional and global levels of the Programme.

8. Expectations from documenting knowledge will be established, policies developed and implemented, support structures will be put in place and reward and recognition for good practices applied.

9. In order to coordinate the synthesis of lessons based on identified important knowledge areas, Lessons Teams will be established to support the lessons learned system.

10. Knowledge exchange events provide opportunities for the synthesis of knowledge and will include meetings of the Policy Board, targeted workshops, working groups on thematic areas. The process for capturing and synthesising knowledge will draw on subject matter experts, Regional Technical Advisors, UN-REDD Programme Country Focal Points and REDD+ National Institutions.

11. Technology to support the combination of knowledge include the UN-REDD Programme Workspace, UN-REDD Programme website ([www.un-redd.org](http://www.un-redd.org)), which will both be supported by a taxonomy to assist structuring and organising REDD+ knowledge and knowledge product development software.

12. The synthesis of knowledge will be supported through CoPs for REDD+ subjects, knowledge management roles [e.g. Knowledge Manager, Knowledge Management Sponsor, Knowledge Management Implementation Team, Steering Team, Community leader, Community facilitator, Community sponsor, Roles for knowledge capture (for example facilitators, learning historians, project knowledge managers), Knowledge owners, Subject matter experts, Lessons management team, Knowledge workers (all people in the organisation)], and support for communication.

13. Facilitating access to and re-use of knowledge will involve subject matter experts, UN-REDD Programme country focal points and REDD+ National Institutions.

14. The processes for accessing and re-using knowledge will include induction processes, knowledge management plans, communication approaches, meetings and events to support the provision and access to knowledge.

15. A resource library for REDD+ knowledge, including robust search and browse systems will help access REDD+ knowledge. Knowledge maps will help with the navigation of knowledge at various scales and thematic areas.

16. A REDD+ Academy will provide comprehensive REDD+ capacity development for REDD+ managers at the national level, enabling them to have competencies to oversee REDD+ processes within their country and provide areas of specialisation as needed.

**Apppendix 2: Resources on South-South Cooperation and Capacity Building**

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| **Title** | **Summary** | **Key Components** | **Lead Organization** | **Additional Information** |
| **General** | | | | |
| SolArid | Knowledge sharing on SLM tools and methods within countries in the Maghreb and Sahel | Electronic forum  Training on resource mobilization  Thematic workshops | Global Mechanism (UNCCD) | <http://www.global-mechanism.org/en/Special-Initiatives/SolArid-South-to-South-Cooperation> |
| Scope|acp | Capacity building, knowledge sharing and partnership building to improve access to SLM financing | Knowledge portal  E-learning courses  Access to public or private online workspace  Q&A with GM experts | Global Mechanism (UNCCD) / UNEP | <http://global-mechanism.org/en/Platforms/Scope-ACP> |
| **REDD+ Specific** | | | | |
| Building REDD+ Capacity in Developing Countries | Capacity building for REDD+ negotiators and policy makers from Africa and Asia | Database of tools and publications  Links to projects and programmes | IISD, ASB-ICRAF | [http://www.iisd.org/climate/land\_use/redd/](https://email.cbd.int/owa/redir.aspx?C=a2bbe418dff04623b9c91a722af15844&URL=http%3a%2f%2fwww.iisd.org%2fclimate%2fland_use%2fredd%2f) |
| South-South REDD | Partnership between Brazil and Mozambique to increase the capacity of Mozambique to engage in REDD+ | Multi-stakeholder institution  Technical studies to exchange experience (interesting because they’re project specific)  Provision of technical expertise | IIED | <http://www.iied.org/south-south-redd-brazil-mozambique-initiative> |
| Asia-Pacific Regional Knowledge Exchanges | Platform for the exchange of experience on REDD+ in Asia - Pacific | Workshops  Exhibitions  Lessons learned document | UN-REDD | <http://www.unep.org/south-south-cooperation/case/casedetails.aspx?csno=79> |

**Other Capacity Building**

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| **Title** | **Summary** | **Key Components** | **Lead Organization** | **Additional Information** |
| **General Climate Change** | | | | |
| E-Learning Courses: Climate change | Introduces: climate change, low emission development planning and financing, sustainable energy, and climate-smart agriculture | E-learning courses  Expert facilitation  Electronic forum  Live webcasts  Webinars | World Bank Institute | <http://wbi.worldbank.org/wbi/Data/wbi/wbicms/files/drupal-acquia/wbi/infosheet_4.15.13.pdf> |
| Traditional Knowledge and Climate Science Toolkit | Builds that capacity of indigenous peoples and local communities to access scientific research on adaptation and mitigation | Guide  Videos  Database of articles | UNU | <http://www.unutki.org/news.php?news_id=161&doc_id=103> |
| **REDD+ Specific** | | | | |
| UNFCCC REDD Platform | Database of information on capacity building for REDD+ | Online database | UNFCCC Secretariat | [http://unfccc.int/methods/redd/redd\_web\_platform/items/6676.php](https://email.cbd.int/owa/redir.aspx?C=a2bbe418dff04623b9c91a722af15844&URL=http%3a%2f%2funfccc.int%2fmethods%2fredd%2fredd_web_platform%2fitems%2f6676.php) |
| IPACC Training Kit | Introduces: climate change, REDD, the role of ILCs | 10 page document with information, key questions and lists of supporting documents | IPACC | <http://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/Oct2009/REDD_TRAINING_KIT.pdf> |
| Estimating the Opportunity Costs of REDD+ | Tools and methodologies to assess how REDD+ may impact different stakeholders | Training manual  Regional workshops | World Bank, FCPF, UN-REDD, ICRAF | <http://wbi.worldbank.org/wbi/Data/wbi/wbicms/files/drupal-acquia/wbi/REDDbrochure_v2pages.pdf> |
| REDD+ Learning Sessions | Invited guest experts present on different REDD+ topics each month | Monthly webinar (presentation followed by Q&A) | WWF | <http://wwf.panda.org/what_we_do/footprint/forest_climate2/redd_learning/learning_sessions/> |
| Conservation Training: REDD+ | Introduces: climate change and forests, REDD+ policy and REDD+ implementation | E-learning courses  Podcast series | Conservation International | <https://www.conservationtraining.org/mod/page/view.php?id=4254> |
| Community forestry and REDD+ | Introduces REDD+ and community forestry and explains how the two can be mutually reinforcing | Training workshops  Field studies | RECOFTC - The Center for People and Forests | <http://www.recoftc.org/site/Community-Forestry-and-REDD-> |
| FPIC for REDD+ | Tools and methods to engage indigenous peoples through free, prior and informed consent | Training workshops  Field studies | RECOFTC - The Center for People and Forests | <http://www.recoftc.org/site/Free-Prior-and-Informed-Consent-for-REDD-> |
| REDD+ Community | Online platform to exchange resources, experiences and lessons learned on REDD+ | E-courses  Webinars  Communities of practice  Database of publications and events | WWF (affiliated) | <http://reddcommunity.org/> |
| The REDD Desk | Online platform for the exchange of information on all aspects of REDD | Database of publications and events  WikiREDD and REDD twitter  Online country profiles | Global Canopy Programme, Forum on Readiness for REDD | <http://www.theredddesk.org/> |

1. The work areas are: Measurement, Reporting and Verification (MRV); Governance; Stakeholder Engagement; Multiple Benefits and Safeguards; Transparency and Accountability; and, Green Economy. [↑](#footnote-ref-1)
2. The draft Framework will be embedded in the overall SNA Monitoring Framework 2013-2014. [↑](#footnote-ref-2)
3. To be implemented in each of the six supported countries. [↑](#footnote-ref-3)
4. 5% of this amount for monitoring and evaluation costs is included in the separate concept notes on “Results Based Management – Managing for Results” (SNA Outcome 8). [↑](#footnote-ref-4)
5. 5% of this amount for monitoring and evaluation costs is included in the separate concept notes on “Results Based Management – Managing for Results” (SNA Outcome 8). [↑](#footnote-ref-5)
6. Ikujiro Nonaka and Tokyo Hirotaka Takeuchi, The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation, (New York: Oxford University Press, 1995). [↑](#footnote-ref-6)