

**The UN-REDD
Programme
Knowledge
Management
Strategic Framework
2014-2015**



UN-REDD Programme Knowledge Management Framework 2014-2015

Version 19 December 2013, reviewed in November 2014

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Executive Summary

This United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) knowledge management strategic framework presents the current knowledge management practices in the Programme; good practices in other UN agencies and REDD+ organizations; and a knowledge management vision, focus areas and actions for 2014-15 that will strengthen the UN-REDD Programme's support to countries for REDD+ readiness and implementation.

The field of REDD+ has grown substantially in the past six years, and continues to evolve. The Programme has grown from supporting nine initial pilot countries in Africa, Asia-Pacific and Latin America and the Caribbean, to a total of 56 partner countries¹. At the same time, the UN-REDD Programme has expanded from less than 10 staff to now over 120 staff in offices around the world. This rapid expansion has generated new knowledge and a global network of REDD+ practitioners, but it is now time to be more systematic in the way the Programme will support countries and to coordinate the efforts in this collaborative programme of multiple stakeholders.

For the purposes of this strategic framework, knowledge management (KM) is understood as a systematic approach to enable knowledge to flow effectively and efficiently to achieve agreed objectives. It is a set of technological and non-technological tools, processes and methods that facilitate the conditions for people to efficiently create, capture, share, adapt and use knowledge to achieve their goals. KM aims to facilitate the capture, dissemination and sharing of existing knowledge but also the creation, dissemination and sharing of new knowledge and therefore its link with innovation².

The Programme's KM challenges include the following:

- Keep informed of globally relevant REDD+ related decisions and standards, in particular those of the UNFCCC, and support communication of these to partner countries;
- Systematize the KM systems in the UN-REDD Programme to streamline knowledge product development processes in a way which best address country needs;
- Broker country engagement with REDD+ knowledge networks;
- Provide greater support to countries in capacity development for REDD+ readiness and implementation;
- Better utilize the knowledge and experience of REDD+ readiness and implementation in countries to strengthen South-South knowledge exchange;
- Leverage knowledge and experience of the REDD+ community to better support countries;
- Upgrade and maintain information communication technology tools, and develop new innovative tools.

¹ Data by November 2014.

² A more complete working definition on knowledge management is presented in Appendix 6.

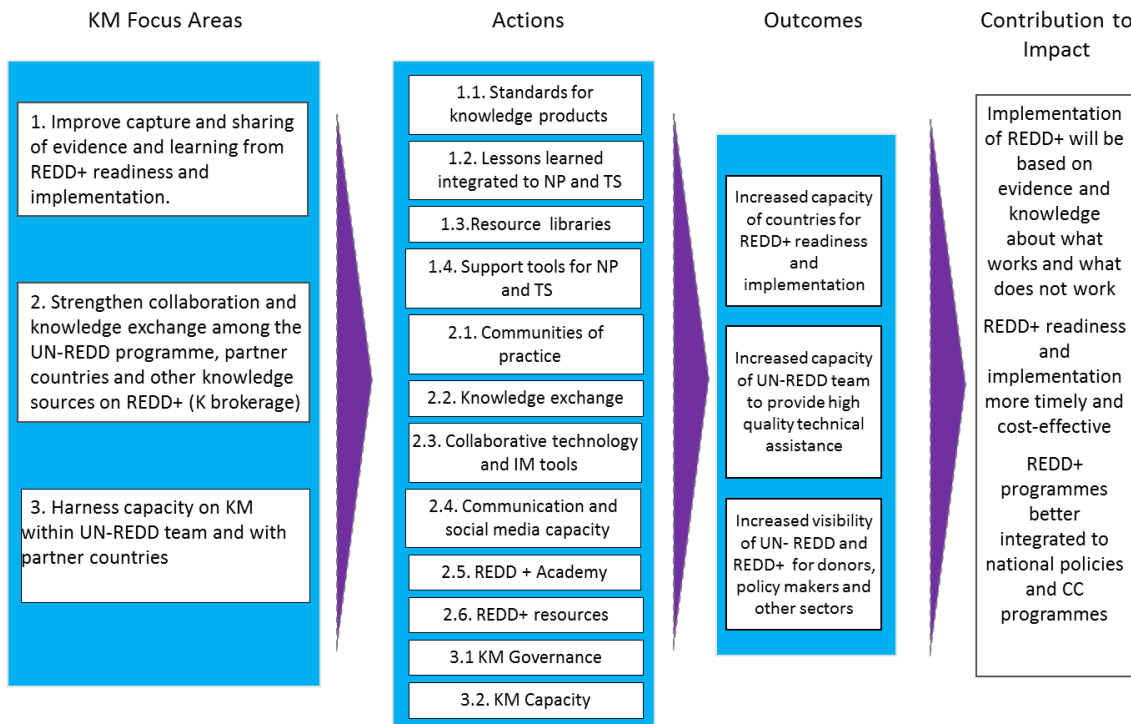
Recognising the gaps and challenges listed above, the Programme will work to address these issues and to listen to partner countries to identify other areas of concern and need. The Programme will also work with partner countries to identify priority knowledge areas, preferences for acquiring and sharing knowledge, and on this basis, establish a KM system designed to meet country needs for REDD+ readiness and implementation. There will be elements of common tools, systems and knowledge exchange opportunities for all partner countries, while other aspects of KM will be tailored to the context and needs of a particular country or region.

Within the context of supporting country knowledge needs for REDD+ readiness and implementation, three priority focal areas are proposed for how KM will be undertaken:

- i. **Improve capture and sharing of evidence and learning from REDD+ readiness and implementation**
- ii. **Strengthen collaboration and knowledge exchange among UN-REDD Programme staff and partner countries**
- iii. **Harness KM capacity within UN-REDD Programme and with partner countries.**

The KM Vision for the UN-REDD Programme is: *Countries gain and share the knowledge necessary for REDD+ readiness and implementation under UNFCCC guidelines through systematic needs-based knowledge management support by the UN-REDD Programme.*

Below is the **UN-REDD Programme KM theory of change** and actions proposed to be the focus for the 2014-2015 KM work. The complete list of proposed actions and activities are described on the following pages.



Focus Areas, Actions and Activities

| Focal Area | Actions | Activities |
|---|---|--|
| Improve capture and sharing of evidence and learning from REDD+ readiness and implementation | <i>Develop standards for UN-REDD Programme knowledge products development</i> | <p>Identify country priorities for UN-REDD Programme knowledge products, including topics, format, and language preferences.</p> <p>Review the current approach to UN-REDD Programme knowledge product development through a process of appreciative enquiry to identify current best practices.</p> <p>Review current best practices of other organizations producing similar knowledge products to incorporate innovative ideas or relevant procedures for UN-REDD Programme.</p> <p>Establish common procedures, templates and tools for UN-REDD Programme knowledge products, covering the knowledge management components (people, process, technology and governance), and elements of knowledge flow (socialization, externalization, combination and internalization).</p> <p>Propose a series of high priority knowledge products for development, linked to REDD+ thematic areas, based on country preferences and identified gaps.</p> <p>Identify knowledge products, and content of the workspace and website, which is of high priority for translation into the UN-REDD Programme official languages and local languages as relevant.</p> |
| | <i>Strengthen the capture and sharing of lessons learned integrated to National Programmes and Targeted Support</i> | <p>Identify high priority REDD+ topics for lessons learned at global, regional and national levels. For example, at each stage of Readiness Preparation Proposal (R-PP), lessons learned from targeted support, and lessons related to the implementation of the UN-REDD work areas at national level.</p> <p>Build capacity in the Programme for knowledge management techniques to be applied for learning before, learning during and learning after actions. In collaboration with regional and national teams, identify several techniques and apply these as standard practice in Programme operations.</p> <p>Hold lessons learned events to support knowledge exchange amongst countries and organizations, and to capture knowledge and lessons learned about high priority REDD+ topics.</p> <p>Publicize consolidated lessons through knowledge products, including a searchable database, website and short publications.</p> |
| | <i>Enhance the UN-REDD Programme resources libraries</i> | <p>Develop a taxonomy of knowledge topics for REDD+ readiness and implementation.</p> <p>Apply the UN-REDD Programme knowledge taxonomy to content in UN-REDD Programme website and workspace libraries.</p> <p>Update operating systems in UN-REDD Programme workspace and website to improve capacities for managing files and improving browse and search capabilities.</p> |

| | | |
|---|---|---|
| | | Improve links to REDD+ relevant content generated by partner countries and other REDD+ organizations. |
| | | Establish an improved UN-REDD Programme photo library, drawing on other photo libraries, such as FAO, UNEP and country photo repositories. |
| | <i>Enhance development and support tools for National Programmes and Targeted Support</i> | Survey countries to identify which types of knowledge would be most useful to them at different stages in R-PP development. |
| | | Identify with thematic subject matter experts opportunities for new knowledge products based on 'must have', 'should have' and 'good to have' knowledge for REDD+ readiness and implementation. |
| | | Integrate knowledge management practices into Targeted Support system to respond to country needs. |
| Strengthen collaboration and knowledge exchange among the UN-REDD programme team and partner countries | <i>Facilitate Communities of Practice for REDD+ thematic and geographic areas</i> | Facilitate Communities of Practice based on identified priority REDD+ thematic topics and geographical areas. |
| | <i>Promote peer assists, country connections and knowledge exchange events</i> | Promote peer assists and knowledge exchange events amongst countries. |
| | | Encourage regional teams to act as knowledge brokers and connect countries with common needs and experience. |
| | | Implement knowledge management plans for multi-country meetings managed by the UN-REDD Programme, including after action reviews at the conclusion of the meeting. |
| | <i>Improve collaborative technology and information management tools</i> | Review country IT user functionality requirements for UN-REDD workspace, website and other IT tools. |
| | | Update workspace operating system and extension packages. |
| | | Implement new technology functions in line with identified user requirements of Programme staff and partner countries and provide training support to users. |
| | | Translate relevant content from the workspace and website into English, French, Spanish and other local languages, and provide language-based discussion forums and resources. |
| | | Revise roles and responsibilities for maintaining content on UN-REDD Programme workspace, website and other networking tools. |
| | <i>Enhance UN-REDD Programme communication and social media outreach capacity</i> | Review country communication needs and identify opportunities for communication capacity development. |
| | | Trial blogging approach for REDD+ stories at a country level. |
| | | Review process for integrating more national content into UN-REDD Programme communication tools and social media platforms, particularly from Africa and Latin America and the Caribbean. |

| | | |
|---|---|--|
| | | Promote linkages and synergies between UN-REDD Communications strategy and the Knowledge Management framework. |
| | <i>Design, develop and deliver a REDD+ Academy with associated resources and tools for REDD+ capacity development</i> | Consult countries in the three regions on capacity needs and preferences for the REDD+ Academy. |
| | | Design the REDD+ Academy and associated learning resources. |
| | | Deliver the first session of the REDD+ Academy. |
| | <i>Develop repository of REDD+ capacity development resources</i> | Develop repository of REDD+ capacity development resources |
| Harness capacity for KM within UN-REDD team and with partner countries | <i>Develop KM governance</i> | Build agreement on roles and responsibilities for knowledge management within the Programme. |
| | <i>Develop knowledge management capacity</i> | Develop knowledge management training and support tools. |
| | | Review knowledge management metrics for the Programme. |
| | | Develop national knowledge management and capacity development plans. |

1. Introduction and Background

The UN-REDD Programme has set for itself the important objective of supporting countries through the process of building the necessary capacities for REDD+ readiness and implementation. Countries face many challenges, to reduce deforestation, implement sustainable land management, and to adjust economic, social and political systems to enable the transition to REDD+ readiness and implementation. These challenges require making use of the best available knowledge. New knowledge must also be generated, shared and applied in a systematic way that draws on diverse knowledge sources in order to meet the knowledge needs of countries.

This UN-REDD Programme KM strategic framework presents the current KM practices in the Programme; good practices in other UN agencies and REDD+ organizations; and a KM vision, focus areas, and actions for 2014-15 that will strengthen the UN-REDD Programme's support to countries for REDD+ readiness and implementation.

The UN-REDD Programme was launched in September 2008 to assist developing countries to build capacity to reduce emissions and to participate in a future REDD+ mechanism ([UN-REDD Programme Strategy 2011 - 2015](#)). As a collaborative programme the United Nations Food and Agriculture Organization (FAO), United Nations Development Programme (UNDP) and United Nations Environment Programme (UNEP), the intention is to draw on the capacities of each agency. The Programme also partners with other organizations, such as the World Bank-facilitated Forest Carbon Partnership Facility. A systematic and comprehensive KM system is essential for enabling the Programme to fulfil its strategic objectives.

The field of REDD+ has continually evolved during the past six years, and while the UN-REDD Programme has broken much new ground and gained significant experience in supporting countries, six years is still a relatively short period of time to establish common working practices, procedures and systems, particularly in such a collaborative arrangement involving multiple stakeholders.

Each of the agencies provides substantial experience and knowledge in the UN-REDD Programme work areas, but the level of KM capacity in each of the three agencies varies. The UN-REDD Programme has examples of KM practices to support countries, with some tools established, resources produced, an expanded network of REDD+ practitioners and examples of collaboration. There is, however, a need to move to a more systematic approach to KM, which draws on the collaborative strengths of the agencies to better support countries, strengthening of the country networks to support each other, and drawing on the available knowledge of the REDD+ community as a whole.

1. PART 1: TAKING STOCK

2. Assessment Method

Assessing the KM capacities and needs of the Programme's stakeholders was an important part of the development of this KM strategic framework. This assessment included:

- Consultations with 70 people working in the UN-REDD Programme agencies, Secretariat and other organizations associated with REDD+, and KM experts. These consultations were usually by interview in person, over Skype/phone for approximately one hour per person, or in a workshop setting, and focused on the Programme's KM strengths, weaknesses, gaps and key knowledge areas important to the Programme;
- Desktop review of UN-REDD Programme publications, Workspace, website and documents that demonstrate UN-REDD Programme prior and current knowledge management practices;
- Desktop review of UN agencies KM strategies and websites;
- Desktop review of REDD+ community KM strategies and websites; and
- Discussions with KM communities of practice on current best practice in KM strategy development and implementation; and
- Discussions with partner country representatives, during the Eleventh Policy Board meeting and joint UN-REDD and FCPF knowledge day in Geneva, December 2013.

3. Review of Current KM practices in the United Nations and REDD+ community

Four key stakeholder groups have been included in the process of developing the KM strategic framework – the UN, particularly the KM practices in each of the participating UN agencies; the REDD+ community of multilateral initiatives, government agencies, non-governmental organizations (NGOs) and civil society; UN-REDD Programme; and UN-REDD Programme partner countries. (*see figure 1*).

Figure 1: Key Stakeholders linked to the development and implementation of the UN-REDD Programme Knowledge Management Strategy

3.1 KM Practices within the UN

A review of current KM practices throughout the UN was conducted to identify current best practices, challenges and opportunities for adopting common approaches. The UN-REDD Programme also adopts some of the normative functions of the UN in building, managing and sharing knowledge (UN-REDD Programme Strategy 2011-2015). As KM is linked to a number of functions commonly found in an organization, including human resources, information technology, operations, communications and capacity development, the review of UN agencies has focused primarily on explicit references to KM strategies and related practices.

3.1.1 FAO

FAO has previously been very active in KM, particularly from 2005 to 2009, in creating an online KM resource toolkit and hosting knowledge share fairs with UN agencies stationed in Rome, with over 1,000 participants across three days. A knowledge strategy was prepared for the 2010-11 period (FAO 2011) with the following two change objectives for mainstreaming KM in FAO:

- Change Objective 1: In FAO's programmes, improving the balance and integration between:
 - FAO's efforts to *produce* needed information and knowledge; and
 - FAO's efforts to *facilitate access to* and flow of needed information and knowledge.
- Change Objective 2: In FAO's day-to-day work internally and with its partners, increasing the adoption of information- and knowledge-sharing concepts, methods and tools by FAO managers and teams.

The strategy was adopted in 2011, however implementation was minimal and there are currently no dedicated knowledge management functions in FAO, rather these roles have been integrated into other units.

3.1.2 UNDP

UNDP is currently the most advanced among the three agencies in KM, with a team based in New York, in programmatic departments and regional offices. A UNDP knowledge strategy was prepared for 2009 – 2011 (UNDP, 2009) and lessons learned from successes, gaps and challenges have been fed into a current draft UNDP KM Strategy Framework 2014-2017 (UNDP, 2013). The emphasis is to continue to support and test new technology, such as the Teamworks global networking platform (<https://undp.unteamworks.org/>). It also builds on the KM components of people and processes.³ UNDP has identified six focal areas: organizational learning and knowledge capture, knowledge networking, openness and public engagement, client-services and South-South cooperation, measurement and incentives, and talent management.

3.1.3 UNEP

UNEP is developing a KM strategy, with an emphasis on introducing new information technology tools to better connect experts within UNEP and the wider constituents they serve. The current draft strategy emphasizes three components of KM: people, processes and technology. It also includes three themes: key foundation components, internal knowledge sharing, and external KM.

3.1.4 Other UN agencies

An online [community](#) of KM professionals within the UN system exists that enables the sharing of current practices, challenges and advice. The community has been consulted to share current strategies that are in practice, under development or review. The consultation has also been to identify experience relevant to the UN-REDD Programme. While many UN agencies have or are developing KM strategies, such as the International Labour Organisation (ILO), International Fund for Agricultural Development (IFAD), World Health Organization (WHO), UNICEF, Knowledge Gateway for Women's Economic

³ More detailed information on Appendix 6: Knowledge Management definitions.

Empowerment, and the Convention on International Trade in Endangered Species (CITES), there do not appear to be other examples of KM strategies that are for collaborative programmes involving multiple UN agencies, such as the UN-REDD Programme. The strategies of the other UN agencies are usually linked to broader agency mandates and include an emphasis on components such as: knowledge sharing and learning, knowledge partnerships, information technology infrastructure, knowledge products, knowledge events, establishing a supportive culture, and translating knowledge into policy and action.

3.2 REDD+ community

A review of KM practices in other institutions and organizations of the REDD+ community was conducted, to identify current best practices, challenges and opportunities for adopting common approaches and potential strategic partnerships. The REDD+ community is comprised of many institutions and organizations with varying focal areas, geographic scope, structure and capacities in REDD+. Few stakeholders working on REDD+, such as the World Bank and the Asian Development Bank, have more than a decade of experience with knowledge management strategies and their implementation. The Global Environment Facility (GEF) and the Climate Investment Fund (CIF) have defined knowledge initiatives from which their REDD+ programmes can consequently benefit (developed in 2010 and 2012 respectively). Other REDD+ actors such as the Centre for International Forestry Research (CIFOR), the World Agroforestry Centre (ICRAF) and the EU REDD Facility do not make explicit reference to KM or have taken an ad-hoc approach to KM.

The UN-REDD Programme has worked closely with the World Bank's Forest Carbon Partnership Facility (FCPF) and can have a close collaboration on KM coordination. The [FCPF draft framework strategy for knowledge management and communications](#) presented in June/July 2013 sets three-year objectives, which align well with this KM strategic framework, focused on:

1. Learning and knowledge sharing is supported with a set of prioritized activities based on needs of REDD+ countries.
2. Peer-to-peer learning is strategically built into knowledge management activities.
3. Lessons from the in-country readiness process are systematically captured to help inform processes in other FCPF countries.
4. Knowledge resources on the FCPF website are clearly structured and easily accessible.
5. Collaboration and coordination with external partners is improved to enhance outreach and knowledge sharing.
6. Communities of Practice are established connecting staff from the FCPF FMT, Delivery Partners and others.
7. Learning events are systematically planned and implemented.
8. Use of information technology to improve knowledge management is strengthened.

4. Review of Current UN-REDD Programme KM practices

The UN-REDD Programme has been a key player in the field of REDD+, building a knowledge base and supporting countries in the phases of REDD+ readiness and implementation. The main approaches that

the UN-REDD Programme has taken to KM are outlined below, including some of the strengths and challenges that need to be addressed.

4.1 Knowledge Products

The UN-REDD Programme knowledge products need to be anchored in addressing country needs. The Programme has been responsible for producing, or supporting the production of hundreds of knowledge products at global, regional and national level. There have been 37 types of knowledge products such as guidelines, reports, and websites designed to capture and share information and knowledge. A complete list of the types of knowledge products the UN-REDD Programme have produced, including examples of each and the number of hits per product example is available in Appendix 1, along with other potential knowledge product types that could be introduced.

Box 1: Knowledge Products

A knowledge product can be defined as explicit knowledge (knowledge that can be articulated, codified and stored) which is designed and produced in a way to enable the transfer of knowledge to the end user. For example, publications, websites or videos may be knowledge products.

Many person-hours go into the creation of knowledge products, so it is important to make this process as targeted, efficient and effective as possible. The current process for designing and developing a UN-REDD Programme knowledge product varies depending on:

- Which of the 37 types of knowledge product is being produced;
- Which agency takes the lead;
- Whether it is produced in a HQ office, regional office, by national programmes or in collaboration with other organizations; and
- Ultimately the individuals directly involved in managing the product development cycle.

There is no apparent systematic approach to knowledge product development leading to a coherent body of knowledge for REDD+ readiness and implementation. There is currently potential for overlap in work, inefficiency in the production process and potential conflict amongst agencies when it comes to reviewing and signing off on near-complete versions of knowledge products, when key stakeholders have otherwise not been consulted in the design phase, or where expectations have not been managed. While knowledge products have been produced for each of the work areas of the UN-REDD Programme, there is inconsistency in the quantity, quality, formats and organization of these resources. A proposed process for knowledge product development, taking into consideration the entire life cycle from mandate, through production, to dissemination and review, is presented in Appendix 2.

There is also an incoherent approach to sharing knowledge products. The three main mechanisms for providing access to electronic versions of the UN-REDD Programme knowledge products are through the Workspace, website and other social media platforms and are expanded upon below. Some publications are also printed and made available to stakeholders at meetings and events. While the official languages

of the UN-REDD Programme are English, French and Spanish, there are inconsistencies in translation between these three languages and there is a need for translation into other local languages where appropriate, particularly in the Asia-Pacific Region.

The UN-REDD Programme will work with countries to identify what knowledge is most important to them, what are their preferences for knowledge products, and align the knowledge product development process to suit. This process should both draw on current best practices and encourage creativity and innovation. There is currently no systematic approach to identify and share knowledge products produced by UN-REDD Programme partner countries.

4.1.1 Workspace

The UN-REDD Programme online Workspace was launched in March 2009 at the occasion of the first Policy Board meeting. Its current functions are described in Box 3.

Box 3: UN-REDD Programme Workspace current functions:

- See [what's happening](#) in the UN-REDD Programme and [share announcements](#)
- See how the UN-REDD Programme works with [REDD+ Partner Countries](#)
- Find out information on the [Work areas](#) and [partners](#)
- View and post to the [calendar of events](#)
- Find and share relevant [documents](#)
- [Discuss](#) with a community of practice of 1,200+ REDD+ stakeholders
- Review [documents related to the UN-REDD Policy Board](#)
- Find out [who's who](#) on the Workspace

Membership of the Workspace is made up of UN-REDD Programme staff and consultants, Policy Board members, partner countries and other people in the REDD+ community with an interest in the UN-REDD Programme. The Workspace has mixed usage among its members, with some using it regularly (at least once per month) and find it to be a useful resource, others use it infrequently, while approximately 30 per cent of members have actually never logged in (see table 1 and figure 2).

Table 1: Most recent user login to UN-REDD Programme Workspace as of October 2013:

| Most recent user login date | No. of Users | % | Cumulative |
|--------------------------------|--------------|--------|------------|
| Never | 415 | 33.1% | 415 |
| 2009 | 60 | 4.8% | 475 |
| 2010 | 79 | 6.3% | 554 |
| 2011 | 126 | 10.0% | 680 |
| 2012 | 170 | 13.6% | 850 |
| 2013 | 404 | 32.2% | 1254 |
| All registered Workspace users | 1254 | 100.0% | |

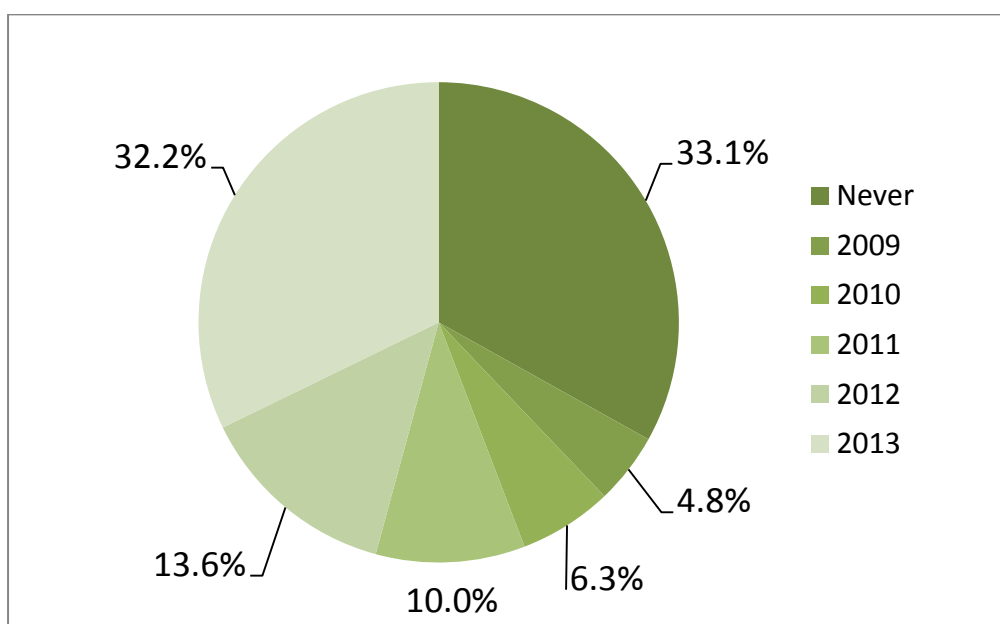


Figure 2: Date of most recent user login to the Workspace

A lot of content has accumulated in the Workspace, including nearly 10,000 documents, more than 6,800 calendar entries, and hundreds of contacts; however the ability to sort and analyze this content is limited with the current tools.

User feedback on the Workspace states that it is slow to use (a problem especially in developing countries with potentially slow internet speeds, but also found in HQ offices); difficult to navigate; not intuitive to use, and lacking functions needed for a collaborative Workspace. The Workspace is operating with an open source software platform, Joomla, with updates to functions being coordinated through

the Secretariat on an as-needed basis; however the underlying software base and extensions have not been updated since its inception in 2008. Since February 2014 the Workspace is undergoing an upgrade. Feedback from the agencies and regional teams on the desired new functionalities and features has been collected and incorporated into the upgrade plans. The team of developers has worked on the new features from June 2014. The beta launch of the new platform is expected to happen by January 2015.

4.1.2 Workspace library

There are two places in the current Workspace for storing documents. One is in a SharedDocs area, which is designed for temporarily sharing working files for review. The other is in a more permanent library for resources and documents, though there is some confusion among users as to the differences. The Workspace [documents library](#) contains nearly than 10,000 documents. Most of these belong either to a specific partner country (>3,400), particularly from the Asia-Pacific Region (>2,600), or are connected to the Global Programme and its work areas (>2,900). See the MindMap in Appendix 3 for an overview of the organization of folders and documents.

The organization of documents in the library is not consistent, which makes it difficult for users to browse documents that are related to a specific subject. Furthermore, entries are not highlighted according to priority or relevance, which makes it difficult to find documents such as recent publications. The majority of files which have been deposited in the Workspace are working documents, such as meeting documents, reports and communication materials including pictures, presentations. Furthermore, there are several hundred publications from other organizations that have been deposited in a diverse range of locations within the library. The UN-REDD Programme website links to publications stored on the Workspace. The current tools enable tracking of individual document downloads, but there is not a consolidated reporting tool to track overall document downloads, to record downloads over time, or to run queries on groups of publications. This tracking tool is currently being developed.

There are other challenges related to the Workspace which need to be addressed, such as:

- Roles and responsibilities to maintain Workspace content;
- Consistency in content for partner countries;
- Improved tools to maintain and monitor Workspace usage;
- Improved search function;
- Improved contacts management system;
- Improved folder and file management features;
- Clarification on the process for administering and maintaining user information; and
- Clarification of the relationship and differences between the UN-REDD Programme Workspace, website and other social media tools.

4.1.3 Website

The UN-REDD Programme website (www.un-redd.org) is maintained by the Secretariat, with the site hosted on a UNEP-based server, and has been in operation since 2009. The most popular pages of the website are:

- The landing page (home page) of the website
- About UN-REDD Programme
- About REDD+
- Partner countries
- Vacancies
- Publications and Resources
- Indonesia
- Monitoring, Reporting and Verification (MRV)

There are two methods for monitoring website statistics, which currently generate very different results (see Table 2). These are being looked into in more depth:

Table 2: January 1 to June 30 2013 Statistics for UN-REDD Programme website from Google Analytics and Webtrends.

| www.un-redd.org | Visits | Unique visitors | Pageviews | Bounce rate | Hits |
|--|---------|-----------------|-----------|-------------|------------|
| Google Analytics | 114,246 | 69,074 | 261,300 | 57.50% | |
| Webtrends | | 544,210 | 1,213,441 | | 10,899,171 |

Similar to the Workspace, the website also contains information on the UN-REDD Programme’s activities, resources and country updates. The website acts as part of the public face of the Programme, with information including Policy Board documents, events and opportunities, programme work areas and information about REDD+ in general.

There is a lot of information in some parts of the website, however there are inconsistencies in the way it is organized, particularly at the regional and country level. While there is a lot of work being undertaken in Africa and Latin America and the Caribbean, this is not reflected in the content of the website. There is a need to find a better way to present content and to have some consistency for all countries, recognizing they are at different stages of the REDD+ process and will vary in the quantity of material available to be shared.

There is ambiguity about the process and responsibilities for maintaining content in the website. The navigational pathways to find content are not straightforward, and in some cases, lead to different resource libraries. The site is predominantly in English only and needs more content in French and Spanish at least to better serve the UN-REDD Programme’s constituents. The search function is limited and there is no way of filtering files based on criteria such as title, product type, work area, language, regions and countries, thematic topic, date posted, meeting date, organisation, file type, description or word search.

4.1.4 Information communication tools and social media

Information communication tools and social media that have been used by UN-REDD Programme to disseminate knowledge products and to engage in discussion with stakeholders are presented in Table 3:

Table 3: Information communication tools and social media

| Tool | Date launched | Activity information |
|--|----------------|--|
| UN-REDD Programme Workspace | March 2009 | 1,254 registered users |
| UN-REDD Programme Website | 2009 | visits, unique visits, pageviews, bounce rates information being checked |
| UN-REDD Programme Newsletter | August 2009 | 41 editions |
| UN-REDD Programme Mini-Roundup (weekly summary of Workspace activity) | October 2010 | 160 editions, average of 145 people open the Mini-Roundup per week |
| UN-REDD Programme Go-REDD Newsletter (Asia-Pacific Region) | January 2012 | 34 editions |
| UN-REDD Programme Twitter @unredd | December 2009 | 5,284 followers, 354 Tweets |
| UN-REDD Programme Facebook account | July 2011 | 3,158 likes |
| UN-REDD Blog | May 2013 | 8 posts |
| UN-REDD Programme YouTube channel | September 2009 | 42 videos, 146 subscribers, 20,080 views |

4.2 Knowledge Networks

A key strength of the UN-REDD Programme is the people it has within its immediate and extended networks. There are approximately 120 staff across the three agencies and secretariat, with diverse experience and knowledge that are applicable across a broad range of REDD+ topics. The UN-REDD Programme also includes networks at regional and national level, incorporating diverse partners in governments, inter-governmental institutions, civil society and the private sector. The UN-REDD Programme has the potential to reach out to stakeholders from global to local level and to connect people and institutions as and when needed through formal and informal networks.

The experience amassed over the past six years of the UN-REDD Programme is sometimes captured and shared in an explicit form, such as the knowledge products mentioned above. However, the larger portion of knowledge, which is the tacit knowledge held in people's heads based on experience or learning, is often not easily written down and shared through knowledge products, or requires dedicated procedures to enable this to happen.

To give an example of the value of tacit knowledge to the UN-REDD Programme, a Regional Technical Advisor has knowledge and experience they bring from previous studies or work environments; they know what is required for the development of a National REDD+ strategy; they have experiences gathered from country missions; they have a sense of what has worked or not worked in the past; they have their own directory of contacts within the REDD+ community and can facilitate connections amongst people when needed. Below are examples of how the UN-REDD Programme has capitalized on the tacit knowledge in the Programme and wider REDD+ community in recent years.

4.2.1 Lessons learned products and activities

The Asia-Pacific UN-REDD Programme team have produced 11 lessons learned brochures since 2010 (UN-REDD Programme 2013) based on experiences of diverse REDD+ topics, including anti-corruption, gender, and the role of religious leaders. Lessons learned booklets have been produced for [Asia-Pacific](#)

(UN-REDD Programme 2012a) and [Africa](#) (UN-REDD Programme 2012b) containing country case studies and recommendations based on experience.

Three lessons learned workshops have been held in the Asia-Pacific Region to bring together country representatives and subject matter experts to review topics of relevance and to share country-level experience, such as on Social and Environmental Safeguards in March 2013 ([UN-REDD Programme Newsletter April 2013](#)).

There is currently no centralized lessons learned system based on thematic and geographic coverage of REDD+ issues. There does not appear to be clear processes for identifying important topics for lessons learned, accountabilities for capturing these and making them accessible in a format that is useful for and directed towards those stakeholders who would benefit most from the lessons. For example, a lessons learned approach can focus on each of the stages countries pass through in developing a Readiness Preparation Proposal (R-PP), and this experience and advice can then be fed into guidelines and processes for national programme development. Ideally, learning should take place before, during and after key milestones in the REDD+ readiness and implementation process.

4.2.2 Communities of Practice

The Workspace has been described as a community of practice for the UN-REDD Programme, but a tool alone is not enough to maintain the community.

There are many informal communities of practice within the UN-REDD Programme, but few examples where there is a recognized thematic or geographic community of practice which people can subscribe to in order to engage in discussions, pose questions and receive advice, or work collaboratively on projects of mutual benefit.

Box 2: Community of Practice

A community of practice is an in-person or virtual network with common interests able to exchange knowledge and support each other. Communities of practice are of most use when there is a strong common interest or need for the community to be formed, there is opportunity for people to come together in person, they are provided with tools for ongoing remote collaboration, and have people facilitating the network who can act as a connector and supporter to the community.

4.2.3 Knowledge exchange events

The UN-REDD Programme is involved in a variety of meetings, events, training courses and workshops that are either coordinated by the Programme or supported in partnership with other organizations. These range from global events, such as Conferences of the Parties (COP) for UNFCCC and other multilateral agreements, UN-REDD Programme global meetings, such as the [Policy Board](#) and [Staff Retreats](#), regional workshops, such as a regional workshop on safeguards and multiple benefits in the Africa Region, and national events, such as the National REDD+ Awareness raising workshop in [Papua](#)

[New Guinea](#). These are often the best opportunities for people to meet in person and it is important that these meetings are designed and delivered in a way which maximizes the opportunity for capacity building and knowledge exchange.

4.2.4 Strategic REDD+ Partnerships

The UN-REDD Programme recognizes that there are multiple actors in the field of REDD+ and no one institution can implement all that is needed to make REDD+ a reality. The mode of engagement with other actors in the REDD+ community varies from regular and formal partnerships, such as with the FCPF, which involves coordinated meetings and collaborative programmes, to more informal, or ad hoc partnerships at a global, regional and national scale.

At a national level, there may be several organizations involved in supporting a country with their REDD+ readiness and implementation processes, so where possible, coordinating efforts to maximize support to countries and reducing duplication of efforts would be desirable. The UN-REDD Programme provides Secretariat support for the [REDD+ Partnership](#), a global platform of 75 countries launched in May 2010. Other examples of informal partnerships which facilitate knowledge exchange are the [REDD+ learning sessions](#) webinar series that Forest and Climate Programme of the World Wildlife Fund (WWF) organizes, which UN-REDD experts have contributed to as guest speakers.

One influential stakeholder of the UN-REDD Programme is the UNFCCC. While there are many linkages among the UN-REDD Programme and other REDD+ partners to the UNFCCC, the opportunities for knowledge exchange deserves more attention to maximize collaboration and knowledge coordination.

4.2.5 Collaborative technologies

Collaborative technologies are application software designed to help people involved in a common task achieve goals. A variety of collaborative technologies are available for facilitating network connections. At present emails, the Workspace and instant messaging tools such as Skype appear to be the most frequent tools for connecting individuals and groups, though there is room for other tools that can enable simultaneous multi-person meetings and collaboration over distances.

4.3 Capacity Development

A fundamental reason that the UN-REDD Programme was established was to assist developing countries to build capacity to reduce emissions and to participate in a future REDD+ mechanism (UN-REDD Programme, 2011). There is not an overarching coordinated approach to the way the UN-REDD Programme engages in capacity development support to countries.

The Programme is engaged in a variety of capacity development activities, including:

- In-country missions which may combine elements of training, backstopping and targeted support for work areas;
- In-country or multi-country workshops and events;
- Technical training of country managers such as on MRV;
- Technical backstopping support for the development of National Programmes such as through Targeted Support and review of National Programme documents;

- Institutional support such as by engaging national programme officers at a country level.
- Provision of knowledge products;
- Facilitating connections to knowledge networks; and
- Coordination support for country study tours.

Multiple organizations in the REDD+ community offer capacity development services and a criticism has been that these are uncoordinated and may not be effective in addressing all of the capacity needs of various stakeholders to effectively scale up REDD+ action on the ground. The UN-REDD Programme is involved in developing a capacity development initiative, a REDD+ Academy, which will provide holistic training to national REDD+ practitioners to enable them to manage REDD+ readiness and implementation processes in countries.

UNDP takes a [five step approach to capacity development](#), as presented in figure 3 and recognizes capacity development at three distinct levels: the individual, organization and the enabling environment, each requiring progressively more time and resources, but at the same time, increasing the likely chances of developmental impact, see figure 4. The UN-REDD Programme can draw on the experience of the UNDP capacity development unit to apply this approach to REDD+ capacity development for the Programme and partner countries. [The country needs assessment](#) carried out jointly between the FCPF and UN-REDD Programme incorporated elements of this five step approach and identified areas of knowledge and capacity development required for countries in REDD+ readiness and implementation (Kojwang and Ullowa, 2012).

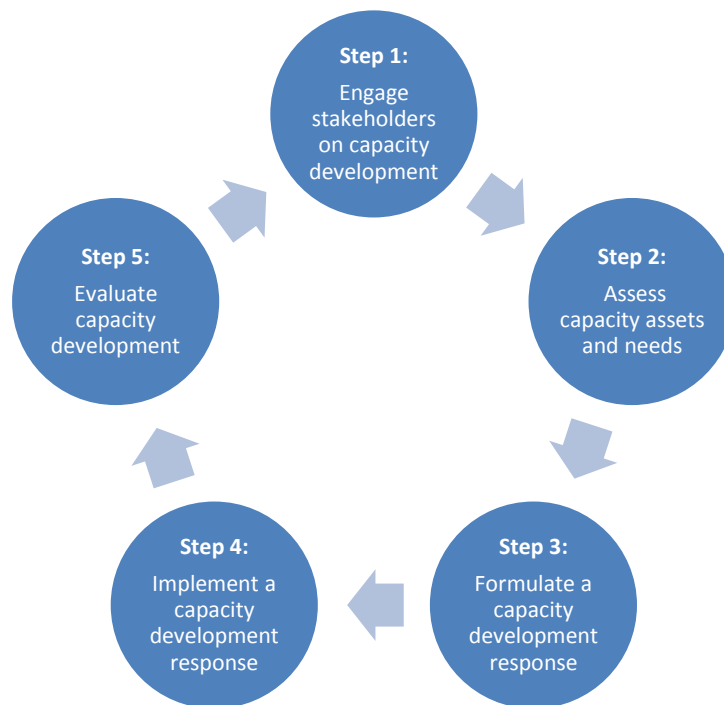


Figure 3: UNDP Five-Step Capacity Development Process

In order for the KM strategic framework to be taken up and implemented, there will be the provision of KM capacity development initiatives for UN-REDD Programme staff to improve their skills and to have the tools and resources to support countries in REDD+ readiness and implementation. A series of KM training resources, best practices and events will be established to support global, regional and national teams.

4.4 Summary of KM Gaps and Challenges

The UN-REDD Programme broadly speaking has the following MK challenges:

- Keep informed of globally relevant REDD+ related decisions and standards, in particular from the UNFCCC, and support communication of these to partner countries;
- Systematise KM in the UN-REDD Programme to streamline knowledge product development processes in a way which best address country needs;
- Broker country engagement with REDD+ knowledge networks;
- Provide greater support to countries in capacity development for REDD+ readiness and implementation;
- Better utilize the knowledge and experience of REDD+ readiness and implementation in countries to strengthen South-South knowledge exchange;
- Leverage knowledge and experience of the REDD+ community to better support countries;
- Upgrade and maintain information communication technology tools.

5. Review of current KM practices in Partner Countries

The context in which the UN-REDD Programme partner countries operate is diverse and no single approach to KM will fit all countries. There are some countries that are active in knowledge product development, capacity development activities and other KM actions, but there are few examples where KM is systematically integrated into National REDD+ Programmes. One of the greatest challenges and opportunities to strengthen KM in the UN-REDD Programme is to integrate REDD+ knowledge at the national level, both to the international level and sub-national levels.

There are a variety of factors that will influence country KM practices to support REDD+ readiness and implementation. These factors include:

- The country's current stage in the REDD+ process;
- The priorities identified by the National Programme;
- The capacity of the country, including the enabling environment, organizational level and capacities of and barriers faced by individuals, particularly marginalized groups (e.g. indigenous people and women) to engage in REDD+ readiness and implementation; and
- The country's experience with KM and the application of the components outlined in the KM strategic framework.

The Eleventh Policy Board meeting and parallel joint FCPF Knowledge Day provided opportunities to discuss the current state of REDD+ knowledge at a country level, with more in-depth consultations to follow to identify:

- Good KM practices;
- Country challenges and knowledge needs;
- Priority REDD+ topics;
- Preferences for:
 - Formats for knowledge products;
 - How to engage in knowledge sharing and acquisition with knowledge networks;
 - How to engage in capacity development; and
- Information communication technology needs.

The implementation of the UN-REDD Programme’s KM work needs to be grounded in regional and country specific contexts.

One exercise from the joint UN-REDD Programme and FCPF meeting was to ask meeting participants to reflect back on the past years of REDD+ work and to identify achievements at the national and global level. They were also asked to provide their thoughts on key challenges at national and global levels for the coming years. These achievements identify topics where there is a body of knowledge and experience that can be drawn upon, such as for lessons learned reviews. The challenges present critical knowledge areas that the UN-REDD Programme can help address. A summary of the responses is provided in table 4 below, with a full list in Appendix 4.

Table 4: National and global Achievements from the past five years and national and global challenges for the future

| National Achievements | National Challenges | Global Achievements | Global Challenges |
|---|--------------------------------------|--|---|
| Institutional and management arrangements | Stakeholder engagement | Communicating globally on REDD+ for finance and action | Rights based approach |
| Stakeholder engagement (IP, CSO) | Planning and implementation of REDD+ | Ready for REDD+ readiness | Adequate, predictable and sustainable finance |
| Stakeholder engagement Panama | Benefit sharing | Stakeholder engagement | Operationalization of UNFCCC guidelines |
| Information about REDD+ | Government coordination | Delivery as one | Engaging the private sector |
| REDD+ into national climate change programmes | Donor funding coordination | | Markets and demand |
| Customary rights | Safeguards | | Coordination with other sectors, initiatives |
| Tenure | Communication | | |
| Land use planning debate | Tenure | | |

6. PART 2: LOOKING FORWARD

7. KM Strategic Framework, Vision and Focus Areas for 2014-15

7.1 KM Vision

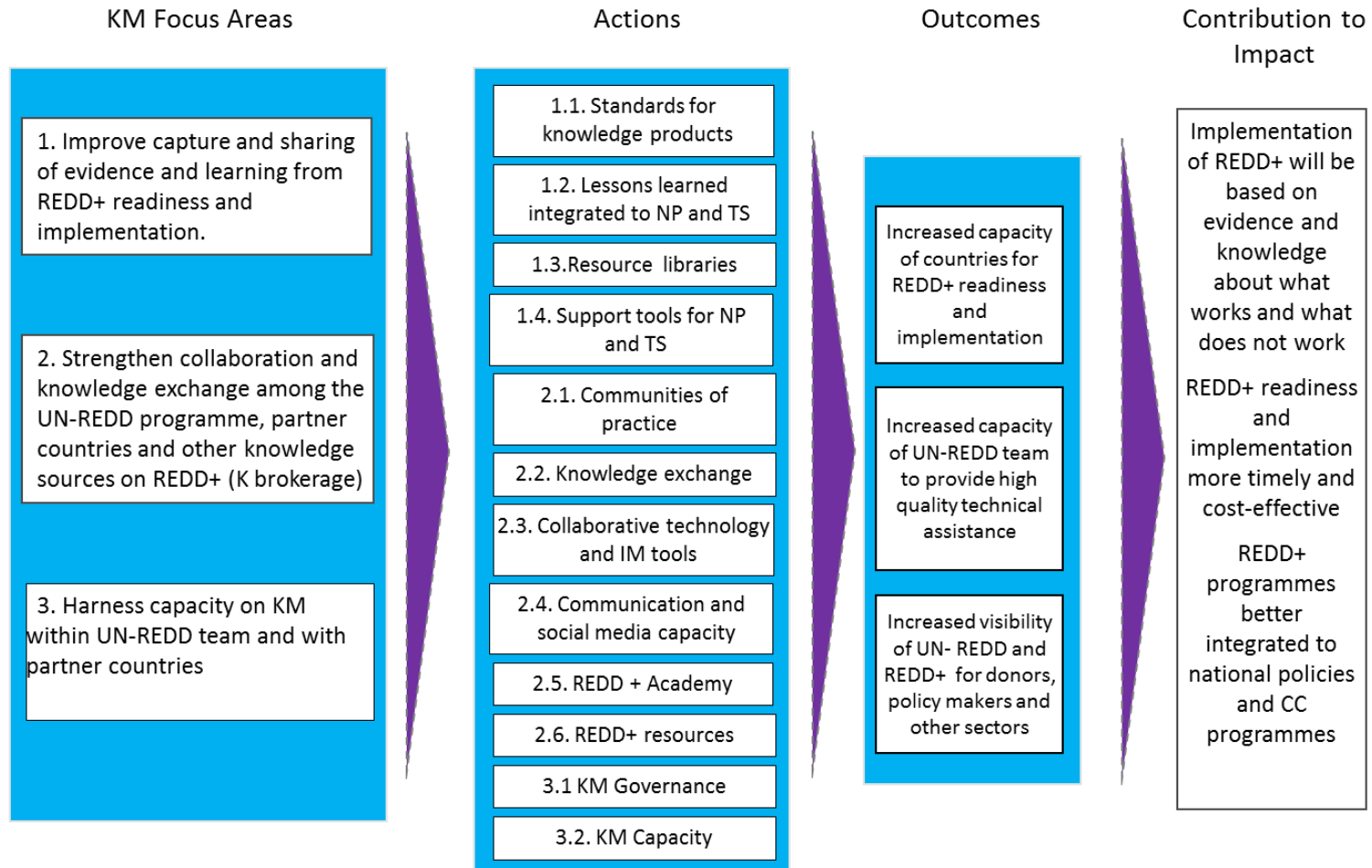
The KM Vision for the UN-REDD Programme is: *Countries gain and share the knowledge necessary for REDD+ readiness and implementation under UNFCCC guidelines through systematic needs-based knowledge management support by the UN-REDD Programme.*

7.2 KM strategic framework and focus areas for 2014 - 2015

The KM strategic framework will be used as a basis to guide the KM work of the Programme for 2014 – 2015. In line with the KM vision, there are three focus areas, each with proposed actions and activities. Based on the Programme’s KM challenges and limitations identified through the assessment, these focal areas and proposed actions draw on recommendations proposed by people during interviews, and current best knowledge management practices. These focus areas are:

- Improve capture and sharing of evidence and learning from REDD+ readiness and implementation
- Strengthen collaboration and knowledge exchange among UN-REDD programme team and partner countries
- Harness capacity for KM within UN-REDD team and with partner countries.

UN-REDD Programme Knowledge Management Theory of Change



7.2.1 Improve capture and sharing of evidence and learning from REDD+ readiness and implementation

As described in section 3, the UN-REDD Programme has been active in providing information and knowledge through a diverse range of knowledge products, which support coordination and decision making for REDD+ readiness and implementation. Knowledge products are one of the ways to capture and sharing lessons and learning. However, it is critical that these knowledge products cover the knowledge topics that countries need, are planned for and developed in a way which draws on the strengths of the UN-REDD Programme and wider REDD+ community's knowledge base, that the knowledge is delivered in a variety of formats to accommodate diverse learning preferences and makes it easy for users to find what they need. Critical in this process is also ensuring that such knowledge generation and dissemination accounts for people's differing limitations (i.e., technology) in accessibility and availability to information sources. A set of proposed actions are outlined below to develop useful REDD+ knowledge products.

7.2.1.1 Develop standards for UN-REDD Programme knowledge products development

The current process for developing knowledge products is inconsistent and potentially leaves out important steps in the life cycle of UN-REDD Programme knowledge product development. While each agency, government, or partner organization will have their own preferences for how to develop knowledge products, the establishment of common procedures, decision support tools and examples of good practices both from within the UN-REDD Programme and from others, will enable a balance of standardized processes and encouragement for innovation.

Proposed activities:

- Identify country priorities for UN-REDD Programme knowledge products, including topics, format, and language preferences.
- Review the current approach to UN-REDD Programme knowledge product development through a process of appreciative enquiry to identify current best practices.
- Review current best practices of other organizations producing similar knowledge products to incorporate innovative ideas or relevant procedures for UN-REDD Programme.
- Establish common procedures, templates and tools for UN-REDD Programme knowledge products, covering the KM components (people, process, technology and governance), and elements of knowledge flow (socialization, externalization, combination and internalization).
- Propose a series of high priority knowledge products for development, linked to REDD+ thematic areas, based on country preferences and identified gaps.
- Identify knowledge products, and content of the Workspace and website, which is of high priority for translation into the UN-REDD Programme official languages and local languages as relevant.

7.2.1.2 *Strengthen the capture and sharing of lessons integrated to National Programmes and Targeted Support*

A lesson is something which can be taught and a lesson is learned when something has changed (Milton, 2010). In the UN-REDD Programme, the experience of countries moving through the REDD+ process from readiness to implementation is a valuable resource for other countries, yet the processes to systematically capture, share and apply these lessons are missing. There are several knowledge management techniques that can be incorporated into the Programme’s operations so that learning can take place before, during and after actions and key milestones, as described in Table 5. For more information on these methods, see the KM Methods cards and associated references [here](#) (Straits Knowledge, 2009).

Table 5: Knowledge management techniques for learning before, during and after actions

| Learning Before | Learning During | Learning After |
|---------------------------------|-------------------------|----------------------|
| Business-driven action learning | Centers of Excellence | After Action Reviews |
| Capacity building | Collaboration | Appreciative enquiry |
| Creativity | Communities of Interest | Baton-passing |
| E-learning | Communities of Practice | Knowledge handover |
| Lessons database | Crowd sourcing | Learning histories |
| Lessons learning | Deep dives | Retrospect |
| Knowledge products and services | Knowledge brokering | Story telling |
| Open innovation | Knowledge café | |
| Peer assists | Knowledge retention | |
| | Lessons capture | |
| | Social Media | |
| | Social Networks | |

Proposed activities:

- Identify high priority REDD+ topics for lessons learned at global, regional and national levels. For example, at each stage of R-PP, lessons learned from targeted support, and lessons related to the implementation of the UN-REDD work areas at national level.
- Build capacity in the Programme for KM techniques to be applied for learning before, learning during and learning after actions. In collaboration with regional and national teams, identify several techniques and apply these as standard practice in Programme operations.
- Hold lessons learned events to support knowledge exchange amongst countries and organizations, and to capture knowledge and lessons learned about high priority REDD+ topics.
- Publicize consolidated lessons through knowledge products, including a searchable database, website and short publications.

7.2.1.3 *Enhance the UN-REDD Programme Resource Libraries*

The UN-REDD Programme has two primary resources libraries, that in the website, and the Workspace. These resource libraries will benefit from common knowledge taxonomy to support uploading of content in a consistent manner, which will enable metadata fields to be associated with the files, such as topic, product type, institutions involved, date, association with specific events, and other fields. Resources will be identified that are a high priority for translation into the UN-REDD Programme official languages, or other local languages.

Proposed activities:

- Develop a taxonomy of knowledge topics for REDD+ readiness and implementation
- Apply the UN-REDD Programme knowledge taxonomy to content in UN-REDD Programme website and Workspace libraries.
- Update operating systems in UN-REDD Programme Workspace and website to improve capacities for managing files and improving browse and search capabilities.
- Improve links to REDD+ relevant content generated by partner countries and other REDD+ organizations.
- Establish an improved UN-REDD Programme photo library, drawing on other photo libraries, such as FAO, UNEP and country photo repositories.

7.2.1.4 *Enhance development and support tools for National Programmes and Targeted Support*

Each country developing a National Programme passes through the same stages in the process of developing a Readiness Preparation Proposal (R-PP) and moving on to implementation, as shown in Figure 4. Whilst no two country National Programmes are exactly the same, as they are developed in a way that suits each country's needs, there are elements which are sufficiently consistent in the process that they can be supported by targeted knowledge products. It is important for country REDD+ managers to be able to identify and make use of knowledge products based on three broad categories (Milton, 2013):

- **Must have knowledge:** For example, UN-REDD Programme standards, operating procedures, checklists for required stages and components in R-PP development process, UNFCCC decisions and requirements.
- **Should have knowledge:** Current best practice as agreed by community of practice, such as current best practice MRV and NFMS approaches, guidelines for stakeholder engagement, decision support tools and policy briefs.
- **Could have knowledge:** Good examples, ideas, tips and hints from partner countries, communities of practice and other REDD+ organizations that may be useful to support countries for REDD+ readiness and implementation.

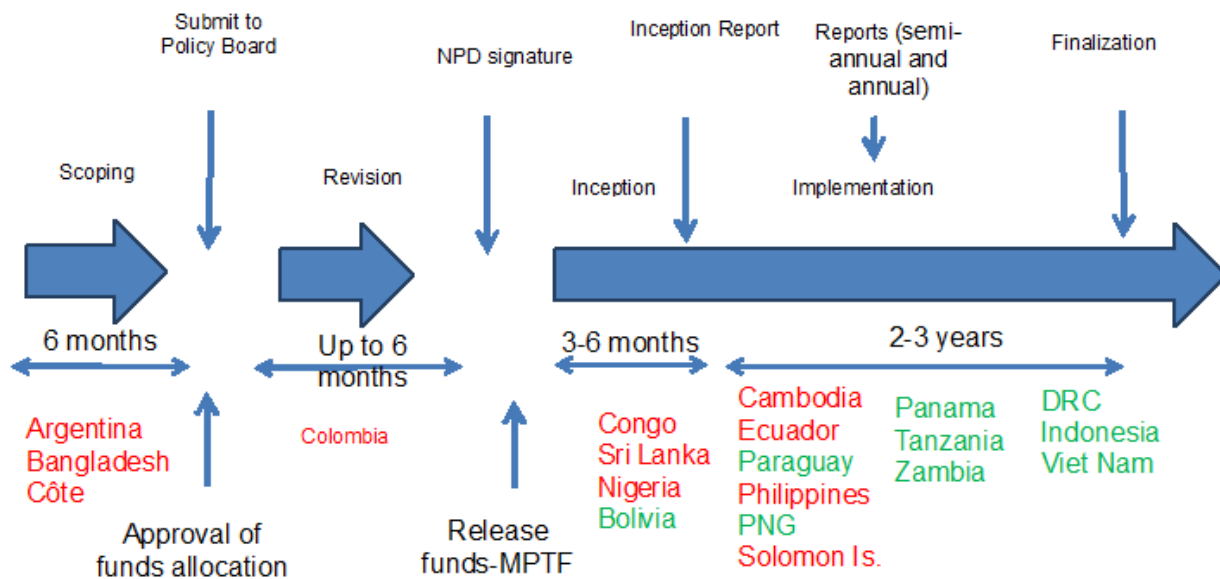


Figure 4: National Programme Development Process

Another mechanism that the UN-REDD Programme has to support countries is through Targeted Support, which is based on requests that come directly from countries. These requests are placed in context of the work areas and usually combine financial and technical assistance. The Targeted Support mechanism will be supported by KM practices, for example, by establishing a roster of subject matter experts that can be called upon to assist in providing technical assistance. As many of the requests relate to capacity development, the emphasis in this area of the strategy can also support the delivery of targeted support to countries.

Proposed activities:

- Survey countries to identify which types of knowledge would be most useful to them at different stages in R-PP development.
- Identify with thematic subject matter experts opportunities for new knowledge products based on ‘must have’, ‘should have’ and ‘good to have’ knowledge for REDD+ readiness and implementation.
- Integrate KM practices into Targeted Support system to respond to country needs

7.2.2 Strengthen collaboration and knowledge exchange among the UN-REDD programme team and partner countries

An area of great potential within the UN-REDD Programme is to strengthen the networks of countries, organizations and individuals engaged in REDD+ work, so that knowledge can flow more effectively, lessons can be learned from others’ experience and informal and formal partnerships can be created.

7.2.2.1 *Facilitate Communities of Practice for REDD+ thematic and geographic areas*

Communities of Practice are a useful way to network people around common interests and are especially useful when tied to a real need. The high priority REDD+ topics for lessons learned can be used to identify where Communities of Practice should be established. For example, a Community of Practice can be established which connects communication professionals engaged with REDD+ in the Asia-Pacific region, which will enable them to share their experiences, challenges and resources in a way which is mutually beneficial. These people can be linked together through events for face-to-face meeting opportunities, along with IT tools for ongoing collaboration, with one or more people identified as community facilitators.

Proposed activities:

- Facilitate Communities of Practice based on identified priority REDD+ thematic topics and geographical areas.

7.2.2.2 *Promote peer assists, country connections and knowledge exchange events*

Many of the challenges a country faces when preparing for REDD+ readiness and implementation have been encountered and overcome by other countries when they were at a similar stage. A peer assist is a technique which can be applied in the UN-REDD Programme that would enable countries to propose a challenge they are facing and to seek advice from other countries that have similar experiences. This can be implemented on a systematic basis, by being integrated into UN-REDD Programme meetings, like the Policy Board or lessons learned workshops, as well as be called for by countries on an as needed basis, with facilitation support from the UN-REDD Programme.

Regional staff members are well informed of current practices in countries and provide a useful connection point to REDD+ knowledge at the global level as well. The Regional Technical Advisors and regional teams should act as knowledge brokers to facilitate country connections where relevant, to identify where countries can support each other and to share experiences in REDD+ readiness and implementation.

The numerous meetings and events on the REDD+ calendar are opportunities for knowledge exchange and should be designed as such. For multi-country meetings under the direct management of UN-REDD Programme, a KM plan should be developed which identifies the objectives of the meeting, the target audiences, what facilitation techniques will be employed and how the components of the KM framework will be applied. This should be followed up by an after action review at the conclusion of the meeting to identify how the meeting plan compared to the actual delivery of the event, and lessons learned can be shared with those who would benefit most from the lesson.

Proposed activities:

- Promote peer assists among countries
- Encourage regional teams to act as knowledge brokers and connect countries with common needs and experience

- Implement KM plans for multi-country meetings managed by the UN-REDD Programme, including after action reviews at the conclusion of the meeting.

7.2.2.3 *Improve collaborative technology and information management tools*

The UN-REDD Programme information and communication technology needs a significant update. In the case of the Workspace, there has not been a comprehensive software update since 2008, and, therefore, a complete update to the operating system and extensions is currently taking place. The website was last reviewed in early 2012 and there are areas of improvement that need to be made, such as improving the search function. Further discussions with countries will identify their IT functionality requirements; however there are a number of IT tools that have already been identified which the UN-REDD Programme need, including:

- Learning management systems or e-learning systems
- Workflow systems (such as tracking knowledge product development)
- Social Networking software
- Virtual Meeting software
- Yellow Pages directory or expertise location systems (such as an expert roster or staff directory)
- Document Management systems (such as the resource library)
- Search software including navigational search and semantic search
- Portal technology (particularly for Communities of Practice)
- Blog software
- Instant Messaging technology
- Collaborative document management technologies (such as the SharedDocs on the Workspace)
- Wikis
- Discussion forum technology
- Events management systems

Some of these technologies are incorporated in the UN-REDD Workspace but need to be improved. Content in the Workspace and website needs to be available in English, French and Spanish and, where possible, other local languages. Where new tools are to be introduced, or changes are required to roles and accountabilities, it will be necessary to provide training and support to rollout these new ways of working.

Proposed activities:

- Review country IT user functionality requirements for UN-REDD Workspace, website and other IT tools.
- Update Workspace operating system and extension packages.
- Implement new technology functions in line with identified user requirements of Programme staff and partner countries and provide training support to users.
- Translate relevant content from the Workspace and website into English, French, Spanish and other local languages, and provide language-based discussion forums and resources.

- Revise roles and responsibilities for maintaining content on UN-REDD Programme Workspace, website and other networking tools.

7.2.2.4 *Enhance UN-REDD Programme communication and social media outreach capacity*

There are areas of connection between KM and communication, but they are not the same thing. The UN-REDD Programme Corporate Communication Strategy touches on the use of social media and emphasises how these communication tools (such as the Newsletter and website) and social media platforms (such as Twitter, Facebook, YouTube and blogs) provide an avenue to reach out to many people within and beyond the REDD+ community. These tools are useful ways of engaging with and interacting with diverse stakeholders and can be integrated into social media platforms of partner countries and other organizations in the REDD+ community and UN. Several countries have a growing presence in communications and there is an opportunity to use these platforms to better connect countries and to tell their stories through informal communication channels and to point to REDD+ knowledge of relevance to the REDD+ community. There is a need for capacity development in communication and social media outreach throughout the Programme.

Proposed activities:

- Review country communication needs and identify opportunities for communication capacity development.
- Trial blogging approach for REDD+ stories at a country level.
- Review process for integrating more national content into UN-REDD Programme communication tools and social media platforms, particularly from Africa and Latin America and the Caribbean.
- Promote linkages and synergies between UN-REDD Communication strategy and KM strategic framework.

7.2.2.5 *Design, develop and deliver a REDD+ Academy with associated resources and tools for REDD+ capacity development*

An umbrella initiative that can meet multiple REDD+ capacity development issues is the REDD+ Academy. This initiative, being lead by UNEP, with the engagement of the whole Programme and other actors in the REDD+ community is intended to address the need for coordinated capacity development support and to scale up REDD+ capacity at the national level. The consultation process includes review of existing capacity development resources in the REDD+ community, consultation with stakeholders and intended participants in a REDD+ Academy at a regional level to identify capacity needs, and the design of a curriculum and delivery mechanisms that will address the needs of stakeholders. The resources created in association with the REDD+ Academy can serve multiple purposes and be used in conjunction with other capacity development approaches used by the UN-REDD Programme.

Proposed activities:

- Consult countries in the three regions on capacity needs and preferences for the REDD+ Academy
- Design the REDD+ Academy and associated learning resources
- Deliver the first session of the REDD+ Academy

7.2.2.6 *Develop repository of REDD+ capacity development resources*

The UN-REDD Programme provides capacity development support REDD+ in a variety of forms. It will be necessary to develop a repository of resources that can be used by people throughout the programme on the range of REDD+ topics. These resources can cover topics related to capacity development skills in general, to assist in formulating capacity development interventions. The resources can also be designed for the REDD+ work areas and sub-topics, at introductory and more specialised levels. There are a variety of formats for undertaking capacity development either in person-or online such as through e-learning modules. The repository of REDD+ capacity development resources can draw on both UN-REDD Programme resources and those from the wider REDD+ community and organisations involved in capacity development.

Proposed activity:

- Develop repository of REDD+ capacity development resources

7.2.3 *Harness capacity on KM within the UN-REDD team and with partner countries*

The UN-REDD Programme needs to expand upon its capacity development approach to draw on best practices to establish a coordinated and comprehensive approach to knowledge capture and development which covers the range of REDD+ topics. This will then need to be adapted to regional and country needs and be targeted at those stakeholders requiring capacity development assistance.

7.2.3.1 *Develop KM governance and capacity*

In order to deliver the UN-REDD Programme KM framework, there will need to be an agreement on the governance of KM work and an increase in the capacity of the Programme to support this area. This will include:

Proposed activities:

- Build agreement on roles and responsibilities for KM within the Programme.
- Develop KM training and support tools.
- Review KM metrics for the Programme.

8. Conclusions and next steps

Given the diverse range of stakeholders and disaggregated structure of the UN-REDD Programme, it is essential for the Programme to move towards a systematic, holistic and collaborative approach to KM. The topic of REDD+ is diverse and there are areas of well-established knowledge which can be organized

and synthesized, as well as other areas which are relatively new and will require different approaches. The integration of knowledge at a country level is of critical importance, to ensure lessons and experience learned at a country level can be shared internationally, and the flow of knowledge from the international level can be incorporated into national and sub-national REDD+ readiness planning and implementation.

This strategic framework has presented achievements and challenges to date, weaknesses and opportunities for improvements. There are several areas identified in this document that require further assessment and input, particularly with regard to country REDD+ knowledge needs, preferences for acquiring and sharing knowledge, and experience with KM. It is proposed that this strategic framework will be reviewed by the UN-REDD Programme Management Group for feedback, and UN-REDD Programme staff as appropriate. The Policy Board meeting in December 2013 and the joint meeting of the FCPF and UN-REDD Programme provided valuable opportunities to identify past, current and future challenges and achievements that KM practices can support. There will be ongoing consultation with UN agencies and organizations in the REDD+ community to identify and share best practices and potential opportunities for collaboration.

As part of the staged process to the development of this strategic framework, once the focal areas and proposed actions have been reviewed and revised as needed, based on feedback, a work plan will be established. The success of the KM work will be based on the ability to integrate the proposed areas into the ways in which the UN-REDD Programme carries out its strategic decision making and day-to-day practices. The proposed next steps are presented below, including steps already taken, shaded in grey.

9. APPENDICES

Appendix 1: UN-REDD Programme Knowledge Products

Table 7: Examples of knowledge products that the UN-REDD Programme has produced.

| No. | Product Type | Example | # of Hits |
|-----|-----------------------------------|--|-----------|
| 1 | Agenda | UN-REDD Policy Board 10 Annotated Agenda | 328 |
| 2 | Annual report | UN-REDD 2012 Annual Report | 175 |
| 3 | Assessment | REDD+ benefit sharing - a Comparative assessment of three national policy approaches- Joint UN-REDD & FCF publication- June 2011 | 7,303 |
| 4 | Blog | UN-REDD Programme Blog | 23,813 |
| 5 | Cartoons | Blue skies, green earth (Indonesian) | 83 |
| 6 | Evaluation | Viet Nam National Programme Final Evaluation | 166 |
| 7 | Fast facts flyer | UN-REDD Fast Facts Flyer | 4,264 |
| 8 | Financial report | MPTF Presentation at PB 10 | 70 |
| 9 | Framework | UN-REDD Programme Funding Framework | 381 |
| 10 | Frequently asked questions (FAQs) | UN-REDD FAQs (EN, FR, SP) | 710 |
| 11 | Guideline | UN-REDD FPIC Guidelines Working Final -2012 | 11,820 |
| 12 | Handbook | National Programmes Handbook | 1,307 |
| 13 | Lessons learned booklet | UN-REDD Africa Lessons Learned | 1,556 |
| 14 | Lessons learned brochure | Asia-Pacific Region Lessons Learned: Anti-corruption | 1,301 |
| 15 | Map | UN-REDD Map (updated September 2013) | 312 |
| 16 | Media release | The triple bottom line: Making the case to link REDD+ and Green Economy | - |
| 17 | Meeting report | Brussels, Nov. 2012: Core Expert Group on Forest Governance Data Collection | 225 |
| 18 | Memorandum of Understanding | Memorandum of Understanding for Multi Donor Trust Fund | 1,128 |
| 19 | Mission report | Mission Report on Opportunities for UN-REDD Support to Lao P.D.R. | 267 |
| 20 | National Programme document | Paraguay National Programme Document | 674 |
| 21 | Newsletter | UN-REDD Programme Newsletter Oct. 2013 | - |
| 22 | Pamphlet | FCPF & UN-REDD Joint Pamphlet | 6,760 |
| 23 | Photograph | Field Focus Group Discussion Bangladesh | - |
| 24 | Policy Board decision | Inter-Sessional Decision on no-cost Extension for no-cost extension Zambia | 18 |
| 25 | Policy Board report | Report of the 9th Policy Board | 1,056 |
| 26 | Policy brief | Private Sector Engagement Policy Brief EN, SP, FR | 4,496 |
| 27 | Poster | "Act now" Poster A2 | 1,606 |

| No. | Product Type | Example | # of Hits |
|-----|-------------------------------------|---|-----------|
| 28 | Presentation | UN-REDD National Programmes Status update | 258 |
| 29 | R-PP Readiness Preparation Proposal | Sri Lanka Readiness Preparation Proposal | 912 |
| 30 | Rules of procedure | UN-REDD Programme Rules of Procedure and Operational Guidance | 22,754 |
| 31 | Semi-annual report | UN-REDD Programme Semi-Annual Report 2012 | 555 |
| 32 | Strategy | UN-REDD Programme Strategy 2011 - 2015 | 48,729 |
| 33 | Terms of reference | Terms of Reference of the Policy Board | 7,590 |
| 34 | User manual | Identifying and mapping the biodiversity and ecosystem-based multiple benefits of REDD+ A manual for Exploring Multiple Benefits - Tool | 225 |
| 35 | Video | Anti corruption for REDD+ (English) | 250 |
| 36 | Website | UN-REDD Programme Website | - |
| 37 | Year in Review | UN-REDD Programme Year in Review 2011 | 4,724 |

Table 8: Other examples of formats for knowledge products the UN-REDD Programme may use:

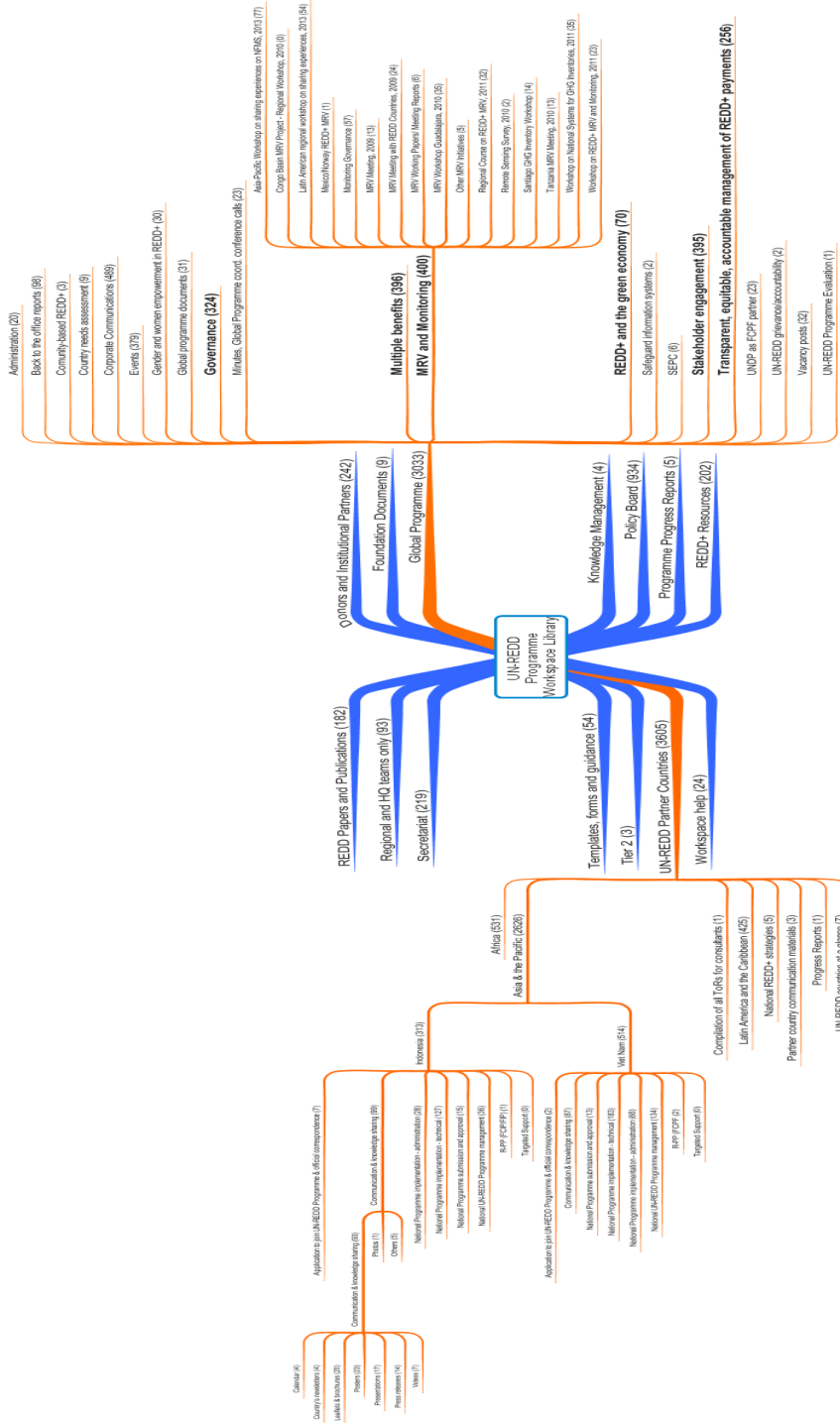
| No. | Product Type | Example | # of Hits |
|-----|--------------------------|---|-----------|
| 1 | App (e.g. iPhone) | Biodiversity Indicators Partnership (UNEP-WCMC) | - |
| 2 | Audio | IUCN Wild Talk, Listening, talking and working together to manage Ghana's forests | - |
| 3 | E-learning | E-Learning course on Conservation and Environmental Management at ACS Distance learning (100 hrs) | - |
| 4 | Infographic | REDD+ Market Impact | - |
| 5 | Journal article | REDD+ and Biodiversity: opportunities and challenges (Unasylva) | - |
| 6 | Train the trainer manual | Participatory Management of Forests And Protected Areas: A Trainer's Manual | 730 |
| 7 | Webinar | REDD+ Community by WWF: Expectations for REDD+ at UNFCCC COP 19 | - |

Appendix 2: UN-REDD Programme Knowledge Product Development Process

Below is a proposed UN-REDD Programme knowledge product development process for key knowledge products. It will be necessary to adopt a lighter process for some forms of knowledge products. A series of supporting guidelines and best practices will accompany some stages of the process. Items in green indicate **primary responsibility** for that stage and other boxes indicate who should be consulted.

| Timeframe (Product manager to complete) | Stage | Product Manager | Subject Matter Expert(s) | Manager (Management Group or delegated manager) | Communications Manager | Other Stakeholders (e.g. partners) |
|--|--|-----------------|--------------------------|--|------------------------|---------------------------------------|
| | Idea, request or mandate | Can propose | Can propose | Can propose. Approves | Can propose | Can propose |
| | Product justification, identify product audience, plan for product life cycle | Responsible | Consulted | Consulted. Approves | Consulted | Consulted |
| | Communication plan | Consulted | | Consulted | Responsible | |
| | Budget | Responsible | | Consulted. Approves | Consulted | |
| | Research and consultation on subject matter, other similar products, experts, organisations | Responsible | Consulted | | Consulted | Consulted |
| | Teams agreed, Partnership agreements | Responsible | Consulted | Consulted | | Consulted |
| | Content production (e.g. writing, filming) | Responsible | Responsible | | Consulted | Consulted |
| | Content review and feedback round one | Responsible | Consulted | Consulted | Consulted | |
| | Content review and feedback round two | Responsible | Consulted | Consulted | Consulted | Consulted |
| | Final content sign-off | | | Approves | | |
| | Format – choice of format(s), compliance with style guide, branding, policies | Consulted | | | Responsible | |
| | Layout | Consulted | | | Responsible | |
| | Final proof sign-off | Responsible | | | Consulted | |
| | Translation | Responsible | | Consulted | Consulted | |
| | Product launch and advocacy | Consulted | Consulted | | Responsible | Consulted |
| | Dissemination | Responsible | Consulted | | Consulted | Consulted |
| | Evaluation, feedback, reporting and follow up | Responsible | | Consulted | | |
| | Updating or archiving of product | Responsible | | | | |

Appendix 3: Organisational diagram of UN-REDD Programme Workspace document library



Appendix 4: Past Achievements and Future Challenges at National and Global Level

From UN-REDD Programme & FCPF joint meeting participants, 11 December 2013

| National REDD+ achievements from the past five years | |
|---|--|
| Institutional and management arrangements including R-PP preparations | Nicaragua R-PP prepared and approved |
| | Prepared the national to address to REDD |
| | National campaign of reforestation has been institutionalized |
| | Securing R-PP and REDD+ Programme implementation in South Sudan |
| | Get different actors interested in the opportunity REDD+ represents |
| | Organisation of the second national forest inventory of Burkina Faso |
| | R-PP successfully formulated and civil society platform is being well structured for more efficiency |
| | Institutional set-up of REDD+ |
| | Development of the R-PP and increasing knowledge and capacity on REDD+ |
| | Effective national REDD+ readiness management arrangements, sub-national and local levels for coordination of readiness activities |
| Stakeholder engagement (IP, CSO) | From the point of view of indigenous people: Recognise mistakes and try to correct and establish measures to put them right. Retain a restructuring with the full and effective participation of IP. The government has shown a will to assume responsibilities in a frame of acknowledgement and mutual respect. |
| | Government, CSOs, IPOs, LCs are working together on REDD+. REDD+ is being the tools for forestry sector transformation. |
| | Stakeholder engagement |
| | Establishment of a platform where the key stakeholders including local community and indigenous peoples can exchange their views frankly (REDD+ stakeholder forum) |
| | Work with indigenous peoples |
| | Multistakeholder engagement in forest policy formulation and conflict management |
| | Improved stakeholder engagement |
| | Ensuring IPOs involvement in the REDD+ mechanisms at national and global level |
| | Building capacity both institutional and individual and enhancing stakeholder participation |
| | Stakeholder engagement Panama |
| Panama indigenous problem, but more importantly a process used to resolve the problem | |
| Information about REDD+ | Translating REDD jargon into action in the process of introducing the RED concept to rank and file including the media in Sudan |
| | Information on forests disseminated at country level |
| Getting REDD+ into national climate change programmes | Getting REDD+ into the national climate change programme |
| Customary rights | Increased recognition of customary rights in some countries |

| | |
|--------------------------|--|
| Tenure | Raise attention on land tenure issues |
| Land use planning debate | In a few countries, the REDD+ process has been key to re-open a national debate on land use planning (Indonesia, DRC) but this still remains at an early stage |

| National REDD+ challenges for the coming years | |
|---|--|
| Stakeholder engagement | Effective stakeholders engagement, particularly IP and CSO |
| | Ensure full and effective civil society participation: FPIC, local communities rights, IPs rights taken into account |
| | Achieving the REDD+ inclusiveness goal! |
| | Work and communication with all key actors who have to take part in the National Programme |
| | Formulation of policy and legal framework for effective participation of indigenous peoples |
| | Managing stakeholder expectations |
| | Fund survey of forest products and interest groups as stakeholders and contributors to sustainable forest management (included in R-PP funding) |
| | Fulfill the expectations of stakeholders (FPIC and SESA process) |
| | Establish an effective benefit sharing for REDD |
| Planning and implementation of REDD+ | Design of national strategy for the reduction of deforestation and forest degradation in Nicaragua |
| | Scaling up and scaling out! (More countries and deeper readiness) |
| | The macro/ national level planning process for the necessary changes to implement REDD+ |
| | Not clear procedures of fund to implement REDD+ in Cambodia (results based funding) |
| | Allow for the national strategy to include in a special way the contribution of IP in REDD+ The Global Programme will have to establish compliance policies |
| Benefit sharing | Benefit sharing of REDD+ revenues! |
| | Coordination of planning of REDD+ finance Development of finance mechanism that is able to absorb and disburse REDD+ finance |
| | Implementing a few pilot REDD+ projects in a participatory and equitable manner in various settings in Sudan |
| | Acceptance of national government institutional efforts and speed of integrating |
| Government coordination | The national REDD+ process is often limited to the influence of the Ministry of Environment or forestry only |
| | Raise the political profile of REDD+ and mainstream it in national development/ sectoral policies and budget |
| | Communicate the REDD+ concept in a simpler and clearer way |
| Donor funding coordination | Inadequate budgetary revision for the REDD programme |
| | We need a source of demand at scale |
| | Achieve a real integration of the landscape and its input to national carbon neutrality. |

| | |
|---------------|---|
| | Quantify the input of the forestry sector to the national economy through an improvement of national accounts, finances. Improving quality of life in indigenous territories and local communities |
| Safeguards | Coordination of safeguards between initiatives (FCPF, UN-REDD, REDD SIS etc) is a challenge at national level and calls for improvements As a common interest, rights are recognized to strengthen democracy |
| Communication | The challenge of coordinating funds from different initiatives supporting REDD+ readiness activities |
| Tenure | To clearly define tenure arrangements in terms of land, tree and carbon which are fundamental to a successful REDD+ implementation in my country |

| Global REDD+ achievements from the past five years | |
|---|---|
| Communicating globally on REDD+ for finance and action | Thanks to information sharing and awareness raising, the very concept of REDD+ started to trickle to the rank and file in many countries |
| | Generation of up to date information on forests for a better forest management |
| | The unprecedented political will, public attention, and funding that has been generated for tropical forests |
| | Bring global attention to deforestation issues and mobilize donors |
| | Knowledge collation on issues related to REDD at both global and national level |
| | Commitment of developed and developing countries to work / contribute to REDD+ implementation |
| | Increased level of awareness about the impact of deforestation on climate change crisis |
| | Maintained forests on international agenda |
| | Accept the possibility that adaptation and taking into account all the forest values is necessary |
| Ready for REDD+ readiness | Cambodia has established the National REDD Task Force and Secretariat involved by inter-government ministries. Three technical working groups are under the process of development |
| | FPIC tested in several countries, first lessons learned |
| | 7 decision package on REDD+ known as the 'Warsaw REDD+ Framework' was an outcome from COP 19 in Warsaw which is a combination of 5 key technical decisions that provided methodological guidance and modalities and procedures on how emissions and removals from REDD+ activities would be accounted for and verified and 2 decisions on financing |
| | Getting national actors interested in finding a way to use REDD jointly in order to develop national strategies |
| | Process reached so far on REDD+ is one global achievement |
| | Recognized at UNFCCC and received support in terms of finances |
| | Strengthen the role of gender and safeguards on the global REDD agenda |
| | Putting in place the necessary arrangements (institutional and technical) for REDD+ countries to engage for the 1 st phase of REDD+ process |
| Stakeholder engagement | Significant increase of numbers of engaged countries and stakeholders in REDD+ |
| | Stakeholder participation |
| | The participation of IP and local communities |

| | |
|-----------------|--|
| | Awareness raising in REDD issues and involvement of all stakeholders |
| Delivery as one | Convergence of ideas to common understanding! |
| | Getting UN agencies to work 'as one' |

| Global REDD+ challenges for the coming years | |
|--|---|
| Rights based approach | Surui project being owned by the Surui community |
| | Take into account indigenous peoples rights Put all the promises into action |
| | Lack of: involvement of forest dependent communities (FDCs), meaningfully in intervention efforts. Yet to get the REDD+ programme to be community focused |
| | Getting REDD at the community level with effective and full participation of women, IPs, small size/ community enterprises |
| | REDD options must promote and ensure the participation of indigenous communities, rural communities and local communities, adaptation. |
| | The way REDD helps governments establish a dialogue with IP and local communities on how to tackle deforestation, reforestation and other related activities |
| | Effective stakeholders engagement |
| | Operationalization of FPIC at the national level |
| Adequate, predictable and sustainable finance | Adequate funding to finance REDD+ projects in all developing countries prepare emissions reductions in full potential |
| | Financing and stabilizing the process |
| | Not having a full global financial commitment |
| | Where is the money? (for results-based payments) |
| | Provision of adequate, predictable and sustainable finance for REDD+ implementation that is easily accessible and equitably distributed among REDD+ countries |
| | To donors: increase contributions, because emissions keep increasing, so a greater effort is required |
| Operationalization of UNFCCC guidelines and decisions | Agreeing on the methodologies for MRV as well as financing MRVs |
| | Alignment of REDD+ financial mechanisms with UNFCCC process |
| | Have a clear REDD guidelines from UNFCCC |
| | To implement fully the UNFCCC decisions on REDD+, including the Warsaw REDD+ decisions |
| | Mainstreaming the gist, meaning and concepts of REDD into the thinking and planning of stakeholders, resource custodians and policy makers in many countries |
| Engaging the private sector | Build the intelligence for engaging the private sector to achieve a change at scale |
| Markets and demand | REDD+ developing too much in isolation of global commodity markets |
| | Over supply of carbon credits |
| Coordination and synergies with other sectors, initiatives | Coordination among international initiatives and ensuring the advantages of each are utilized to its most without overlaps |
| | Establish synergies with other sectors of the national economy and REDD+ |

Appendix 5: UN-REDD Programme KM Vision Expanded

The KM Vision for the UN-REDD Programme is:

Countries gain and share the knowledge necessary for REDD+ readiness and implementation under UNFCCC guidelines through systematic needs-based knowledge management support by the UN-REDD Programme.

The emphasis of the vision is that our KM focus should be on **supporting countries**.

The support to countries is for **REDD+ readiness and implementation**, as countries are progressively moving from Phase I (readiness), onto Phase II (implementation) and eventually, Phase III (payment for results-based actions) (UN-REDD Programme Strategy 2011).

The following **guiding KM principles** will be applied in the delivery of KM in the UN-REDD Programme:

1. The KM strategy is intended to support countries and will be anchored in addressing real knowledge-related REDD+ challenges.
2. The tacit knowledge of UN-REDD Programme staff, partner countries and other actors of the REDD+ community is a valuable resource for the Programme.
3. REDD+ relevant knowledge comes from many sources.
4. There are different stakeholders of the UN-REDD Programme, with knowledge needs that need to be addressed with tailored KM approaches.
5. The UN-REDD Programme will act as a knowledge broker, to connect diverse communities of stakeholders and help facilitate knowledge flow.
6. KM is not an 'add-on activity', but central to supporting the UN-REDD Programme to meet its objectives.
7. The UN-REDD Programme will implement a holistic KM framework including people, processes, technology and governance, and support knowledge flow through socialization, externalization, combination and internalization of knowledge.
8. KM will undergo continuous improvement, be receptive to feedback and open to new ideas.
9. The UN-REDD Programme will foster a culture of collaboration amongst all stakeholders.
10. The UN-REDD Programme is a learning organization and will learn before, during and after key actions and milestones.

Appendix 6: UN-REDD Programme KM working definitions

What is Knowledge?

Knowledge can be defined as awareness or familiarity gained by experience of a fact, a situation information or skills. Knowledge is a mix of experiences, values, information and know-how that provides a framework for incorporating new experiences and information and is useful for making decisions and guiding action.⁴ Knowledge can be acquired through experience or education, through perceiving, discovering or learning. Knowledge can refer to a theoretical or practical understanding of a subject.⁵

What is Knowledge Management?

Knowledge Management (KM) is a systematic approach to enable knowledge to flow effectively and efficiently to achieve agreed objectives.

KM can be understood as a set of technological and non-technological tools, processes and methods that facilitate the conditions for people to efficiently create, capture, store, share, adapt and use knowledge to achieve their goals – hence its link with Communications.

KM aims to facilitate the capture, dissemination and sharing of existing knowledge but also the creation, dissemination and sharing of new knowledge and therefore its link with innovation.⁶

In order to achieve results, KM tools and methods work on four main domains:

- People, individuals or groups who lead and take part in KM activities
- Methods and procedures on KM activities such as knowledge products, knowledge exchanges, reporting, risk management, etc.
- Technical tools, e.g. intranets, extranets, collaboration tools
- Governance and institutional arrangements, roles and responsibilities, funding arrangements, etc.

People are the essential pillar for the success of any knowledge management strategy or activity.

KM in an organizational context has two dimensions: external and internal. Knowledge is both a key output that is delivered to clients and partners, as well as a key resource that the organization needs in order to deliver its results⁷. Managing knowledge means **working on both dimensions** to use this

⁴ Davenport and Prusak, (1998), “Working Knowledge: How Organizations Manage What They Know”, Harvard Business School Press.

⁵ Adapted from Oxford University Dictionary online, Oxford University Press, and Wikipedia, definition of Knowledge. Accessed on November 3, 2014.

⁶ Adapted from Salazar, Lina and Octavio Aguirre, “Guidelines for formulating knowledge management plans for UNDP projects in Latin America and the Caribbean”, Panama City, 2012. Internal document.

⁷ Adapted from UNDP Knowledge Management Strategy Framework 2014-2017, at: <http://www.undp.org/content/dam/undp/library/capacity->

resource more effectively and improve the way an organization does business and achieve greater impact in increasing countries' capacity and facilitating development outcomes.

The ultimate objective of managing knowledge is the adaption and use of that knowledge, enabling further reflection and improvement of practices, capacity building and strengthening, institutional memory, collaboration, recognition and visibility, innovation and learning. Knowledge management is closely associated to results based management as knowledge needs to be grounded in evidence on what works and what does not work and the systematic testing and evaluation of working hypothesis and approaches.

The UN-REDD Programme's objective is to leverage KM *"to identify, capture and share REDD+ knowledge to build the REDD+ readiness and implementation capacity of our partner countries."*

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