

**MDG-F KNOWLEDGE MANAGEMENT PLANS
ANNUAL PROGRESS REPORT**

REPORT COVER PAGE

Date of Submission:

23 September 2013

Submitted by:

*Davide Piga,
Programme Officer,
MDG-F Coordination
Inter-Agency and Country Level Coordination Unit
(ICCU)
Division of Regional Cooperation (DRC)
UNEP*

Convener Agency:

UNEP

MDG-F Thematic Window:

*Environment and Climate Change
Window*

Project Title:

Knowledge Management for the MDG-F

Project No: *00037661*

Project Duration:

July 2010 – June 2013

Reporting Period:

July 2012 – June 2013

Project Budget (in US\$):

US\$ 750,000

Abbreviations and Acronyms:

UNEP – United Nations Environment
Programme
*CoP – Community Of Practice
IISD – Institute for International Development
WiF – Week in Focus
JP – Joint Programme*

1 PURPOSE

1.1 Please describe the main goals and objectives of the plan

The UNEP Knowledge Management project was set out to strengthen knowledge management (KM) of the MDG-F by supporting Joint Programmes (JPs) under the Environment and Climate Change window (1) by providing information and expert support in their areas of priority and (2) by identifying, documenting and disseminating success stories and lessons learnt from the MDG-F Joint Programmes and processes.

2 FINANCIAL RESOURCES

2.1 State any budget revisions approved by the appropriate decision-making body (if applicable)

The budget of the KM project has remained the same (US\$ 750,000) with only slight adjustments made between budget lines. Project budget & expenditure report attached in Annex 1.

2.2 Provide information on additional financial resources obtained to fund the plan (if applicable)

Except for in-kind contributions from UNEP, no additional financial resources have been received. In the second year, UNEP submitted a request to use the interest income generated by the MDG-F Trust Fund in UNEP for purposes of strengthening and completion of activities. However, the MDG-F Secretariat informed us that the government of Spain (donor) had not approved the request. Following this, some planned activities such as the incentive plan for strengthening the engagement of the JPs and wider dissemination of the results of the JPs were cancelled.

3 IMPLEMENTATION ARRANGEMENTS

3.1 Describe the primary implementation arrangement used for the plan, including the human resources allocated (funded by the MDG-F and/or the convener agency)

The project implementation has been divided into six phases: (1) planning, (2) piloting & launch, (3) implementation Phase 1, (4) mid-term workshop and global KM meeting in New York, (5) implementation phase 2 and (6) closure. The work is carried through a well-designed and maintained IT platform and by a multi-skilled project team.

Planning

The project started with the planning phase that comprised of two regional workshops, needs assessment as well as development of a detailed project implementation plan, including a communication plan, based on a new innovative concept called "Week in Focus". We also partnered with the International Institute for Sustainable Development (IISD) for the implementation of the project.

Week in Focus (WiF) concept

During the "week in focus" each country in its turn has an opportunity to disseminate the results of their JP, receive interactive learning and problem solving support in technical areas they have identified as well as draw out lessons learnt. A set of cross-cutting WiF in which specialists from different research centres and organizations provide and targeted problem solving and advice on selected common themes.

Piloting & launch

The WiF concept was tested during a pilot phase comprising three Weeks in Focus: China, Afghanistan and Gender as a cross-cutting theme. Based on feedback from country teams and

experts the concept was refined to be implemented in full as of July 2011. The pilot phase concluded with a multimedia launch on 7 July 2011.

Implementation phase 1 - WiF

Weeks in Focus have been convened for Ecuador, Egypt, Afghanistan, Jordan, Turkey, Philippines, Mauritania, Mozambique (on site), Nicaragua, Peru, Senegal, Ethiopia, Panama, and Bosnia & Herzegovina. Colombia and Guatemala opted not to have the WiF due to time constraints. China was already part of the pilot phase. The original implementation plan for the WiFs has had to be continuously adopted to accommodate the changes in time and needs of the JPs, hence the extension of the Phase 1 beyond March 2012. Cross-cutting Weeks in Focus were held on Vulnerability Impact Assessment for Climate Change Adaptation and on Exit Strategies. Two days in focus, for communication and for dissemination of the Master's Thesis that was built on the lessons learnt by the JPs were conducted in July 2012. A session on the Thesis conducted by the Masters student through the implementing partners was conducted to discuss the lessons learnt from the implementation of the JPs.

Knowledge Management Mid-term workshop, 27 February – 2 March 2012, Yachana, Ecuador:

A Knowledge Management mid-term workshop was convened from 27 February to 2 March 2012 in Yachana, Ecuador. It brought the community together to come to a common agreement on the lessons learnt by each of the 17 JPs, and the cross-cutting lessons learnt by the KM project. Participants agreed on the actions needed by UNEP/IISD and each JP over the remaining 10 months of the project to crystalize those lessons.

Purpose

The purpose of the KM mid-term meeting was to collectively determine how best ensure that the rich knowledge of the 17 JPs under the MDG-F Environment and Climate Change Window can benefit future similar initiatives. The JPs have been presenting their results and discussing their challenges online since May 2011. The meeting aimed to capture and transform these learning experiences on country level joint programming into easily usable and accessible information for wide audiences by end of 2012

Objectives

The workshop had the following specific objectives:

- 1. Lessons Learnt:** Share individual lessons learnt and draw out thematic lessons and key insights. For each theme, identify the work still to be done, who will do it and by when.
- 2. Communication:** Agree on a structure for the lessons learnt publication and who will contribute to it. Envision the impact it can have, and who we need to share with and disseminate to.
- 3. Community of Practice:** Re-focus and re-energize the JP Community of Practice; its purpose, sustainability and most useful activities.

Outcomes

A participatory approach was used throughout the meeting to enable the JPs to make decisions as a community and share responsibility for the work ahead based on the following decisions:

- Identified common **thematic areas** for which JPs have lessons to share & put forward to a wider audience.
- Formed **groups** around identified themes for joint preparation of lessons to be included in the final publication.
- Identified **key messages, target audience and communication channels** for the final publication on lessons learnt.

- *Defined a preliminary structure of the publication and agreed on further refinement of the structure based on the lessons learnt.*
- *Agreed on how communication and outreach material would be developed for dissemination.*

The meeting agreed on the themes for lessons learnt the community wanted to put forward to wider audience and how the communication material would be developed to support the dissemination of these messages. Even more importantly, the community shared the responsibility for the work ahead and committed to delivering the results as a re-energized and re-activated community of practice.

A workshop report was prepared, reviewed, translated and disseminated to the community of practitioners, JPs, participating partners and windows that participated in the workshop. A brief summarizing discussions and outcome of the meeting was prepared and submitted to UNEP Senior Management Team as well.

MDG-F KM Global meeting, March 14th - 16th, New York, USA

The main objective of the Global KM workshop was to support KM teams of the thematic windows (UNEP for environment and climate change) in the development and finalization of their knowledge products by sharing the results of their work, providing expert advice on KM methods and tools, and coordinating future activities planned. The workshop also aimed at establishing commonly agreed actions to ensure that the products and conclusions of the KM plans are communicated effectively and institutionalized among key partners so as to achieve lasting.

The workshop covered a range of subjects: stock taking of KM activities and results of each window, linking KM with monitoring and evaluation, Teamworks (UNDP developed KM platform), communications & social media, multi-sectoral approach to joint programming and sustainability of the KM.

Outcomes

The following action items were identified for collaboration between the thematic windows:

1. *Building on **focal point coordination** (group email list, new format for FP meetings, cross-window collaboration matrix, sharing evaluations, etc)*
2. *Building on the well-received initiative by UNEP to use a **Global Knowledge Base (wiki)** for collection, review and dissemination of lessons learnt.*
3. *Formulation of **cross-cutting conclusions and common messages**, to be developed jointly*
4. *Thought **paper on the MDG-F's Knowledge Management strategy** and implementation process specifically with regard to multisectoral joint programming.*

Implementation phase 2 – March 2012 – December 2012.

Follow up action from the conclusions of the Yachana workshop led to collecting approximately 50 lessons learnt that have been reviewed by selected UNEP experts, by IISD, and by the KM team itself. All the lessons learnt and other relevant information on the JPs have been collected on an online knowledge base and made widely accessible to the general public. Additionally, efforts were made to reach out to and sensitize target audiences of the lessons learnt and to turn the learning of the JPs into attractive outreach material with wide dissemination to inform and support future similar initiatives and also to attract continued support to the sustainability of the JPs' work beyond their lifespan. The outreach material in support of the wiki comprises film, booklet on lessons learnt, country fact sheets and CDs that include soft copies of all the above.

Follow up from the conclusions of the NYC workshop led to developing a concept note for the global wiki and to a revision of the template for lessons learnt aimed at standardizing the format of the lessons across all the MDG-F windows. The MDG-F Secretariat subsequently led the consultations with other Windows, which led to agreement based on which the E-CC KM team started developing the Global Knowledge Base (wiki), while offering support to other windows for uploading their lessons learnt. Contextually, other MDG-F that had lessons learnt in different formats started adapting them to the format used for the wiki, while the ones that were yet collected lessons learnt started reaching out to their JPs in order to collect their lessons.

Implementation phase 3 – January – June 2013.

Distribution of Outreach Materials

Upon preparation of the outreach materials, a plan was actualized for their distribution to the 17 Joint Programme Coordinators, the UN Resident Coordinators of the 17 countries in which the JPs took place, and all UNEP's regional offices. In addition, a separate distribution plan was put in place for distributing the outreach materials during UNEP's Governing Council in February 2013. The total figures of the distributed outreach materials are indicated below in 4.6.

Additionally, soft copies of the outreach materials were uploaded to the wiki and, in the case of JP fact sheets, also converted to wiki format in order to make them searchable by multiple categories (for example, allowing a user to quickly identify all JPs in which UNEP was a partner). A social media campaign was finally run to promote the Knowledge Base, the booklet, and the individual lessons learnt. As of today, the online content performed as follows:

- *Global Knowledge Base: 14716 visits*
- *E-CC section of the Knowledge base: 5154 visits*
- *Booklet in English: 1763 downloads*
- *Booklet in Spanish: 248 downloads*
- *Booklet in Arabic: 130 downloads*
- *Booklet in French: 18 downloads*

These numbers refer exclusively to the outreach materials accessed online. The 1950 CDs that were printed and distributed contain soft copies of the booklets in all languages and are to be counted in addition to the numbers above.

Completion of the Global Knowledge Base (wiki)

During the first half of 2013, 3 MDG-F Windows submitted materials for integration in the wiki, which now hosts 32 JP fact sheets (17 from the E-CC Window) and 63 lessons learnt (47 from the E-CC Window).

UNEP's Internal Evaluation of the KM Project

*An end-of-the-project **evaluation** is being conducted by the UNEP Evaluation Office. The UNEP E-CC coordination team lead the preparation of the TORs of the evaluation, which will lead to a new, though internal publication aimed at evaluating the results of the KM activity of the MDG-F, to guide and contribute to the future KM work of UNEP.*

Closure

The project activities have been completed on 30 June 2013. The KM team in UNEP has been dissolved. However, a UNEP evaluation of the project is undergoing. Ex-members of the KM team that have been re-absorbed in the organization are coordinating the Evaluation.

Technical platform

In addition to the given “Teamworks” as a technical platform for the community of practice, Elluminate software for was used for interactive presentations and discussions to strengthen the interaction with the community. A wiki knowledge base (on-line portal) was set up for purposes of sharing lessons learnt collected from the 17 JPs under the Environment and Climate Change window. While being the backbone presenting the results of the JPs, the wiki was crucial in managing the drafting and review process of the lessons learnt by all the actors involved (authors/reviewers/KM team).

Project team

The project team comprised of (1) a Project Manager (who also acted as the coordinator for UNEP’s participation in the MDG-F), (2) Moderator for the community of practice (3) IT expert who was also responsible for communication and design activities, (4) Information Officer for writing and editing outreach materials (on a part time basis) and (5) Administrative and Programme Support. The P4 coordinator/project manager was funded from the UNEP Environment Fund. The Moderator, IT expert and services for the Information Officer were covered by the KM budget while the Administrative & Programme Assistant was covered under the MDG-F coordination budget.

3.2 List any partnerships and inter-agency collaborations

International Institute for Sustainable Development (IISD). UNEP worked with IISD as an implementing partner for the KM project. Their main role was to provide technical support to specific environmental thematic topics and lessons learnt and to strengthen the KM methodology and learning elements of the project.

UNWOMEN:

UNEP continued working together with the UN Women in the implementation and mainstreaming of gender perspectives in the Joint Programmes under the Environment and Climate Change Window. The Gender Specialist in charge of Gender as a Cross Cutting issue attended and participated in the Knowledge Management Mid-term workshop. The goal was to (1) track the extent to which gender equality was reflected in programme planning, implementation and results; and (2) how gender serves as a tool to connect programme coordinators and participants working in common areas and across windows.

UNDP: UNEP continued to work with the Democratic Economic Governance Window throughout in the implementation of the Knowledge Management project. Moa Cortobius, Project Manager, MDG-F Democratic & Economic Governance, Knowledge Management expert also participated in the Knowledge Management Mid-term meeting and shared their experience in the implementation of the KM activities for the Democratic Governance window.

UNDP-Stockholm International Water Institute / UNICEF / UNIDO: The KM focal points of the Windows of which the listed agencies acted as conveners collaborated with the E-CC KM Team for the development of the Global Knowledge Base (wiki).

3.3 Please list monitoring or evaluation mechanisms in place to assess progress towards results

- The detailed work plan served both as the **project implementation & monitoring plan** and has been updated frequently in sync with MDG-F team meetings;
- At the end of the Weeks in Focus a **de-briefing** session was held between the MDG-F UNEP team and partners analysing the successes, challenges and lesson of the week to help with further

development and conduct of the Weeks in Focus and a summary of discussions prepared and posted on Teamworks for easy access to the community;

- The **reach of the knowledge products** developed by the E-CC window (booklets/fact sheets/CDs and video) is measured through a combination of access to hard and soft copies of all materials.
- An end-of-the-project **evaluation** is being conducted by the UNEP Evaluation Office.

4. RESULTS

4.1 Please provide a brief overall assessment of the extent to which the components of the plan are progressing in relation to the outcomes and outputs expected

All the components of the plan have been completed. In some cases the expected outputs were exceeded. For example: 1) the number of collected lessons learned was higher than what had been planned (47 vs 34); 2) the wiki knowledge base has been scaled up to include other MDG-F Windows. Although the population of the knowledge base with content from other windows didn't fall under the responsibility of the E-CC Window, we felt that involving other Windows in a joint effort to increase the visibility and accessibility of the lessons learnt was crucial toward maximising the impact of the lessons.

4.2 Indicate the main outputs and outcomes achieved

Community of Practice

The project outcome "JPs are able to exchange information through an actively moderated Community of Practice (CoP)" has been achieved in terms of set-up, design, moderation and activation of the community. It has to be recognised, however, that the KM work was done on top of other responsibilities that the JPs have, hence engagement was a challenge despite interest in the work.

Teamworks platform was modified to be as interactive and user-friendly as possible for the environment and climate change window and guidance for accessing, contributing to and using it was developed. Nevertheless, it was clear that the Teamworks architecture was not adequately user friendly and flexible to stimulate online and real-time interaction. It therefore became more of a depository in nature for the E&CC window. We complemented Teamworks with a wiki that facilitates more flexible access and exchange of information on line.

The mid-term meeting brought the community together to jointly decide on the next set of activities and final outcome of the KM project.

Expert support

The project committed itself to support each JP with at least one priority area for expert support "JPs have access to expert support and information in priority areas they have identified". During the project, we have provided technical support to fourteen countries in total and three cross-cutting weeks in focus and 2 cross-cutting days in focus to the whole community.

The following different approaches and topics were covered as of September 2011:

- **Ecuador Week in Focus: 5 – 8 September 2011:** Through Elluminate, community of practitioners discussed, good practises and lessons learnt on productive themes in the Yasuni Biosphere, identification of case studies in other regions on the business potential of community based tourism networks in protected areas and/or Biosphere reserves and governance of Biosphere reserves and case studies of the Yasuni Biosphere.

- **Egypt Week in Focus: 10 – 12 October 2011:** Presentation on good practices and lessons learnt in adaptation, and mitigation in Egypt were shared and discussed. A communication for policy adoption was deliberated among the community
- **Afghanistan Week in Focus: 24 – 26 October 2011:** The focus of the presentations was on the 'Strengthened approach for the Integration of Sustainable Environmental Management in Afghanistan. Other topics of discussion included Community based Natural Resource Management and the Pros and Cons of Ecosystem/Watershed Based Natural Resource Management.
- **Turkey Week in Focus: 6 – 8 December 2011:** Presentations were made and discussions held on Vulnerability Assessments and lessons learnt; UNIDO Clean Production and Eco-efficiency Process and sustainability strategy.
- **Philippines Week in Focus: 14 – 16 December 2012:** Exit Strategy and Sustainability Planning; Mainstreaming Climate Change in the Health Sector and Downscaling Climate Scenarios were main topics of discussions. Philippines shared their successes and learning with the community.
- **Nicaragua Week in Focus: 18 – 20 January 2012:** Nicaragua presented Communication as an important element in achieving sustainability of the environment and elaborated on their access programme for drinking water and sanitation; the promotion of renewable energy (photovoltaic) in the communities of the Bosawas biosphere reserve and the development of local capacities for biodiversity investigation and monitoring, via the formation of community youth networks.
- **Panama Week in Focus: 28 – 30 March 2012:** Panama shared their experience and expertise on the process for multi-cultural work and community/local participation on communication for development, governance, partnerships; tools for adaptation and mitigation and capacity building at local level through empowerment of authorities, communities, institutions.
- **Peru Week in Focus: 23 – 26 May 2012:** Peru JP presented to the community on a topic on healthy housing and communication strategies on climate change that were carefully designed to adapt to the local communities.
- **Senegal Week in Focus: 13 – 15 June 2012:** Discussion centred around themes on improvement of the knowledge of forest ecosystem, their services and their impact on human well-being in Senegal, development of a policy and tools for sustainable management of forest resources and communication, outreach and capitalization process of the findings from the Senegal JP.
- **Ethiopia Week in Focus: 26 – 28 June 2012:** Ethiopia JP shared their experience in mainstreaming the Environment Joint Programme Governance Structure into existing Governance system, income generating activities for sustainable livelihood changes to pastoral communities and climate change adaptation programme mainstreaming in pastoral areas of Ethiopia.
- **Bosnia and Herzegovina Week in Focus September 2012:** Bosnia and Herzegovina JP presented different aspects of their work, such as: 1) why they focused on enhancing energy efficiency in the public sector; 2) which strategy was used to engage major national stakeholders in the consultation process crucial for the successful national State of Environment Reporting (SoER) process; how "Local Environmental Action Plans" (LEAPs) should function as one stage within a long-term process of strategic planning and public participation. Following presentations were discussions, mainly directed at sustainability/replication, stakeholders' roles, data availability and in general the activities' cost-benefit.

Lessons learnt

The project was set out to collect a least two lessons learnt and success stories from all 17 JPs. A template and methodology was developed for the collection of the lessons and stories and criteria established for their review to ensure adequate quality and consistency across the submissions. Based on the discussions and agreement at the KM Mid-term meeting, the JPs submitted their lessons learnt along the agreed thematic areas. 47 lessons were collected, analysed, peer reviewed

and grouped into environmental themes which have been then made available in their entirety in the wiki. 24 selected lessons were then captured and highlighted in the lessons learnt booklet.

4.3 Please summarize main activities undertaken.

- **Week in Focus (WiF):**
 - **Preparation:** (1) Familiarisation with JP material, identification of technical support needs with partners, finding and briefing technical experts, discussion on communication and advocacy plans (2) Collection, preparation and customisation of materials for the week, e.g. case studies how to guidelines and analysis, through expert consultations and research; (3) Designing of Teamworks to the key discussion themes and materials, development and sharing of the week's schedule with the community; (4) Setting up the Elluminate session, training all the community on practitioners on how to use it and posting all presentations on Elluminate for discussion **Conduct:** Moderation of discussions through interactive webinars on Elluminate where JPs made presentations on the different activities they have been engaged in. Continued sharing of materials through Teamworks.
 - **Follow-up:** Coordinate preparation of the summary of the week and share with the community. Store the week's summary, its recording as well as all the shared resources on the Global Knowledge Base for future reference.
- **Communication:** Regular and targeted communication to the community keeping in mind potential information overload. Also, collection of outreach material as and when produced by the community.
- **IT platform:** Design and management of a Global Knowledge Base (wiki) and usage of Teamworks as a repository of files. Development of guidelines and active training of the community in the use of Elluminate as an additional tool to support the IT platform.
- **Research** identification of themes for expert support and lessons learnt as well as experts on the identified themes to provide guidance and facilitate discussions.
- **Mid-term meeting:** A well-structured and results oriented mid-term meeting was held to bring the community together to decide on the work on lessons learnt to be done and on the communication and outreach activities to ensure that the learning of the 17 Joint Programmes would be effectively passed on to future similar initiatives.
- **Lessons learnt:** All the JPs submitted their lessons learnt along the agreed thematic areas. The lessons have been analysed, peer reviewed, reviewed technically and published on the wiki. A selection of lessons learnt has also been published on a standalone booklet.
- **Multimedia outreach materials:** A number of outreach materials (see 4.6) has been developed, distributed and promoted among relevant target audiences.

4.4 Did you face any implementation constraints? How did you solve them?

Teamworks as a platform resulted to be inflexible and it was impossible to adapt it to the evolving needs of the community, in terms of organization of the content. We continued to successfully employ Elluminate to compliment Teamworks for better facilitation real-time on-line discussions and learning. We halso established a wiki primarily for the lessons learnt to maximise the use of the lessons by easy access and ability to search the information by different criteria relevant to the users.

The main constraint and challenge concerned the time the JPs have to dedicate to KM work. The KM project activities competed over the JPs time in a multitude of responsibilities, options and priorities. As the KM work was not part of the core work of the JPs as per their programme plans, it has been a challenge to engage the JPs beyond what they directly need to do for the KM. The incentive plan we had intended to launch with the interest income would have been a very helpful in the stimulation of participation. Another challenge concerning the engagement of the JPs is that the KM plan was

activated when the JPs had already been designed. This resulted in limited usefulness of the lessons learned towards the JPs themselves, who found themselves putting a lot of efforts in generating lessons learned that would go to the benefit of future similar initiative rather than to the JP's one.

Finally, the UNEP team had a gap between change of Moderators (September – November, 2011) which somewhat slowed down our implementation rate especially on the Weeks in Focus that were highly labour intensive and substantively demanding.

4.5 Please highlight any other issues that are pertinent to the results being reported on.

The chosen approach is highly innovative and new. Hence constant review and adjustments were constantly carried out to meet the needs and timing of the JPs. The organisation of a week in focus required a good understanding of the JPs and is also highly labour intensive which required a lot of follow up.

4.6 Please list any plans for communication and outreach of KM products

The Global Knowledge Base (wiki) serves as the main platform for the collection of all the lessons learnt, outreach material and other relevant information from the 17 Joint Programmes. The following products have been created to supplement wiki and highlight the results and learning of the JPs for wide dissemination:

- **Lessons Learnt Booklet:** *This booklet was completed and launched in November 2012. The content of the booklet is based on a selection of 24 selected lessons learnt collected under the themes identified by the JPs during the Mid-term Meeting in Ecuador. The booklet is available in English / Spanish / French / Arabic. It is attached to this report and can be downloaded at <http://j.mp/KnowSeeds>.*
- **JP Factsheets:** *These are Joint Programme-based factsheets that support the specific countries and came out together with the booklet in November 2012. Fact sheets are attached to this report and can be consulted/downloaded at <http://j.mp/MDGF-ECC-FactSheets>.*
- **Multimedia Products:** *The UNEP MDG-F KM Team along with the UNEP Division of Communication and Public Information compiled a video of the success stories and thematic lessons learnt that have been collected across all JPs mainly based on the existing audio visual material from the JPs. The video is available at <http://j.mp/MDGF-ECCVideo-AR>.*

CDs have been prepared to capture all the materials in the wiki and the electronic versions of the outreach material to supplement the online access and other outreach activities. In addition to these products, we have supported the JPs in the production and dissemination of their KM products and successes to key international events identified such as the **UNEP Governing Council (February, 2013)**.

5. ANNEXES

- Work plan - attached
- Budget (provisional)- attached
- Outreach materials – download at: <https://www.dropbox.com/s/9asa5lavu4lowy6/MDGF-ECC-OutreachMaterials.rar>