

Knowledge Management and Communications Coordination Workshop

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Welcome and Introductions



A post 2015 UN-REDD Programme and the importance of Knowledge Management

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Draft Strategic Framework 2016-2020

Main dimensions:

- Driven by *country needs*
- Support partner countries to meet *UNFCCC requirements*, in order to generate results-based payments for results-based actions
- *Scale up* REDD+ readiness to REDD+ implementation
- *One UN approach* strengthened – working as one – one point of contact for countries
- Connect REDD+ actions to *achieving Sustainable Development*
- Strengthened *Knowledge Management* to build countries' capacities



Components of Warsaw Framework for REDD+

- Forest reference emission levels and/or forest reference levels
- Measuring, reporting and verifying
- Safeguard information systems
- National forest monitoring system
- REDD+ national strategy / work plan
- Addressing the drivers of deforestation and forest degradation

Also:

- Countries to identify “national entity or focal point”
- Development of Information Hub on the UNFCCC REDD Web Platform, to publish information on the results and corresponding results-based payments



What is Knowledge Management?

What is Knowledge?

Knowledge is awareness or familiarity gained by experience of a fact, a situation or skills. It 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. Knowledge can be acquired through experience or education, through perceiving, discovering or learning.

What is Knowledge Management?

Knowledge Management is a systematic approach to enable knowledge to flow effectively and efficiently to achieve agreed objectives. It is comprised 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.



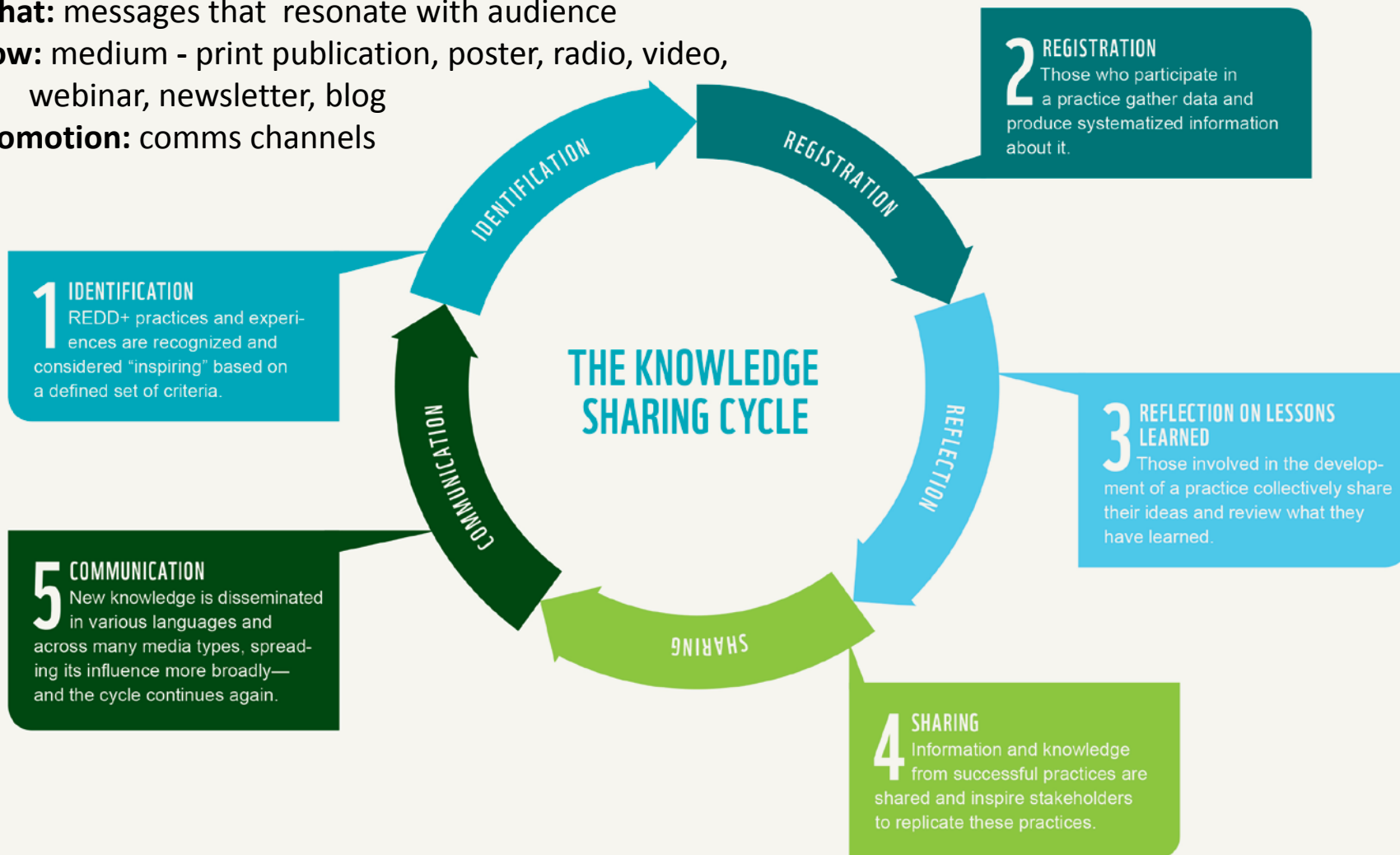
Communications and the Knowledge Sharing Cycle

Who: target audience

What: messages that resonate with audience

How: medium - print publication, poster, radio, video,
webinar, newsletter, blog

Promotion: comms channels



Linkages to explore

- Knowledge sharing
- Information management
- Communications
- Learning
- Training
- Capacity building
- Monitoring & Evaluation – reporting results



Role of KM in achieving UN-REDD Programme strategic objectives



Draft Strategic Framework 2016-2020

Programme level objectives:

- UN-REDD Programme support tailored to the **unique needs of each country**
- Support is delivered through **strengthened *One UN* approach**
- Support designed to **develop in-country capacities**
- Enable **as many countries as possible** to become REDD+ ready
- Countries have **capacity to “scale-up” REDD+ readiness to REDD+ implementation**
- Countries have **capacity to meet UNFCCC requirements** for REDD+ payments
- Countries **harness REDD+ benefits** to improve livelihoods and address biodiversity conservation and sustainable development issues.
- UN-REDD Programme support will include an **open and easily accessible knowledge management system**



Draft Strategic Framework 2016-2020

KM and Communications considerations:

- **Unique needs of each country:** tailored knowledge, tailored communicating of that knowledge within the context of each country.
- **Strengthened *One UN* approach:** harnessing knowledge in each agency – bringing this together.
- **Develop in-country capacities:** In-country training within local context
- **As many countries as possible become REDD+ ready:** New countries will have introductory level knowledge needs, as they progress knowledge will come from experience of other countries more progressed towards REDD+
- **Capacity to “scale-up” REDD+ to implementation:** new knowledge needs
- **Capacity to meet UNFCCC requirements:** specific and new knowledge needs
- **Harness REDD+ benefits (livelihoods/biodiversity/sustainable development):** Specific knowledge needs
- **Open and easily accessible knowledge management system:** New tools to be developed

How can KM support the Programme's strategic objectives?

What are the risks and opportunities?

Why is it important for KM to support Programme strategic objectives?



UN-REDD Programme Knowledge Management

Current goal:

To identify, capture and share REDD+ knowledge to build the REDD+ readiness and implementation capacity of our partner countries.

Emerging 2016-2020 vision:

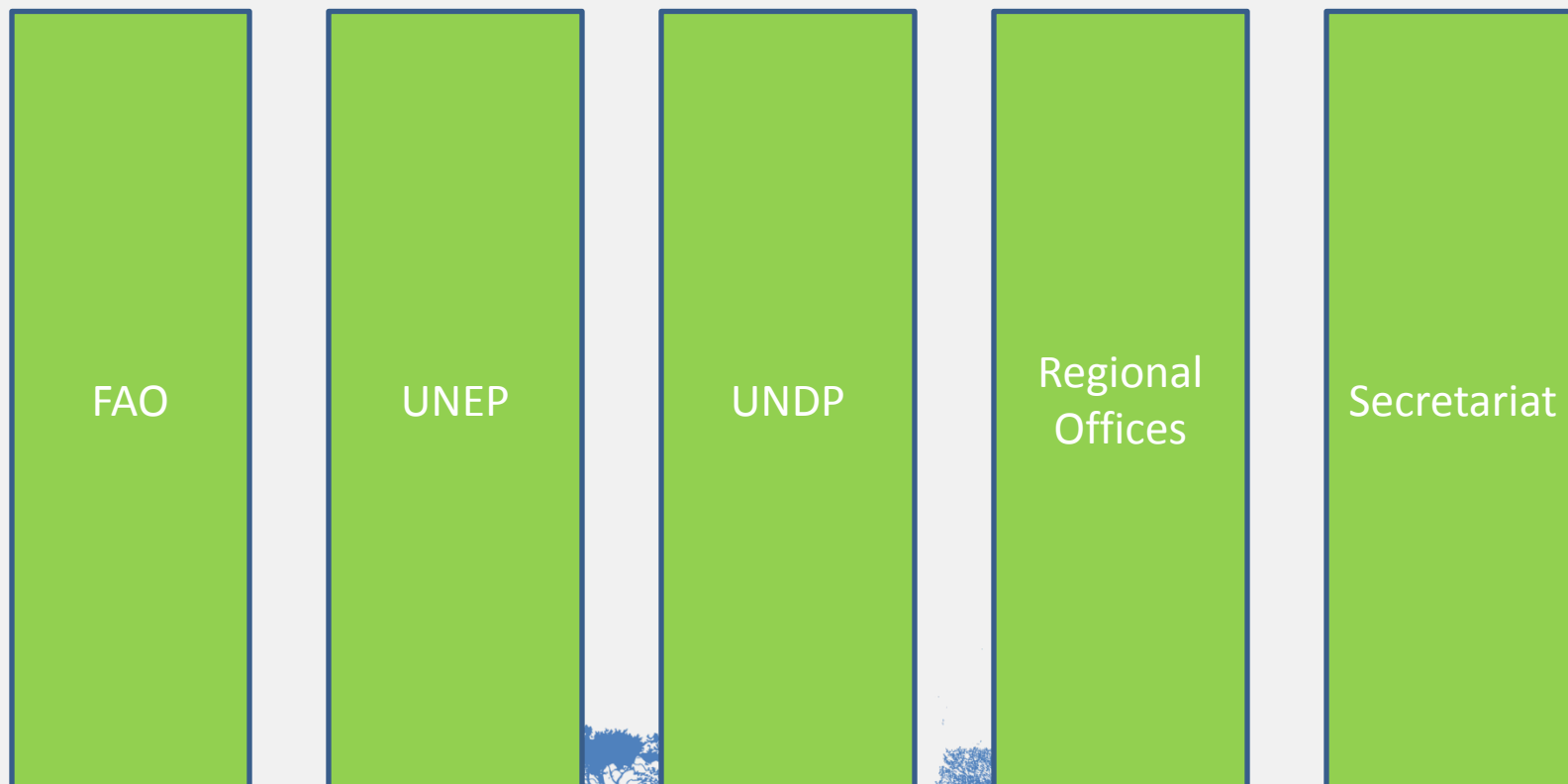
UN-REDD Programme partner countries develop REDD+ readiness and implementation capacities aligned with UNFCCC requirements, through the systematic identification, capture and sharing of REDD+ related knowledge.




UN-REDD Programme Knowledge Management: Putting the pieces together to strengthen collaboration and integration

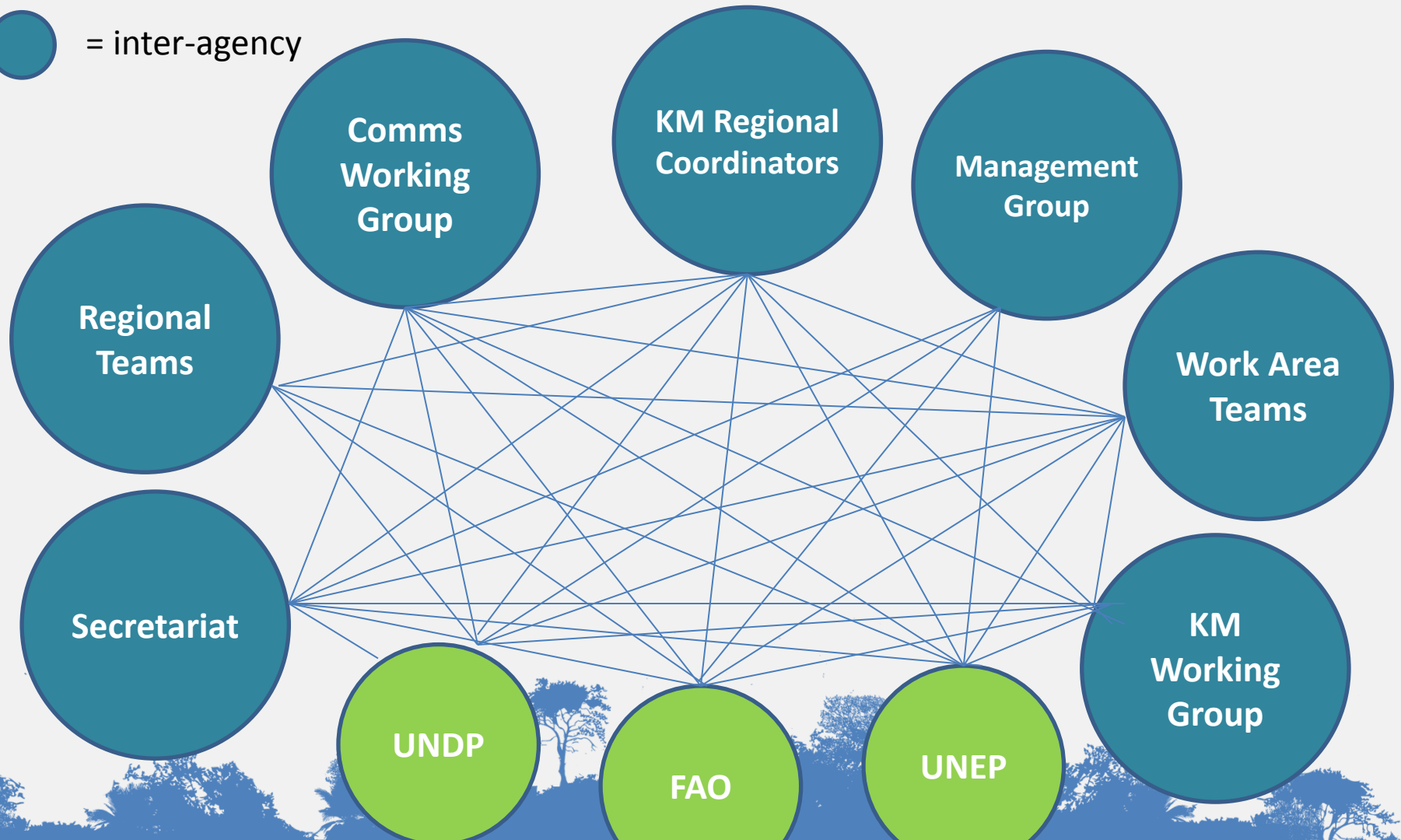


Operational relationships – Not silos



Operational relationships – Matrix structure

 = inter-agency



KM roles and responsibilities:

Operating in a matrix organizational structure

- **KM agency focal points** (based in agency HQs): represent agencies in KM inter-agency decision-making, members of KM Working Group, implement agency-specific KM work, support Programme KM work, support development and delivery of Programme and Regional KM strategies and work plans
- **Inter-agency KM Regional Coordinators** (consultants based in each region): represent all three agencies in the region; design, implementation and reporting of regional (and national in their regions) KM initiatives, develop regional KM work plan, members of KM working group, support Programme KM work
- **50% KM regional specialist** – Tim Boyle – additional level of support to KM Regional Coordinators and Regional Technical Advisers – assist links among regions, supports development of regional KM initiatives and regional knowledge connections.



KM roles and responsibilities – cont'd:

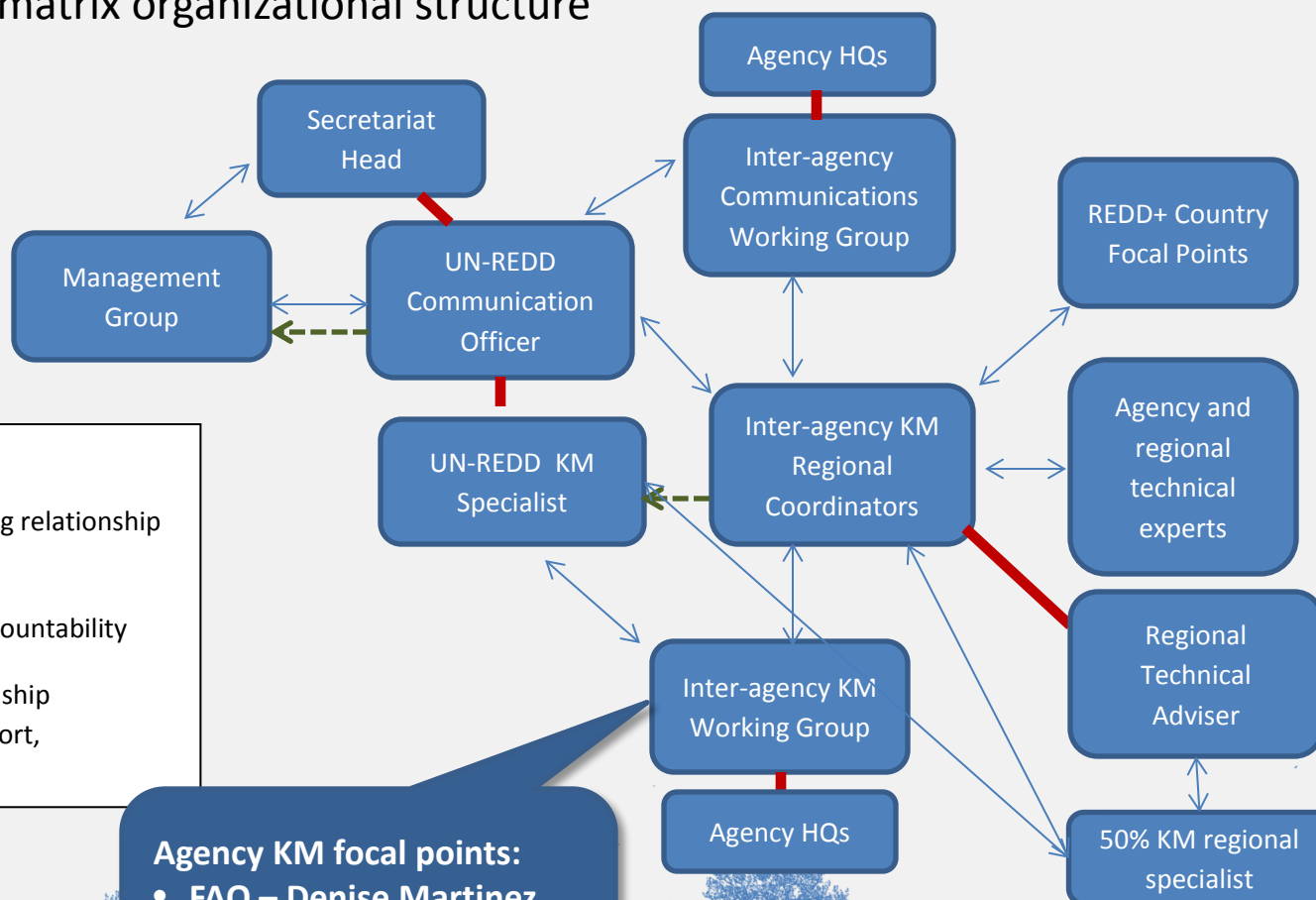
Operating in a matrix organizational structure

- **Secretariat** -- Communications Officer: overall responsibility for delivery and facilitation of KM including development of Programme's KM tools and capacities, develops global level Programme Comms and KM strategies and work plans, accountable for delivery of Programme's KM strategy
- **KM Specialist** (consultant): Design and management of Programme KM tools, facilitates Programme KM work, leads and coordinates KM Working Group, provides KM support and advisory services as needed across Programme, KM reporting into the Programme M&E, contributes to KM strategy and work plan, delivers KM work plan



KM and Comms roles and relationships:

Operating in a matrix organizational structure



Key:

- = Direct reporting relationship with full accountability
- - - = dotted line accountability
- <--> = mutual relationship (information sharing, support, collaboration)

Agency KM focal points:

- FAO – Denise Martinez
- UNDP – Dearbhla Keegan
- UNEP – Levis Kavagi

UN-REDD Programme Knowledge Management vision

UN-REDD Programme partner countries develop REDD+ readiness and implementation capacities aligned with UNFCCC requirements, through the systematic identification, capture and sharing of REDD+ related knowledge



UN-REDD Programme KM Strategic Framework:

*“Given the diverse range of stakeholders and disaggregate structure of the UN-REDD Programme, it is **essential for the Programme to move towards a systematic, holistic and collaborative approach to knowledge management.**”*

*“The success of this strategy will be based on the ability to **integrate the proposed areas of work into the ways in which the UN-REDD Programme carries out its strategic decision making and day-to-day practices.**”*



UN-REDD Programme Knowledge Management Strategic Framework:

Putting the theory to practice
at the Programme level



Knowledge Management:

Timeline: Building the KM work area

2013

- Management Group assigns in 2013 to the Secretariat the development and facilitation of the Knowledge Management work area and overall responsibility for the KM work area
- KM Specialist (consultant) hired, researches and drafts KM strategic framework, assesses Programme needs and capacities



Monitoring and Evaluation Framework 2012-2015

KM work also guided by the current Programme Level outcome from the M&E Framework:

Outcome 7: UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels (lead/coordinated by the Secretariat).

Output 7.1.

Knowledge management (KM) resources and systems are developed and improved.

Output 7.2:

REDD+ knowledge is continuously generated, adapted and shared in various and innovative formats for learning, advocacy, promotion and capacity development.

Output 7.3:

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

Knowledge Management:

Timeline:

2014: Putting the Tools and Capacities in Place at the Programme level to support the Strategic Framework and realize M&E outputs:

- ✓ REDD+ Academy designed
- ✓ Workspace identified for upgrade, needs surveys carried out, upgrade begins
- ✓ Developed Terms of Reference for Knowledge Management Working Group
Guidance for developing KM initiatives developed and rolled out
- ✓ Regional KM proposals reviewed and endorsed
- ✓ Systemization: New RADAR tool and M&E reporting – explored integrating these tools into Workspace
- ✓ Develop Terms of Reference for new Inter-agency KM Regional Coordinators
- ✓ Global Knowledge Exchanges identified as tool

Knowledge Management:

Timeline:

2014: Programme Level Results

- ✓ REDD+ Academy -- first session delivered & online courses being developed
- ✓ Knowledge Management Working Group established and operational
- ✓ Regional KM proposals reviewed and endorsed – anticipated delivery of US\$ 1 million in KM regional activities through 2015
- ✓ Systemization: New RADAR tool and M&E reporting integrated into Workspace – making results-based management information widely available
- ✓ Inter-agency KM Regional Coordinators (consultants) put in place in each region (Africa, Asia-Pacific, and Latin America and the Caribbean)
- ✓ Partnership with UNITAR / UNCC:Learn
- ✓ Global Knowledge Exchange held in partnership with FCPF
- ✓ First global KM-Comms coordination meeting held



Knowledge Management:

Timeline:

2014: Programme Level Results

- ✓ Workspace upgraded with enhanced functionality:
 - REDD+ practitioners can find and connect with each other
 - Communities of practice can be formed around REDD+ work areas
 - Countries have their own pages, built as portals to access all related knowledge
 - Work areas have their own pages, built as portals to access all related knowledge
 - Capacity to host e-learning courses
 - Tagged documents for ease of access
- ✓ Co-produce REDD+ Resource Guide with UNITAR CC: Learn
- ✓ Development of Online Courses to complement REDD+ Academy



Knowledge Management:

2015 Programme Level Work Plan deliverables – to be carried out by KM Specialist, KM Regional Coordinators, KM agency focal points – coordinated through the KM Working Group (some in coordination with Communications):

- **Identify country priorities** for UN-REDD Programme knowledge products, including topics, format, and language preferences.
- **Develop series of high priority global knowledge products** in support of REDD+ work areas, based on country needs and identified gaps.
- **Translate key knowledge products** into the UN-REDD Programme official languages and local languages as relevant.
- **Establish photo library** and make accessible to colleagues and stakeholders
- **Identify subject matter experts** and broker their knowledge
- **Identify high priority REDD+ topics for lessons learned** at global, regional and national levels.
- **Build capacity for KM processes to be applied at all stages of programme implementation** -- planning, execution, assessing results.

Knowledge Management:

2015 Programme Level Work Plan deliverables – Cont'd

- **Hold Knowledge Exchange events** – national, regional and globally – on priority REDD+ topics
- **Implement a lessons management system** to capture, share and apply lessons learned.
- **Establish Communities of Practice** around priority REDD+ thematic topics and geographical areas.
- **Develop UN-REDD Programme Information Kit** – to provide new partner countries and other emerging stakeholders with information on how to engage with and benefit from the Programme's modalities of support.
- **Implement peer assists** amongs countries
- **Build strategic partnerships** for REDD+ knowledge at global, regional and country levels

Knowledge Management:

2015 Programme Level Work Plan deliverables – Cont'd

- **Deliver two more regional REDD+ Academy sessions** – scheduled to take place in Africa and LAC regions
- **Launch online REDD+ Academy courses** – making curriculum widely available
- **Launch REDD+ Resource Guide** – list of knowledge resources
- **Develop knowledge management training** and support tools – for both Programme staff and stakeholders to use
- **Development of regional KM annual work plans** – designed to support the Programme's KM Strategic Framework and M&E Outcomes, and to be coordinated with each region
- **Compile and share REDD+ capacity development resources** through a dedicated space on the upgraded Workspace.

Prioritizing Programme Level 2015 KM Deliverables

Remembering our goal to:

Support partner countries to develop REDD+ readiness and implementation capacities aligned with UNFCCC requirements, through the systematic identification, capture and sharing of REDD+ related knowledge...

Is there anything missing from this list?

What needs to be prioritized?



Looking Forward: Developing the 2016-2020 KM Strategy

1. To support developing of the 2016-2020 Programme Strategy, we have been asked to begin to develop the supporting 2016-2020 KM Strategy.
2. Preliminary work has begun on a Draft Theory of Change – this will be refined through a consultative process, and from this, the Strategy will be developed.



Vision: UN-REDD Programme partner countries develop REDD+ readiness and implementation capacities aligned with UNFCCC requirements, through the systematic identification, capture and sharing of REDD+ related knowledge

KM Focus Areas

Actions

Outcomes

Contribution to Impact

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

2. Facilitate and strengthen collaboration, South-South learning, and knowledge exchange among partner countries and other knowledge sources on REDD+ (knowledge brokerage)

3. Harness capacity on KM within UN-REDD Programme and partner countries to integrate KM into REDD+ programmes (KM as programmatic tool) and to develop a coordinated approach for learning before, during and after REDD+ initiatives.

1.1. UN-REDD backbone information system for results-based management

1.2. After Action Reviews integrated to UN-REDD programme cycle

1.3. Workspace: Knowledge repository and libraries

1.4. Communications tools and capacity leveraged

2.1. Thematic and geographic communities of practice

2.2. Knowledge Sharing events and activities

2.3. REDD + Academy

2.4. Roster of REDD+ experts

2.5. Knowledge products on REDD+

3.1. KM Governance, standards and agreed procedures

3.2. KM advisory services, training and assistance to regions and countries

Increased REDD+ readiness and implementation capacity of partner countries

Partner countries understand and meet UNFCCC requirements

Increased capacity of UN-REDD team to provide high quality effective technical assistance

Increased value of UN-REDD programme recognized by stakeholders leading to increased engagement from stakeholders and increased funding from donors

REDD+ readiness and implementation activities will be based on evidence and knowledge about what works and what does not work and aligned with UNFCCC

REDD+ readiness and implementation more timely and cost-effective

REDD+ programmes better integrated to national policies and CC programmes

UN-REDD Programme delivery strengthened

Draft KM 2016-2010 Theory of Change

Remembering that we seek to:

Support partner countries to develop REDD+ readiness and implementation capacities aligned with UNFCCC requirements, through the systematic identification, capture and sharing of REDD+ related knowledge...

And the objectives of the draft 2016-2020 Programme Strategic Framework Objectives...

What do you like about the 2016-2020 theory of change?

How can it be strengthened?



Knowledge Management Tools and Capacities

Snapshot of current and emerging tools



Current and emerging KM tools:

- Knowledge needs assessment (Programme, country, IPs/CSOs, KMx survey results)
- Printed knowledge products (fact sheets on lessons learned and best practices, case study reports, policy briefs, technical briefs, infographics, etc.)
- Communities of practice (Large and moderated, smaller and self-moderated)
- Brokering of experts and their knowledge (Identifying experts, database of experts)
- Curriculum programmes (REDD+ Academy, UNCC: Learn)
- Virtual knowledge exchanges (webinar, online chats)
- Knowledge hubs (online portals to knowledge on a specific topic)
- Face-to-face knowledge exchanges (group knowledge exchanges, south-south field visits, learning tours)
- Communications channels (Newsletter, Twitter, Facebook, Blogs)
- Systemization of results (RADAR, M&E) - databases
- Videos (documentaries, interviews, training videos, archived webinars)

End of Day One

Thank you



KM Experiences from the Regions

Asia-Pacific, Africa, Latin America



Building the KM Toolbox



Building Our Online Tools:

What are you trying to achieve with online/web-based tools?

What functionality do you need to do this?



Building Our Online Tools:

The UN-REDD Programme Collaborative Workspace



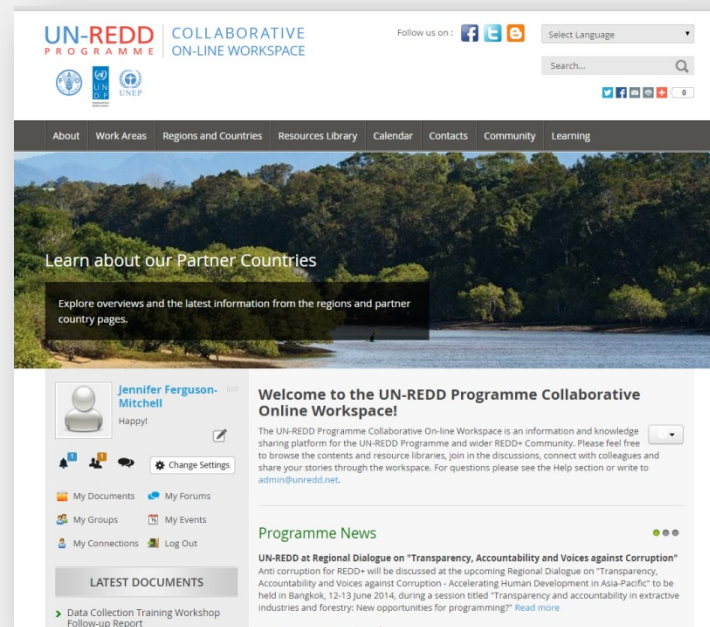
Online tool needs identified by group

- Knowledge available in an online format
- Ability to identify and connect with experts
- Webinar presentations that can be archived
- Access to templates
- Image library
- Have online chats
- Develop Community of Practice – and have an online space for this
- National pages – where information on countries is available
- Social sharing
- Language
- Integration with Outlook – events and calendars



UN-REDD Programme Collaborative Workspace: a knowledge management tool

- ✓ Meets group's identified online knowledge tool needs
- ✓ In final stages of development
- ✓ Beta version will launch Feb 15 (anticipated)
- ✓ Three-month test phase
- ✓ Anticipated that further updates will need to be made to align with Programme's new 2016-2020 strategic and operational shifts.



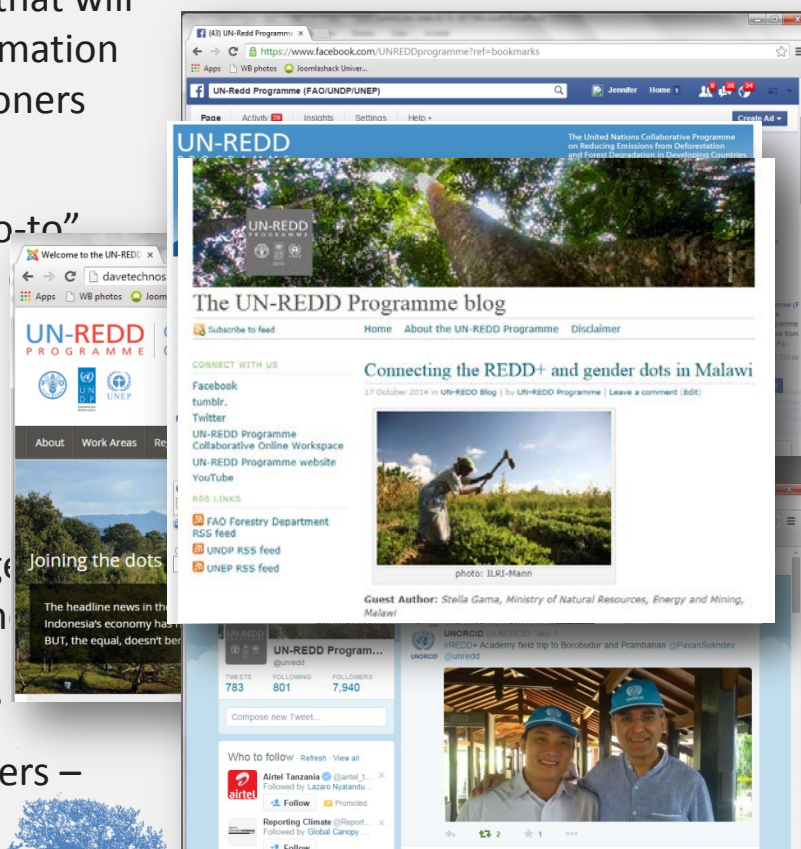
Leveraging Communications Tools and Capacities in Support of KM



Communications Tools

Status update on key tools:

- ✓ New public Workspace developed – in beta testing – that will provide countries with their own space to share information and knowledge *and* make it easier for REDD+ practitioners worldwide to find valuable technical information
- ✓ Website now updated with fresh content and new “go-to” information hubs such as for the Climate Summit and More than 20,000 monthly users.
- ✓ Newsletter now produced on a *regular monthly basis*
- ✓ Blog now more active, nearly 500 views/post
- ✓ Dramatic increase in ability to share REDD+ knowledge information through Programme’s social media channels
 - ❖ Facebook user up 60% to nearly 5,000 followers
 - ❖ Twitter subscribers up 70% to over 8,000 followers – engagement up 400% since March 2014
- ✓ Plus additional tools: videos, photos, posters, infographics, etc.



Communications Tools

Next steps:

- ✓ Workspace launched
 - ✓ Website redesign – new server, new CMS, updated content to complement Workspace (avoid competing)
 - ✓ Newsletter – new design and more strategic editorial content
 - ✓ Family of publications updated – new types
 - ✓ Publication production protocols defined
 - ✓ Image library created
- * These are agenda items for Annual Meeting of the Communications Working Group



Group's identified Communications related needs

- Quality assurance/ Consistent approach
- Templates made available
- Coordination of schedule of publications
- Newsletter – space for knowledge sharing (eg. Lessons learned, interviews with REDD+ focal points)
- Produce videos
- Consistent messaging
- Targeted communications --- identifying the audience/resonate with your audience -- support developing this
- Support getting KM information out through the Programme's social media channels – Twitter, Facebook
- Capacity for Translations – language
- Translating technical info to layman's terms
- Technical knowledge vs. introductory – need for both
- Managing misinformation from others



Communications colleagues

- Denise Martinez (FAO)
- Dearbhla Keegan (UNDP)
- Mihaela Secrieru (UNEP)
- Jennifer Ferguson-Mitchell (Sec)
- Mark Grassi – Editor / Translations
- Maddie West – KM/Comms/Events Associate



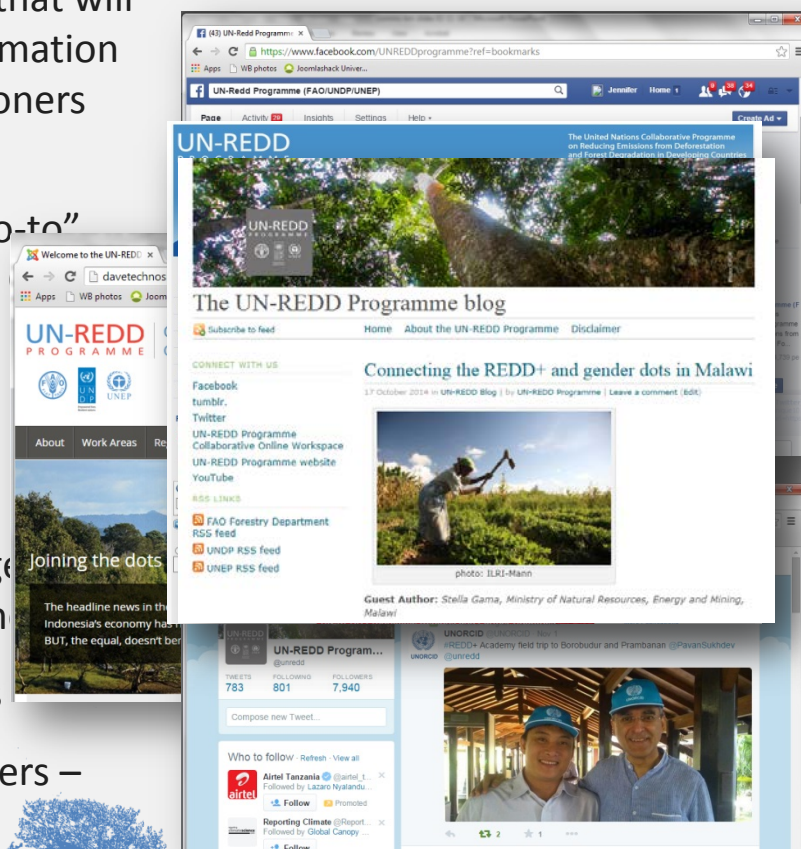
Guiding “how to” documents available as resources:

- Editorial style guide -- branding
- Publication templates – policy briefs, information briefs, lessons learned, etc. – being updated – available via Workspace – will share link with everyone
- Publication review/approval process – being revised by Communications working group – will share with KM colleagues
- Workspace page templates
- Workspace editorial style doc – in development
- Management framework for workspace – permission levels, who is responsible for which content – in development
- User guide: Workspace – in development

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Thank You

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