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| **The UN-REDD Programme Knowledge Management** **Theory of Change****2016-2020*****Brief for discussion******November 2014******Prepared by Lina Salazar******Knowledge Management Specialist UN-REDD Programme*** |

**UN-REDD Programme Knowledge Management Theory of Change**

***Brief for Discussion***

*Version November 2014*

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# Introduction

* This document presents the **draft Knowledge Management Theory of Change** for the UN-REDD Programme 2016-2020. This theory of change is the base for discussions towards the preparation of the Knowledge Management Strategy for 2016-2020. It is based on the key principals and outcomes of the draft UN-REDD Programme 2016-2020 Strategic Framework, shared at the Arusha, TZ Policy Board meeting. It is also based on a discussions and a review of the UN-REDD Programme’s KM needs and capacities.
* A **theory of change** (ToC) is a planning methodology that defines the building blocks required to bring about a given long-term goal. This set of building blocks includes outcomes, results, and preconditions. The ToC lists the types of interventions that would bring about the outcomes. Each outcome is tied to an intervention. ToCs are useful in planning and evaluation because they create a commonly understood vision of the long-term goals, how they will be reached, and what will be used to measure progress along the way[[1]](#footnote-1).
* The challenge for the UN-REDD Programme 2016-2020 is to move from a focus on preparedness to helping countries to implement the UNFCCC guidelines, apply for performance-based payments, learn from each other, and disseminate results-based actions that assist countries to implement REDD+. The Warsaw framework provides guidance on what type of knowledge is required by countries to increase their capacity towards this goal. Donors would like the Programme to operate in a coherent platform, not as three separate agencies. These challenges call for strengthened knowledge management as part of the way the UN-REDD Programme operates internally and with partner countries.
* In the discussions for the new UN-REDD Programme Strategy 2016-2020, **knowledge management is given a prominent role**. The UN-REDD Programme would assist developing countries in **accessing knowledge for REDD+ readiness and implementation**, providing well-documented, evidence-based knowledge on REDD+. This would include capturing and disseminating REDD+ readiness and implementation best practices. The UN-REDD Programme will also **provide cost-effective, technical advisory services**, supported by an open and easily accessible knowledge management platform and expanded South-South knowledge sharing arrangements, to assist countries to progressively improve their actions and capacity on REDD+ preparedness and implementation.
* For the purposes of this document, **knowledge management 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. Knowledge management aims to facilitate the capture, dissemination and sharing of existing knowledge but also the creation, dissemination and sharing of new knowledge and therefore is linked with innovation and communications.
* Previous achievements of the UN-REDD Programme on knowledge management include the delivery of the REDD+ Academy, the recruitment of three regional knowledge management specialists, the preparation of regional KM proposals, the Global Knowledge Exchange Day held in partnership with the FCPF in the context of PB 13, and the workspace upgrade, among others[[2]](#footnote-2).
* This draft knowledge management theory of change for UN-REDD 2016-2020 suggests specific areas where knowledge management at the UN-REDD Programme would support the Programme’s outcomes and its contribution to impact. **This is a preliminary document for discussion, as the UN-REDD Programme is currently determining its new strategy for 2016-2020. The final knowledge management strategy will need to respond to and support the Programme’s strategy and its emerging operational model**.

# Draft Knowledge Management Theory of Change 2016-2020

* The **UN-REDD Programme’s draft vision for 2016-2020**[[3]](#footnote-3)**:**  “Enable countries to participate effectively in the UNFCCC process by enhancing their readiness for REDD+”.
* **The UN-REDD Programme’s draft strategic framework** includes a focus area for knowledge management: “Access knowledge for REDD+ readiness and implementation, providing well documented, evidence based and programmatic knowledge on REDD+ and facilitating expanded South-South knowledge sharing”. It also stresses three areas where knowledge management can particularly contribute by the systematic capture and sharing of REDD+ related knowledge: (i) ensure country leadership in developing REDD+, (ii) enhance inter-sectoral exchange and cooperation at country level, (iii) enhance inter-agency collaboration as well as broad-based stakeholder engagement.
* Within this context of supporting country knowledge needs for REDD+ readiness and implementation, the proposed **knowledge management vision** for the UN-REDD Programme 2016-2020 is: “*The 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”.*
* The **expected contribution to impact** from the UN-REDD Programme’s knowledge management work can be summarized as follow:
	+ REDD+ readiness and implementation activities will be aligned with UNFCCC, and based on evidence and knowledge about what works and what does not work.
	+ REDD+ readiness and implementation will be more timely and cost-effective.
	+ REDD+ programmes will be better integrated with national policies and CC programmes.
* The expected outcomes are:
	+ Increased capacity of countries for REDD+ readiness and implementation, including UNFCCC requirements.
	+ UN-REDD Programme delivery is strengthened.
	+ Increased engagement of donors, policy makers and stakeholders with the UN-REDD programme, leading to higher commitment and/or funding.
* **Figure 1** presents the draft UN-REDD Programme knowledge management theory of change 2016-2020 and related actions, outcomes and contributions to impact.

Figure 1. UN-REDD Programme’s draft knowledge management theory of change 2016-2020



# Focus areas for knowledge management work

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

* This area of work is focused on four main actions:
	1. The UN-REDD Programme’s information system for results-based management.
	2. After Action Reviews integrated into UN-REDD Programme reporting to identify lessons.
	3. REDD+ Knowledge Repository.
	4. Knowledge products on REDD+.
		1. **The UN-REDD Programme’s information system for results-based management:**
* Results-based management (RBM) focuses on improving performance by aligning inputs, processes, outputs and services with the achievement of clearly stated goals and objectives. RBM is focused on achieving results, reducing costs, improving project management processes and addressing risks through systematic methods (e.g., decisions are based on data and not on hypotheses). RBM integrates lessons learned into management decisions and monitoring and reporting. Knowledge Management is a complementary approach to RBM.
* The UN-REDD Programme is taking steps to adopt RBM practices as part of its management and reporting. The **RADAR,** a RBM tool, aims to support portfolio management and oversight. It is conceived as a decision support tool that captures data related to performance, disbursements, risks and progress of national programmes. RADAR is populated manually with information from the annual and semi-annual reports and other technical documents submitted to the Secretariat by agencies and countries. RADAR will have a back end from where the raw data can be manipulated and exported, and a front end integrated with the country dashboard in the workspace.
* The challenges of manually updated RBM systems like RADAR are multiple and they can create duplications. For the 2016-2020 KM strategy, the UN-REDD Programme should take current efforts on RADAR further and invest in a **and** **results-based backbone information system for all the programme support modalities**. Such a system would support the complete grant/project cycle (e.g., National Programmes and Support to National REDD+ Action: Global Programme Framework [[4]](#footnote-4)), financial data management, Programme data management, and monitoring and reporting.
* **The RBM system could also support the** **workflows** associated with the National Programmes and Targeted Support cycles, such as online submissions from countries, Secretariat quality review, review and approval processes by the Policy Board, and direct online semi-annual and annual reporting by countries (with agency support). See Annex 1 for a brief description of the functionalities of a grant and RBM system.
* **The design of the RBM system must be based on sound** **process analysis** and **mapping of information and knowledge flows that support UN-REDD Programme modalities**. This analysis must include responsible stakeholders for each step of the processes, knowledge and information inputs and outputs, document repositories and related workflows.
* **The RBM system** should be conceived and designed not just as a portfolio management and oversight tool, but as a **knowledge and learning system**. This system would enable the identification of good practices based on data and evidence, and allow cross analysis and comparisons. The easy access to information on programmes would support learning “before” (e.g., for programme design). It would also include templates and semi-annual reporting forms with quantitative and qualitative information for learning “during” (e.g., what worked well, critical factors, risk management assessments) and learning “after” (e.g., evaluations, and lessons learned). The RBM system should be integrated with other knowledge sharing platforms, such as the workspace, feeding automatically information to country and thematic pages. E.g., after internal quality review, the reporting and updates from countries can be published directly in the workspace.
* The challenge to implement such a system for the UN-REDD Programme is to go beyond the needs and particularities of each UN-REDD agency. For some agencies, double record keeping may be a deterrent, as some will need to keep the current system anyway (e.g., UNDP Atlas). As the RBM system would fulfil other functions and would be more comprehensive than the agencies’ systems, the risk of duplication is decreased.
	+ 1. **After Action Reviews integrated with UN-REDD Programme semi-annual and annual reporting, to identify and document lessons learned**
* The UN-REDD Programme is well placed to promote a systematic approach to identify, document, share and apply lessons learned from REDD+ experience. “Undertaking a more systematic analysis of lessons learned from implementation of REDD+ readiness and identifying some of the critical areas of support to sustain efforts towards performance based payment will be critical to consolidate and capitalize on the support provided to partner countries”[[5]](#footnote-5).
* A powerful methodology to systematically identify and capture these lessons from implementation is the **After Action Review (AAR)**. An AAR is a structured review or de-brief process by the participants and those responsible for the project or event. It focuses on analyzing what happened, why it happened, and how it can be done better, therefore **extracting lessons from practice**. During an AAR the team captures the lessons learned from past successes and failures, with the goal of improving future performance. It is an opportunity for a team to reflect on a project, activity, and event or task so that they can do better the next time[[6]](#footnote-6).
* AARs need to be **linked to the semi-annual and annual reporting** of National Programmes and Targeted Support. The template and where to conduct an AAR can be discussed and validated by the KM Working Group. The AAR should be conducted based on performance data (provided by the RBM system). The briefs of AAR can be made accessible via workspace in the country page. If the brief contains sensitive information, it can be shared in the workspace with restricted access.
* After AARs have been integrated with National Programmes and Targeted Support, they can also be integrated with other processes as needed, such as the planning and delivery of critical missions, or high-level knowledge events and knowledge products.
* The current **annual report template** includes a timeline of milestones that describe the process of the National Programme or Targeted Support initiative. The AAR analysis can be based on this timeline and milestones to reflect on the implementation (e.g., to identify critical success factors, obstacles faced during implementation, etc.) and to extract lessons.
* The **value of AARs is capturing “how to”** practical knowledge, processes or methodologies to achieve performance based-payments. A systematic and institutional capture of “how to” experience at country level will progressively build a useful knowledge base for the UN-REDD Programme from where to build grounded methodologies based on evidence.
	+ 1. **REDD+ Knowledge Repository**
* The enhancement of the workspace will allow the integration of the UN-REDD Programme libraries into one content management system. The workspace libraries will make easily accessible and searchable the knowledge products and contents that the Programme and partner countries and organizations have generated on REDD+ readiness and implementation.
* One of the priorities of the REDD+ knowledge repository should be to collect and **make accessible resources and knowledge products prepared by partner countries**. These resources could be displayed in the country pages in the workspace. E.g. A national forest monitoring system (NFMS) was created in the Democratic Republic of the Congo, which includes a web platform to facilitate transparency and public access to data[[7]](#footnote-7). Enabling access to this growing number of tools, methodologies and initiatives from countries will help countries to reduce risks of duplication and overlap, share information directly among themselves, and increase opportunities for re-use and adaptation of tools in other countries[[8]](#footnote-8).
* The repository will be based on the **taxonomy** for the UN-REDD Programme. This taxonomy needs to be reviewed in light of the new UN-REDD Programme Strategy 2016-2020.
* The knowledge repository should facilitate the uploading and tagging of documents, and the publication of documents in the workspace and on the website. Documents should be uploaded only once in the document management system and made available via different communication platforms. The levels of access and permissions would need to be reviewed and simplified, e.g. public documents would also be accessible via the website (though, user does not need to be registered for the workspace to access public documents), restricted (for UN-REDD workspace members only) and confidential (for UN-REDD Secretariat and UN-REDD partner agencies).
* Other features to consider for the new document management system include simultaneous editing of documents and versioning control, which are not currently available in the workspace.
* The information from the RBM system (front end) should be a prominent feature of the knowledge repository, under the relevant country or thematic page.
	+ 1. **Knowledge products on REDD+**
* 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.
* **Alternatives to publications need to be explored when possible**. If publication is needed, a dissemination and outreach strategy for the knowledge product must be included in the concept note, with specific budget and communications activities. It is also critical to ensure that such knowledge generation and dissemination accounts for people’s diversity (e.g., access to technology, languages, and culture) and limitations in accessibility and availability to information sources.
* As identified in the previous UN-REDD Programme Knowledge Management Framework, 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. To generate knowledge products that are relevant and based on countries’ needs is critical that the knowledge product is based on previous **capacity assessments** and **stakeholder analysis** at country and regional levels. It is also critical that there is a **quality assurance process** in place for global and regional knowledge products.
* **A concept note** for the justification and preparation of a knowledge product can include: summary description of the product and its contents, purposes and expected contributions to results, target audience and expected behavioral changes as a result of the product, dissemination strategy, indicators of success (outputs and contributions to outcomes). Knowledge products can serve multiple purposes: from institutional memory, to learning, capacity building, visibility and outreach and influence in policy. As part of the concept note for each knowledge product it is important to clarify which strategic purpose the product is aiming at.
* Defining a **category of knowledge products** for the UN-REDD Programme can provide a good base for refining the quality assurance process and agreeing on some minimum standards. This would contribute to a focus on priority products, increased consistency and quality. Examples of knowledge products for the UN-REDD programme are presented in Table 1.

Table 1: Examples of knowledge products for the UN-REDD Programme[[9]](#footnote-9)

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| Product Type | Example |
| Annual and semi –annual reports | [UN-REDD 2012 Annual Report](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=10386&Itemid=53)[UN-REDD Programme Semi-Annual Report 2012](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=8371&Itemid=53) |
| Comparative Assessments and Evaluations | [REDD+ benefit sharing - a Comparative assessment of three national policy approaches- Joint UN-REDD & FCF publication- June 2011](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=5577&Itemid=53)[Viet Nam National Programme Final Evaluation](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=10397&Itemid=53) |
| Manuals and guidelines | [UN-REDD FPIC Guidelines Working Final -2012](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=11235&Itemid=53)[Identifying and mapping the biodiversity and ecosystem-based multiple benefits of REDD+ A manual for Exploring Multiple Benefits - Tool](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=6431&Itemid=53) |
| Train the trainer manuals | [Participatory Management of Forests And Protected Areas: A Trainer's Manual](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=5724&Itemid=53) |
| Handbooks | [National Programmes Handbook](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=8148&Itemid=53) |
| Lessons learned booklets and brochures | [UN-REDD Africa Lessons Learned](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=8331&Itemid=53)[Asia-Pacific Region Lessons Learned: Anti-corruption](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=6524&Itemid=53) |
| Policy briefs | [Private Sector Engagement Policy Brief EN, SP, FR](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=10509&Itemid=53) |
| Presentations | [UN-REDD National Programmes Status update](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=8542&Itemid=53) |
| Video files | [Anti corruption for REDD+ (English)](http://www.youtube.com/watch?v=NpKySjqeJEg) |
| Apps (e.g. iPhone) | [Biodiversity Indicators Partnership (UNEP-WCMC)](http://www.unep-wcmc.org/the-aichi-passport-app-now-available_936.html) |
| Audio files | [IUCN Wild Talk, Listening, talking and working together to manage Ghana’s forests](http://www.iucn.org/about/union/secretariat/offices/usa/about_usa/forest_us/?5951/Listening-talking-and-working-together-to-manage-Ghanas-forests) |
| E-learning courses | [E-Learning course on Conservation and Environmental Management at ACS Distance learning (100 hrs)](http://www.acs.edu.au/courses/conservation-environmental-management-284.aspx) |
| Infographics | [REDD+ Market Impact](http://www.conservation.org/global/carbon_fund/Documents/REDD%2BMarket-Impact_HR.pdf) |
| Journal articles | [REDD+ and Biodiversity: opportunities and challenges (Unasylva)](http://www.fao.org/docrep/013/i1758e/i1758e14.pdf) |
| Webinars | [REDD+ Community by WWF: Expectations for REDD+ at UNFCCC COP 19](http://reddcommunity.org/webinars/learning-session-16-expectations-redd-unfccc-cop-19) |

* A niche to develop knowledge products to facilitate REDD+ readiness and implementation is **guidelines and tools** for countries to support the process of developing a Readiness Preparation Proposal (R-PP) and moving on to implementation (see box 1). Whilst no two country National Programmes are the same, there are elements that are sufficiently consistent in the process that they can be supported by targeted knowledge products.

**Box 1. Examples of knowledge products to facilitate REDD+ readiness and implementation in countries**

* **Must have knowledge**: e.g., 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 on MRV and NFMS approaches, guidelines for stakeholder engagement, decision support tools and policy briefs.
* **Could have knowledge**: Good examples, tips and hints from partner countries and other REDD+ organizations that may be useful to support countries for REDD+ readiness and implementation.

*Extracted from UN-REDD Programme Knowledge Management Framework 2014-2015.*

## Facilitate and strengthen collaboration, South-South Cooperation and knowledge sharing among partner countries and other knowledge sources on REDD+

* Collaboration and knowledge sharing must be understood as both **internal** (i.e., greater coordination among agencies and UN-REDD Programme teams towards a coherent platform) and **external** (i.e., with partner countries and among them).
* This area of work is focused on five main actions:
	+ Thematic and geographic communities of practice
	+ Knowledge Sharing events and activities
	+ Communications and social media
	+ REDD+ Academy
	+ Management of UN-REDD Programme relationships and REDD+ expertise
		1. **Thematic and geographic communities of practice**
* Regional thematic Communities of Practice should be promoted for stakeholder engagement, knowledge sharing and capacity building on critical topics. **Based on regional capacity and stakeholder assessments**, pilot communities can be launched (e.g. one per region), with clearly defined activities and deliverables (e.g. online sessions and webinars on specific topics, online forums and facilitated discussions, briefs compiling conclusions and face to face meetings).
* Regional KM coordinators can also promote a community of knowledge management focal points in the countries. This will be useful to validate and share KM standards and methodologies at country level and to identify REDD+ knowledge products and good practices emerging from countries that can be documented and disseminated to other countries.
* The UN-REDD Programme workspace will enable online communities of practice and document management.
* Communities of practice can also be promoted at national level, for stakeholder engagement, policy advocacy and sharing of latest information on REDD+. An interesting model for national communities of practice is the Solutions Exchange model, facilitated by UNDP in Asia Pacific. This model is briefly described in **Annex 2**.
	+ 1. **Knowledge Sharing events and activities**
* There is a critical mass of champions that are in position to influence and promote transformations at country level. These champions need to learn from each other on what works and what does not work.
* Face to face knowledge sharing events are an effective way to share knowledge, reflect and innovate. However, they are expensive and need to be used strategically and planned in a cost-effective way. An evaluation of the event should take place at the end of the event.
* All knowledge sharing events should be designed based on the **expected results from the knowledge sharing**, the capacity of the participants, and the capacity and **behavioral changes** that are needed to achieve the expected results. The concept note, agenda and structure of the knowledge sharing event should respond to this analysis.
* Three specific types of knowledge sharing events are discussed below: (i) peer assists, (ii) knowledge sharing events for capacity building, and (iii) knowledge sharing events for systematization of good practices, processes and methodologies.

***Facilitation of peer assists among countries:***

* **A peer assist** brings together a group of peers to elicit feedback on a problem, project, or activity, and draw lessons from the participants' knowledge and experience. Peer assists may be useful when a team is starting a new activity or project and wants to benefit from the advice of more experienced people who have faced similar challenges in the past[[10]](#footnote-10).
* Peer assists can be implemented on a systematic basis, e.g., as part of the preparation of national programmes (countries that have prepared a national programme give assistance to countries that are starting the process). This has been done before in the context of the PB 12 in Lima.
* Peer assists complemented by the management of experts (e.g., roster of experts) are powerful tools in assisting countries starting a REDD+ process.

***Facilitation of knowledge sharing events for capacity building:***

* Based on **regional and country capacity assessments and stakeholder analyses**, knowledge sharing events can be designed to bring together experts and countries to shared good and innovative practices and discuss how to implement them in particular countries.
* A knowledge sharing event for capacity building can take multiple forms, including knowledge fairs and knowledge cafes, workshops, and study tours. It can also take place online, as part of a community of practice discussion, webinar or virtual knowledge fair.
* The concept note for this type of knowledge sharing event must include, among others, the purpose of the event, who is taking part, what capacity gaps justify the knowledge exchange, what deliverables in terms of increased capacity and other outputs will be reached as a result of the event, and what is the context and the challenges that the people taking part in the event will face when going back to their countries in order to apply what they have learned. These considerations will help in the design of the agenda and methodology for the knowledge sharing event.
* All knowledge sharing events for capacity building should be evaluated by comparing the situation in terms of capacities before the event and after the event (i.e. learning evaluation).
* An example of the concept for a knowledge sharing event for capacity building is presented in box 2. This example is adapted from “Malawi REDD+ Program Request for Targeted Support under the UN-REDD Programme”. Internal document prepared by the Malawi REDD+ Secretariat, Malawi Department of Forestry. November 2014.

**Box 2: Example of knowledge sharing event: Malawi**

As part of its Program Request for Targeted Support under the UN-REDD Programme, Malawi wants to host two in-country, high-profile events for multi-stakeholder sensitization and fostering sub-regional exchange to consolidate the national REDD+ process. While Malawi has advanced its start-up phase of the national REDD+ process with support of MNRP/USAID, it has become evident that further sensitization effort is required to inform and nurture high-level political commitment, and to enhance understanding among wide range of stakeholders of national engagement in REDD+; including the range of opportunities and benefits Malawi could potentially tap into from REDD+, as well as to identify elements of REDD+ readiness where Malawi requires further elaboration to be compliant with international provisions for REDD+. The two events are mutually reinforcing, tapping into different levels of stakeholders/audience.

The first event, which is planned to be organized at the onset of the Targeted Support, invites a wide range of in-country stakeholders, with an aim to raise awareness and understanding of REDD+ by providing detailed induction to both the concept itself, the objectives of different work streams under the proposed TS (either the NFMS roadmap or the ICA) and to revisit the progress made to date and next steps.

The second event will be planned towards the second half of the Targeted Support timeline, with a focus on organizing a sub-regional South-South exchange to invite early movers of UN-REDD in the sub-region (Zambia, [Tanzania], Kenya, [Uganda?]). The exchange invites respective countries to share lessons and approaches to address the similar gaps, needs, and challenges highlighted by the TS initiatives in Malawi. Through interactive exchange among countries, the event also explores possible ways forward and next steps. While the agenda will be detailed further, participating countries receiving the National Programme support are also invited to share the steps/approaches taken to design national REDD+ strategy, and to demonstrate how the strategy serves as the anchor to the REDD+ process.

In both events, participants will be carefully identified and selected in view of achieving inclusiveness and meaningful and effective stakeholder engagement in national REDD+ process – covering different ministry counterparts, NGOs, CSOs/IPs, academia, private sector at both technical and high level [while respecting gender balance]. Engagement of both high-level governmental officials and technical officers are anticipated.

***Facilitation of knowledge sharing events for systematization of good practices, processes and methodologies***

* This type of knowledge sharing event also has a purpose to build capacity, but it is more focused on **capturing accumulated knowledge on a specific practice, process or methodology** in order to refine it, disseminate it and make it available to a wider audience via a knowledge product or set of products.
* The methodology used for this type of event is based on the **systematization approach**. The systematization of experiences is a method based on a critical reflection and interpretation of a process, its components, and results. The methodology encompasses the identification, documentation and transfer of experiences and key lessons extracted from a project or an initiative, (or group of projects or initiatives) for the purpose of learning, replication and scaling up.
* The systematization does not end with the description of the experience and results, but involves a deeper insight into how it was possible to achieve what was achieved – what worked and what did not?, What were the key factors for success?, What could have been different and why? in order to facilitate the knowledge transfer and its use in other contexts.
* The knowledge products as a result of a systematization process include but are not limited to technical guidelines and toolkits, “how to” briefs, and case studies. Potential areas include the development of UN-REDD Programme tools such as guidelines for consultations and stakeholder engagement.
* The concept note for a knowledge sharing event focused on the systematization of good practices must include, among others, the purpose of the event, who is taking part, what need justify the systematization process, what deliverables in terms of documented processes, methodologies and good practices will be reached as a result of the event, and for what audiences and purposes. These considerations will help in the design of the agenda and methodology for the event.
* The agenda of a knowledge sharing event focused on the systematization of good practices should be designed to facilitate the capture of the insights and analysis of the practices by participants, and to facilitate the preparation of the knowledge product. It is a participatory reflection exercise that must be well documented. The group of people taking part in the exercise needs to be directly involved in the design and implementation of the practice or practices, processes or methodologies being analyzed and documented.
	+ 1. **Communications**
* The Corporate Communication Strategy describes the rationale behind some of the communications tools (e.g. Newsletter and website) and social media platforms (e.g. Twitter, Facebook, YouTube and blogs) to support the work of the UN-REDD Programme and reach and inform their constituencies.
* Communications tools have a critical role to play in increasing the engagement and political will of key stakeholders. They are also a vital channel for the dissemination of knowledge management products and contents. Because of this, **capacity assessment at country and regional level paired with stakeholder analyses** should inform the prioritization of communications and social media. It is also critical to determine the process for updating these communication tools, to facilitate coordination with KM teams at regional and country level.
* Both knowledge management and communication regional coordinators can identify focal points in countries to help roll out KM and Communication initiatives at country level, and to make visible good practices and stories from the countries, so it is possible to integrate more national content into UN-REDD Programme communication tools and social media platforms.
	+ 1. **REDD + Academy**
* The REDD+ Academy aims to broaden the knowledge base for the implementation of REDD+. It is a **capacity building programme** that makes available the latest knowledge on REDD+ readiness and implementation, as lack of capacity could become the major constraint for the next phase of the Programme. The curriculum is built on the Warsaw Framework for REDD+. The REDD+ Academy is an umbrella initiative that can meet multiple REDD+ capacity development goals.
* The first training of the REDD+ Academy took place in Indonesia in November 2014. Regional trainings for trainers have been planned in Africa and Latin America for 2015. The goal of the regional training is to facilitate the expansion of the Academy and its replication at country level. The Academy has a core knowledge base relevant to all countries, and other learning modules that can be contextualized to specific countries. The challenge faced by the regional training of trainers is how to ensure that the trainees have the needed capacities and institutional support to replicate the model of the REDD+ Academy in their countries.
* As part of the regional training, trainees will develop a workplan to implement the Academy in the national programme. However, the REDD+ training model at country level is not refined yet. As REDD Academy has not done much training at country level. The early training of trainers will miss some of the practical experience at country level that would be useful for trainees, such as the specific capacities needed to replicate the Academy in the country, the level of customization, the process and institutional arrangements needed, etc.
* Systematized good practices on REDD+ implementation could enrich the curriculum of the Academy. For this the Academy needs to implement a process for collecting these good practices and preparing training contents based on these practices.
* Translating the REDD+ courses into Massive Open Online Courses (MOOCs) will enable the UN-REDD Programme to cost-effectively reach a large audience of REDD+ practitioners.
	+ 1. **Management of relationship and management of expertise on REDD+ topics**

***Management of the UN-REDD Programme’s relationships:***

* The most critical relationships for the UN-REDD Programme include donors and partner countries. The Programme needs to engage donors to increase their commitment and funding. It also needs to engage partner countries to support REDD+ implementation and integrate it with national policies.
* The UN-REDD Programme stakeholder engagement strategy should be supported by a **relationship management platform** that compiles information on stakeholders (at individual and organizational level) across different channels or points of contact (e.g., website, telephone, chat, email, and social media). Customer Relationship Management (CRM) systems can provide UN-REDD Programme staff members with detailed information on the stakeholder, previous history with the Programme, interest and incentives (from the stakeholder analysis), technical advice and other support provided, and additional potential opportunities for engagement. The goal of relationship management is to increase stakeholder engagement, internal coordination and decrease duplication of efforts[[11]](#footnote-11).
* The CRM can be integrated with the dissemination of knowledge products and other information materials via email or social media, to maximize communication efforts with key stakeholders in a particular country, region or with specific capacity needs.

***Management of expertise on REDD+ topics***

* The purpose of the management of expertise is to help countries to identify - by themselves or with the support from the UN-REDD programme - people and organizations who can be contacted to provide assistance, answer questions or solve a problem. The management of expertise is usually supported by an IT platform that makes information on experts accessible to others, so the experts can be contacted directly. IT platforms and tools supporting the management of expertise include yellow pages, rosters of experts and expertise locator systems.
* **A collaboration platform such as the UN-REDD Programme workspace can serve as a basis for an expertise locator system**. The individual pages in the workspace capture some information on expertise and interest at the user level and these fields can be complemented if needed. The workspace offers the possibility for individual users to select among categories of expertise but also to add other areas of expertise if needed. The workspace search function is able to search in the “expertise and interests” field, bringing to the search results people who match the search criteria.
* The workspace also has the potential to capture information on organizational expertise. The organization contact form would display the individuals that are linked to a specific organization
* Experts, technical teams, and organizations (NGOs, Academia, etc.) at country level could be invited to be part of the workspace’s individual and organizational pages, and to upload their details and expertise, as part of the engagement process at country level. This invitation could also be done in the context of the stakeholder analysis and capacity assessments at country level. In this way the Programme would build a very useful database of country experts that can be leveraged for knowledge exchanges and South-South cooperation initiatives.
* In principle, the **vetting and validation of experts** could be a parallel process to the workspace. After a thematic search, the workspace would provide the list of potential experts or people that have identified themselves as experts on that particular topic. Additional checking of references and experience would need to take place; however, this workflow could also be added later to the workspace if needed.
* The UNFCCC Roster of Experts contains information on experts who are nominated by their respective Governments through the National Focal Points of the Parties under the UNFCCC, to contribute to a number of processes mandated by the COP, the CMP and the subsidiary bodies. The UN-REDD Programme will need to decide whether it is cost-efficient to promote its own roster of expertise or to support the UNFCCC one**[[12]](#footnote-12)**.

## Harness capacity on Knowledge Management within the UN-REDD Programme

* This area of work is focused on two main actions:
	+ Develop and consolidate Knowledge Management governance, standards and procedures
	+ Develop a portfolio of Knowledge Management advisory services, training and assistance to regions and countries
		1. **Develop and consolidate Knowledge Management governance, standards and procedures**

***Implementation arrangements for knowledge management work***

* The UN-REDD Programme Knowledge Management Strategy 2016-2020 should provide overall guidance for the design and delivery of knowledge management work in support of the Programme’s strategic objectives and partner country knowledge needs.
* In 2012, the UN-REDD Programme Management Group delegated to the UN-REDD Programme Secretariat the leadership of the Programme’s knowledge management work[[13]](#footnote-13). The responsibility of the UN-REDD Programme Secretariat includes developing the Programme’s knowledge management strategy, strengthening the Programme’s capacity to deliver this strategy, supporting inter-agency coordination of KM work, facilitating regional KM work, developing and managing Programme-wide standards, tools and methodologies, and M&E reporting on KM results.
* Within the UN-REDD Programme Secretariat, UN-REDD Programme Communications Officer leads the Programme’s Communications, Knowledge Management and Events. The UN-REDD Programme KM Specialist is responsible for developing the Programme’s KM Strategy, and the day to-day facilitation and implementation of KM work across the Programme in support of the KM strategy. As part of this role, the KM Specialist leads and facilitates the inter-agency Knowledge Management Working Group.
* For the implementation of Knowledge Management Strategy 2016-2020 it is possible that the Secretariat would need **two KM specialists**, one focusing on KM strategy, RBM topics, KM standards and procedures, facilitation of the KM Working Group, coaching and training to regions, and a second KM specialist focused on facilitation of the workspace, workspace helpdesk for users, update of contents and quality reviews, and support in the preparation and dissemination of other knowledge products and events.
* The **Knowledge Management Working Group (KMWG)** contributes to a systematic and coordinated approach to the facilitation and implementation of knowledge management work. It acts as a knowledge management resource for the UN-REDD Programme, providing feedback and quality control on KM proposals and investments. It is also tasked with ensuring an inter-agency approach to the Programme’s KM work. The KMWG is comprised of inter-agency KM regional coordinators, agency KM coordinators and the KM Specialist – who facilitates and leads the group. **Annex 3** presents reviewed terms of reference for the KMWG.
* The **inter-agency Communications Working Group** supports the delivery of the Programme’s KM work through the production of publications, promotion of KM resources, and sharing of knowledge across the Programme’s various Communications channels (including the newsletter, mini round up, newsletter, Twitter feed, Facebook page, etc.). This group is comprised of Communications focal points from each agency and is led and facilitated by the Programme’s Communications Officer.
* **Inter-agency Regional KM Coordinators** were hired in 2014 in the Asia-Pacific, Latin America and Caribbean, and Africa regions[[14]](#footnote-14). They are responsible for developing annual KM regional work plans, based on regional and country capacity assessment and stakeholder analyses, and designing and implementing national and regional level inter-agency KM initiatives in their respective regions. They are also responsible for monitoring and evaluating the results of these initiatives and reporting on them. They are supported by the Programme’s KM Specialist in the Secretariat, and coordinate with members of the Programme’s Communications Working Group.
* The regional KM coordinators work in partnership with the **Country KM focal points**. The regional KM coordinators are in charge of mapping the network of country KM focal points in the region, and of building and strengthening the working relationship with them, so there is a network of champions who can facilitate the KM activities at country level.
* In developing the **regional inter-agency KM work plans**, each regional KM coordinator will work with its respective regional technical advisor, agency partners, REDD+ country focal points, and others as relevant.
* To facilitate the flow of funds and the development of regional KM initiatives, agencies and regional offices need to develop proposals for **regional KM initiatives**, using the template “Guidance Note for developing Knowledge Management initiatives”. This document lays out the key components and criteria for applying for funds. The proposals are reviewed by the KM Working Group and recommended for funding. Use of the KM funds is strictly for new KM initiatives under the KM work area[[15]](#footnote-15).
* The **Secretariat also develops an annual KM work plan** for the activities it coordinates. Work plans are shared with and reviewed by the KM Working Group. All work plans are to include details on the specific activities planned, deliverables, budget, responsibility, timeline for execution, and link to the Programme’s strategic objective.
* To take knowledge management work forward, a **clear definition of roles and responsibilities** needs to be agreed. **Annex 4** presents a proposal for discussion (this proposal excludes the roles and responsibilities of the KM Working Group, as they were presented in **Annex 3**).

***Country capacity assessments and stakeholder analysis as critical for planning and delivering knowledge management initiatives***

* An important achievement in 2013 was the approval by the Policy Board of a revised SNA work plan and budget. The new funding allowed for additional capacity building activities and inclusion of needs assessments. The assessments at country or regional level allowed some countries to identify their needs and priorities and then to better scope the provision of support from different sources according to REDD+ implementation progress[[16]](#footnote-16).
* In 2014 the UN-REDD Programme launched a call for proposals for **Country Needs Assessments**. This is not yet a modality of support, but a pilot initiative. Each country had to identify the methodology for the assessments. The purpose is to compare different approaches and to design a minimum standard. If successful, this process can be part of the programmatic approach for UN-REDD.
* As REDD+ is a country driven scheme, and countries are moving forward in the three phases of REDD+ (readiness, implementation and performance based funding), it is critical to base the activities and assistance that the UN-REDD Programme provides on sound knowledge of the context and the needs of the country**. The current needs assessment methodology should be complemented by country capacity assessments and stakeholder analysis**. When the capacity assessment and stakeholder analysis are available, they should also provide the basis for planning and delivering KM activities at country level.
* The **capacity assessment** identifies the capacity gaps of the country in various areas, including in the context of the UNFCCC framework. More rigorous capacity assessment processes, backed by tangible indicators and methodologies, are needed[[17]](#footnote-17).
* A **stakeholder analysis** provides information on all relevant REDD+ stakeholders in the country, the political and institutional context in which they operate, the relative power, interests and stakes of each stakeholder within the REDD+ context, the potential for overlap and conflicts between parties, entry points and risks as well as potential for change and areas to be prioritized/attended. **A stakeholder analysis should guide the development of the stakeholder engagement and participation strategy at country level**.
* Both assessments contribute to increased understanding of the institutional context in a country, in order to focus and prioritize engagement and participation activities, **as well as knowledge management, communications and capacity development initiatives**, based on the political scenario in the country, what risks are in place and what is realistic for an external actor such as the UN-REDD Programme to accomplish with limited resources[[18]](#footnote-18). These assessments would also help clustering countries together (according to capacity needs and interests) to target KM initiatives more effectively and to save costs.

***Preparation and implementation of basic standards for KM work***

* Knowledge Management is a people-driven process, but there is a need for systematic approaches in order to increase quality, consistency, efficiency and reduce costs and duplication, therefore the implementation of basic standards.
* Standards should be based on the priority needs of the countries and on what has worked well on KM previously (the accumulated organizational experience). Standards can be identified based on the analysis of good practices and should **be validated by the users** who will implement them as part of their work. Standards need to have some degree of flexibility to accommodate the needs and specificities of countries or thematic areas.
* The Secretariat has an important role to play in identifying priority KM standards, and in facilitating the preparation, validation and rolling out of these standards, in partnership with the KM Working Group.
* There are **standards for knowledge management processes and for knowledge contents**. Examples of standards for processes include the knowledge product quality review process, and checklists for preparing and delivering knowledge sharing events or South-South cooperation activities. Standards for contents include knowledge product templates (policy briefs, evaluation reports), formats for lessons learned, and sample agendas for study tours and knowledge sharing events, among others. Some standards can include both processes and contents dimensions, such as guidelines for after action reviews.

***Participation of the Knowledge Management Working Group in providing feedback on the country proposals***

* The KM Working Group should take part in **reviewing** the requests for proposals from countries to identify those activities that are related to knowledge management, and to follow up with the country when appropriate to determine if they request advice in implementing these activities. The KM Working Group can also provide comments to the Secretariat and the Policy Board on the quality and coherence of the KM initiatives described in the proposals.
	+ 1. **Develop a portfolio of Knowledge Management advisory services, training and assistance to regions and countries**
* The regional KM coordinator facilitates national and regional support in partnership with country KM focal points. The KM Specialist facilitates global level support (often in partnership with KM Working Group members)
* Each regional KM coordinator should identify the services, training and assistance that are priorities for each region, based on the capacity assessments and stakeholder analysis, and develop their own **portfolio of KM services**.
* The modalities of knowledge management support to the UN-REDD Programme and countries to be included in the portfolio of KM services are: (i) knowledge advisory services, (ii) facilitation services, (iii) update and maintenance of UN-REDD knowledge repository and other knowledge bases (relationship, expertise):
* **Knowledge advisory services**: This includes (i) training and capacity building in knowledge management for UN-REDD Programme team and partners in countries, (ii) advisory services for the design and implementation of knowledge management activities or products at country and regional levels and regional and/or global South-South knowledge exchanges.
* **Facilitation services**: (i) facilitation (virtual and face to face) and support of regional, country and global communities of practice and knowledge exchanges, (ii) facilitation and support to regional and country knowledge exchange events, from design of agenda to facilitation of some sessions.
* **Update and maintenance of UN-REDD Programme knowledge repositories**: (i) coordination and update of regional and country pages (events, knowledge products, resources, experts, announcements), (ii) coordination and update of regional inputs to thematic pages, (iii) coordination and update of regional information on experts, (iv) coordination with people responsible for relationship management system.

***Resources on knowledge management***

* The Secretariat will facilitate the collection and dissemination of KM tools and training resources to make them available to the KM Regional coordinators and country KM focal points. There are multiple resources on KM already available and an investment in creating a new toolkit is not justified. The Secretariat will select a handful of useful resources that are aligned to the new strategy of the Programme.

# Monitoring and evaluation of knowledge management

* The monitoring and evaluation of the Knowledge Management Strategy for 2016-2020 should be done at two levels: Outputs and contributions to outcomes.
* At the output level, indicators include access to knowledge (e.g., downloads), level of participation (e.g., number and type of participants), and % completion of activities, among others.
* At the level of contributions to outcomes, the indicators and targets are more associated to perceived contribution and to anecdotal evidence of contributions: e.g., at least 70% of surveyed countries consider that knowledge sharing events organized by UN-REDD have contributed significantly to progress in REDD+ implementation; at least 80% of the respondents believe that the Safeguards regional community of practice significantly contributed to increase capacity of technical teams; or that the high-level meeting of stakeholder engagement and consultation in X country was a decisive factor for including consultation processes as part of the design of the national REDD+ strategy, according to government officials.
* **The outcomes of the new KM Strategy need to be aligned with the outcomes of the UN-REDD Programme**. Therefore, the formulation of the specific indicators for monitoring and evaluating knowledge management investments will need to respond to the framework of the Programme’s new strategy.

# Annexes

## Annex 1: RBM Information System for the UN-REDD Programme

* An RBM system can support the UN-REDD Programme along the complete cycle of technical and financial support to countries, including country submission, reviews by the Secretariat, independent reviewers and Policy Board, approval, and reporting. The system would store information about support modalities, track project and programme status, allow document uploads in various formats, and categorize data for analysis.
* Among the key functionalities are:
	+ Online data application: Replace and upgrade current systems for online funding applications.
	+ Online hosting: Accessible from anywhere with an internet connection.
	+ Allow for information re-use: This benefits countries applying for funding.
	+ Manage the process of reviewing applications: (i) track comments and scores from multiple internal and external reviews, (ii) allow for statistical analysis, (iii) see/rate applications online from any location, (iv) generate notifications.
	+ Facilitate creation of documents and templates to support project management.
	+ Email management (e.g., link to Salesforce Customer Relationship Management (CMR) platform - for application process, approvals, and reporting.
	+ Report management: (i) flexible information requirements for each project, (ii) email alerts when requirements and reporting are due, (iii) uploading of reports for specific funding grants and grantees, (iv) data fields on grant record allows for key statistics, (v) narrative information and qualitative metrics, information on site visits (vi) budget data.
	+ Management of funding payment process: Integrated into financial system and accounting (i) Definition of payment schedule, (ii) link payment to requirements by grantee (e.g., progress reports), and (iii) payments reports.
	+ Budgeting: (i) reports, (ii) multiyear budgets, (iii) tracking budget across categories (programme geography, population) and support “what if” scenarios for planning.
	+ Permissions, levels of access and access rights management.
	+ Workflow management and views.

Adapted from “A Consumer Guide to Grant Management Systems”, 2013, available at: <http://idealware.org/reports/consumers-guide-grants-management-systems>

## Annex 2: Solutions Exchange CoP Model in Asia Pacific, by UNDP

* Solution Exchange, a knowledge facilitation service from United Nations Country Teams, offers a free, UN-sponsored space where development professionals with similar interests (“Communities of Practice”) connect to apply their knowledge, experience, energy, and enthusiasm towards the common objective of problem solving. Members come from all organizations – government, NGOs and community groups, development partners, private sector, research institutes and academia – interacting on an ongoing basis to learn, share, and collaborate.
* At a national level, Solutions Exchange helps practitioners tap into local expertise and experiences for solutions. It also promotes South-South Cooperation as communities interact across national boundaries and make solutions available to development professionals everywhere. By working with and through Communities of Practice, Solution Exchange takes “old-fashioned” networking to a new level, connecting development professionals and putting them to work to enhance their individual and collective impact.
* Everyone in a Solution Exchange community is part of a mail group moderated by a Facilitation Team – a senior domain specialist and a research associate located in a UN Agency. A member seeking help from colleagues to tackle a challenge frames a query in an e-mail and sends it to the Facilitation Team for posting to the community. Over the next 1-3 weeks, members respond with relevant experiences, examples, contacts or other advice. Once the query closes the Facilitation Team synthesizes the thread into a consolidated reply – a synopsis of the responses together with the additional resources recommended (websites, readings, experts or organizations) and circulates it to the community.
* Solution Exchange also brings Community members together in face-to-face settings such as annual forums and regional events to interact and build closer connections. Members also collaborate on assignments, drawing on each other’s expertise and perspectives. Called Action Groups, these teams are commissioned by key development actors to tackle strategically important challenges that directly impact development plans and programmes.

*Extracted from “Solutions Exchange, a UN Initiative”, brief prepared for the e-Asia 2011 Conference that took place in Dhaka, Bangladesh, 1-3 December 2011.*

## Annex 3: Reviewed ToRs for the Knowledge Management Working Group (KMWG)

The KMWG contributes to a systematic and coordinated approach to the implementation of the Knowledge Management Strategy and work plan, and acts as a knowledge management resource for the UN-REDD Programme. The KMWG is appointed by the Management Group and convened by the UN-REDD Secretariat. It includes representatives from each agency at HQ and regional level, and representatives from the Secretariat. The KMWG acts as a liaison between countries, regions, agency HQs and the Secretariat. It is responsible for:

• Revision and validation, on behalf of the Management Group, of UN-REDD KM governance and standards for KM functions, processes and activities developed by the Secretariat.

• Advice on the coordination and implementation of specific KM initiatives such as the UN-REDD workspace, knowledge products, knowledge exchange events and communities of practice. It also provides feedback on those initiatives based on the needs and capacities of countries and agencies.

• Dissemination of and support for agreed UN-REDD standards and guidelines on KM. Regular provision of feedback on those standards and guidelines based on the needs and capacities of countries and agencies, so they can be adjusted accordingly by the Secretariat.

• Identification of good KM practices in countries and regions that can be disseminated to other UN-REDD teams.

• Review and advice on specific KM activities led by the Secretariat, such as the knowledge topics framework, the UN-REDD workspace, knowledge products, and communities of practice, among others.

• Assistance in the monitoring and reporting on UN-REDD knowledge management work, particularly for annual and semi-annual reports.

Time commitment: The meetings and correspondence of the KMWG are mostly carried out virtually, with at least one face-to-face meeting per year. Monthly KM coordination meetings may be conducted via teleconferencing or virtual meetings for one to two hours. Quarterly reports prepared by the Secretariat for the UN-REDD Management Group (MG) on progress in knowledge management are also shared with the Knowledge Management Working Group, to receive their feedback.

## Annex 4: Suggested detailed roles and responsibilities for delivering knowledge management technical assistance to the UN-REDD Programme team and partner countries

**UN-REDD Programme Management Group (MG)**

The Management Group has the following primary responsibilities:

• Provision of strategic guidance on KM priorities

• Approval, support and oversight for KM governance

• Human and financial resource allocation for KM

• Appointment of focal points for knowledge topics

Time commitment: The management group will be given quarterly updates on knowledge management work, as part of regular management group meetings or through email updates. There may be occasional requests for strategic guidance beyond these quarterly updates.

**UN-REDD Programme Secretariat**

One of the main roles and responsibilities of the Secretariat is “to develop and implement innovative approaches to facilitate knowledge sharing among UN-REDD Programme staff, participating countries and interested stakeholders”. Within the Secretariat, the Communications Officer and the Knowledge Management Specialist have responsibility for coordinating the implementation of Outcome 7 of the SNA, which is carried out in collaboration with UN-REDD staff in the agencies at HQs and regional level. The responsibilities of the Secretariat include:

• *Design of the UN-REDD KM Strategy*: Coordinate the preparation of the UN-REDD KM strategy via a participatory process that involves agencies (HQs and regional offices), country offices, country partners and the Secretariat. Leads the discussion on the draft KM strategy with the MG and widely shares the final document. The KM strategy aims to provide an efficient and effective framework (i.e., tools, processes and resources) for sharing and disseminating information; for gathering critical success factors, lessons and experiences from the country programmes; and for providing assistance to improve overall delivery of results.

• *Implementation and monitoring of the UN-REDD KM Strategy*: The implementation of the UN-REDD KM Strategy is the responsibility of all team members. The Secretariat facilitates the implementation and monitoring of the strategy by delivering the following services and assistance to agencies and partner countries:

* In partnership with UN-REDD staff, development of UN-REDD KM governance and standards for KM functions, processes and activities integrated to and in support of REDD+ preparedness and implementation: e.g., Knowledge exchanges, knowledge products, communities of practice, After Action Reviews, peer assists, information and document management among others.
* Development of the annual work plan and budget for the implementation of the KM strategy, including activities that are implemented by the regional offices.
* Provision of customized advisory services and backstopping to UN-REDD agencies and partner countries in the design, implementation and evaluation of specific KM activities.
* Provision of regular online and face to face training on knowledge management tools and UN-REDD standards and guidelines on KM.
* Dissemination of good practices on KM tools and activities to the global UN-REDD team.
* Development and maintenance of IT platforms and tools, such as the UN-REDD Workspace, Contacts management, Knowledge Repository , Roster of Experts, and the Results Based Management System (for overviews of global programme and national programmes).
* Maintenance of the knowledge topics framework and taxonomy.
* Facilitation of alignment between the UN-REDD Communications function and KM at both strategy and programmatic level. Facilitate the integration between Communications and KM activities and tools at the level of standards and guidelines.
* Monitoring and evaluation of the results linked to UN-REDD investments in KM, including contributions to increased capacity of countries for REDD+ readiness and implementation, and increased visibility and recognition of the UN-REDD Programme.

Time commitment: In addition to the Communications Officer and the Knowledge Management Specialist, the Secretariat will provide short-term consultancy resources to support the above functions. Other Secretariat staff members will be engaged as needed for development of specific contents or KM activities and products.

**Regional Knowledge Management Coordinators**

Regional Knowledge Management Coordinators work under the guidance of Regional Technical Advisors and in partnership with the Secretariat and UN-REDD staff in the region and countries, to support the design and implementation of KM activities at a regional and country level. Their responsibilities and services include[[19]](#footnote-19):

• Dissemination and implementation at regional level of UN-REDD KM governance and standards for KM functions, processes and activities integrated with and in support of REDD+ readiness and implementation: e.g., Knowledge exchanges, Knowledge products, Communities of Practice, After Action Reviews, Peer Assists, Information and Document management among others.

• Development of the annual work plan and budget for the implementation of knowledge management work in the region (TBC for each region depending on regional planning and budgeting processes).

• Provision of customized advisory services and backstopping to UN-REDD agencies and partner countries in the region, in the design, implementation and evaluation of specific KM activities.

• Provision of regular online and face to face training on knowledge management tools and UN-REDD standards and guidelines on KM.

• Dissemination of good practices on KM tools and activities to the Secretariat and the global UN-REDD team.

• Facilitation of alignment between the UN-REDD Communications function and KM at regional and programmatic level. Facilitate the integration between Communications and KM activities and tools at the level of standards and guidelines.

• Monitoring and evaluation at regional level of the results linked to UN-REDD investments in KM, including contributions to increased capacity of countries for REDD+ readiness and implementation, and increased visibility and recognition of the UN-REDD programme.

• Collection and sharing at regional and global level of relevant lessons learned and good practices from partner country experiences and processes preparing for and implementing REDD+. Preparation of regional lessons learned knowledge products on captured experiences and processes of countries in the region.

• Preparation of relevant knowledge and communications products jointly with the regional team and in coordination with the Communications Specialist and Knowledge Management Specialist in the UN-REDD Secretariat.

• Maintenance and update of regional information on the UN-REDD workspace and the UN-REDD website as necessary. Support to country focal points to maintain workspace content.

• Support to regional South-South knowledge exchanges for capacity development of countries on REDD+, including facilitation of country-to-country study tours, regional workshops, in depth technical exchanges among countries and exchange of documents.

Time commitment: Three full-time 12-month regional knowledge management coordinators have been recruited to support this area of work and **50% of an RTA’s time is being dedicated to coordination of the regional knowledge management work** (TBC IF THIS WILL CONTINUE UNDER THE NEW STRATEGY). The Secretariat will provide backstopping support to these positions and coordination support through the knowledge management working group.

**Knowledge Topic Focal Points (UN-REDD workspace governance)**

The intention of identifying knowledge topic focal points and a broader network of subject matter experts for priority REDD+ knowledge topics, is to strengthen knowledge capture and sharing across the globally dispersed Programme, and to equip these subject matter experts with the guidelines and tools to share their knowledge.

The knowledge topic focal points are initially associated with the update and maintenance of the relevant topic page in the workspace. It is expected that for each of the knowledge topics in the workspace, one person will be the primary focal point for the design and development of KM activities and products.

In coordination with the Secretariat, the knowledge topic focal points are responsible for the following:

• Facilitate the **communities of practice** of subject matter experts

* Keep track of knowledge exchanges for the topic and facilitate uploading of information in the workspace
* Facilitate an online discussion forum for the topic, suggest topics to discuss, and engage colleagues to contribute to discussions.

• Maintain site **contents and knowledge repository** for knowledge topic up to date and relevant

* Provide overview text for the topic and FAQs. Update subject page in workspace
* Identify priority knowledge products on the topic from UN-REDD and other REDD+ actors. Upload these knowledge products to the topic page and topic resource library
* Identify good practice examples related to the topic
* Review the current stock of files in the workspace related to that topic to decide which need to be migrated, archived or deleted in the transition to the revised workspace.

Time commitment: As part of their regular work, the knowledge topic focal point and subject matter experts are often engaged in the development and delivery of knowledge exchange events and knowledge products, in collaboration with other UN-REDD staff. The development of knowledge products are planned as part of the workplans of the Secretariat and of each of the agencies. The time commitment to these are considered to be part of the regular responsibilities of a subject matter focal point.

The knowledge topic focal point, in conjunction with other subject matter experts, will be asked to facilitate discussions amongst the network and maintain the knowledge base (e.g. developments from the field, knowledge products, good practices, lessons learned) related to that subject. It is expected that the time commitment for maintaining this knowledge base is one to two hours per week.

**Country Focal Points (UN-REDD workspace governance)**

In order to maintain up-to-date information on REDD+ within countries, it would be helpful for the regional KM coordinators to have a focal point person in partner countries who can provide updates on work being carried out in countries, including:

• Update workspace content for country portal.

• Contribute country knowledge products and events, experiences, lessons learned and good practices.

* Disseminate KM standards and guidelines in support to the implementation of REDD+ Programmes in the country.

Time commitment: The workspace and associated results based management system is being designed in a way to minimize the time commitment required of country focal points, so that, where possible, information can be integrated through regular reporting cycles, missions and events supported by UN-REDD staff. There are initiatives that take place within countries, where the people working within the country are best placed to add updates to the workspace, such as knowledge products, activities, achievements and links to country-level partnerships and social media platforms. The time required to support this would be around three hours per month.

**Agency knowledge management focal points**

* The agency KM focal points support the UN-REDD programme’s KM work from each agency and at agency level. Each agency has its own internal processes for KM products and the agency KM focal points help to navigate these processes and to facilitate the preparation and approval of KM products and activities. They also represent the agency when providing feedback on KM products and activities.
* The KM focal points are also part of the KM Working Group.
* The regional KM specialists will coordinate with the agency focal points as needed, as well as with the Communications focal point.
1. Adapted from Center for Theory of Change, accessed on November 20, 2014. See: <http://www.theoryofchange.org/what-is-theory-of-change/> [↑](#footnote-ref-1)
2. The UN-REDD Knowledge Management Framework 2014-2015. December 2013, reviewed in November 2014. [↑](#footnote-ref-2)
3. Draft Strategic Framework 2016-2020. UN-REDD Programme Thirteenth Policy Board Meeting, 3-7 November 2014. Arusha, Tanzania. Document for discussion. [↑](#footnote-ref-3)
4. “The year 2013 consolidated the SNA as a delivery modality to support country action through backstopping National Programmes, targeted support upon request, development of approaches and guidelines, and knowledge management”, extracted from Fifth Consolidated Annual Progress Report of the UN-REDD Programme Fund, July 2014. At the time of preparing this brief, there were discussions on merging the two modalities of support or at least integrating them much more. This remains to be determined. [↑](#footnote-ref-4)
5. Fifth Consolidated Annual Progress Report of the UN-REDD Programme Fund, July 2014. [↑](#footnote-ref-5)
6. Adapted from Sharing Knowledge Toolkit, at: [http://www.kstoolkit.org/After+Action+Review](http://www.kstoolkit.org/After%2BAction%2BReview) and Wikipedia, at: <http://en.wikipedia.org/wiki/After-action_review> Both accessed on Nov 20, 2014. [↑](#footnote-ref-6)
7. Fifth Consolidated Annual Progress Report of the UN-REDD Programme Fund, July 2014. [↑](#footnote-ref-7)
8. To facilitate the capture of these knowledge products prepared by countries that are funded with UN-REDD assistance, a requirement can be put in place to tie the reporting to the submission of these national products, which then will be uploaded to the workspace with the corresponding tags. [↑](#footnote-ref-8)
9. This list is based on a table presented in the UN-REDD Programme Knowledge Management Framework 2014-2015. The original table included many other information and communication products - in addition to knowledge products. [↑](#footnote-ref-9)
10. Adapted from the Knowledge Sharing Toolkit, accessed on Nov 21 2014, at: [http://www.kstoolkit.org/Peer+Assists](http://www.kstoolkit.org/Peer%2BAssists) [↑](#footnote-ref-10)
11. “It is critical for the UN-REDD Programme to adapt and avoid duplication or burden countries with multiple sources of technical advice in an uncoordinated manner”. Fifth Consolidated Annual Progress Report of the UN-REDD Programme Fund, July 2014. [↑](#footnote-ref-11)
12. Some examples of rosters include the Climate and Development Knowledge Network at: <http://experts.cdkn.org/about-the-roster> and the UNFCCC Roster of Experts at: <http://unfccc.int/parties_and_observers/roster_of_experts/items/534.php> [↑](#footnote-ref-12)
13. Terms of Reference for the Strategy Group, Management Group and Secretariat. UN-REDD programme. June 2012. [↑](#footnote-ref-13)
14. Currently the regional KM coordinators are supervised by the UNDP Regional Technical Advisors and have a dotted accountability line to the KM Specialist to ensure effective reporting and coordination. [↑](#footnote-ref-14)
15. The 2014-2015 funding for the KM work area was provided by a fund disbursement from Norway. A total of US$ 2.9 million was received. Of this, US$ 1 million was committed to the design and delivery of the REDD+ Academy. The remaining US$ 2.9 million supported delivery of the KM initiatives at country and regional level, and the engagement of the KM regional coordinators in 2014. [↑](#footnote-ref-15)
16. Fifth Consolidated Annual Progress Report of the UN-REDD programme Fund, July 2014. [↑](#footnote-ref-16)
17. Fifth Consolidated Annual Progress Report of the UN-REDD programme Fund, July 2014. [↑](#footnote-ref-17)
18. Adapted from “Malawi REDD+ Program Request For Targeted Support under the UN-REDD Programme”. Internal document prepared by the Malawi REDD+ Secretariat, Malawi Department of Forestry. November 2014. [↑](#footnote-ref-18)
19. The Regional KM coordinators must create a mechanism of coordination at regional level with the three agencies and RTSs, to identify opportunities for KM support, coordinate and prioritize KM activities. [↑](#footnote-ref-19)