



**UNDP-Spain MDG Achievement Fund**

**Thematic Window: Environment and Climate Change**

<p><b>Programme Title:</b> Knowledge management on Environment and Climate Change</p> <p><b>Duration:</b> 2 years (July 2010 – Dec 2012)</p> <p><b>Funds Management:</b> Pass-through</p> <p><b>Lead Agency:</b> UNEP</p> <p><b>Participating Agencies:</b> UNDP</p>	<p><b>Estimate of Total Budget</b>      <b>US\$750,000.00</b></p> <p><b>Planned Resources</b>                      <b>US\$750,000.00</b></p>
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**Name of Representative:**

Ms. Tomoko Nishimoto  
Director  
Division of Regional Cooperation (DRC)

*[Handwritten Signature]*

**Signature:**

**Name of Agency:** United Nations Environment Programme (UNEP)

**Date and Seal:** 15 July 2010

**Name of Representative:**

Ms. Sophie de Caen  
Director  
Secretariat Team

*[Handwritten Signature]* oic

**Signature:**

**Name of Agency:** MDG Achievement Fund Secretariat (MDG-F)

**Date and Seal:** 2/08/2010



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<p><b>Name of Agency:</b> United Nations Environment Programme (UNEP)</p> <p><b>Date and Seal:</b> 15/July/2010</p>

<p><b>Name of Representative:</b></p> <p>Ms. Sophie de Caen Director Secretariat Team</p> <p><i>Signature:</i></p>
<p><b>Name of Agency:</b> MDG Achievement Fund Secretariat (MDG-F)</p> <p><b>Date and Seal:</b></p>



# UNITED NATIONS ENVIRONMENT PROGRAMME

Programme des Nations Unies pour l'environnement      Programa de las Naciones Unidas para el Medio Ambiente

Программа Организации Объединенных Наций по окружающей среде      برنامج الأمم المتحدة للبيئة

联合国环境规划署



## Knowledge Management for the MDG-F



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**ENVIRONMENT AND CLIMATE CHANGE**

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30 June 2010



## **1. Summary**

The United Nations Environment Programme (UNEP), as the convener for the “Environment and climate change” window for the MDG-F, proposes to strengthen knowledge management (KM) of the MDG-F by supporting Joint Programmes (JPs) under this window (1) by providing information and expert support in their areas of priority and (2) by identifying, documenting and disseminating good practices and lessons learned from the MDG-F Joint Programmes and processes.

Both of these interrelated components will be implemented primarily through an actively moderated Community of Practice (CoP) with access to on-line resources and experts on environment in support of the JPs. In addition, workshops will be organized to support both information exchange and capacity building, as well as identification, documentation and sharing of good practices and lessons learned. Wider dissemination of good practices and lessons learned will be done through MDG-F Secretariat and the participating UN bodies.

UNEP’s primary point of contact in implementing this project will be the respective JP Coordinators with the support of the UNEP teams for each JP, and with formal communications copied to the Resident Coordinators in the respective countries. UNEP will also explore opportunities, tools and mechanisms for further cooperation with other UN agencies, including the conveners of other MDG-F thematic windows.

The proposal covers a period of two and a half years, from July 2010 to December 2012. The first 6-8 months (Jul 2010 – Feb 2011) will primarily focus on needs assessments for information sharing, expert support, establishment of the Community of Practice (CoP) with the MDG-F JPs and initial support for generating best practices and lessons learned. The following 18 months (Mar 2011 – Aug 2012) will focus on support to the JPs through the CoP, and on providing information and expert support in the format best suitable for each JP, within the resources available. Activities related to identifying, documenting and disseminating good practices and lessons learned will take place throughout the project, but will intensify during the final 15 months (October 2011 to December 2012).

The total budget for this KM project amounts to \$750,000 (see Results Framework, Work Plan and Budget in Sections 6 and 7 for further details).

## **2. Background and Rationale**

### **2.1 Focus of UNEP’s contribution**

UNEP, as the environmental arm of the United Nations system, has a wide collection of information and tools for capacity development on the environment, a good part of which is a result of joint efforts with our many partners, including collaboration with several UN agencies. Under this project, UNEP will actively seek ways and means for sharing this information through a Community of Practice (CoP) under the “Environment and climate change” window that will promote contacts and information sharing between JPs. UNEP will also use the available tools to support JPs in areas where they identify a priority need.



Through this CoP, the project will also collect good practices and lessons learned from JPs under the “Environment and climate change” window in a form that would best support future use by the UN country teams, national counterparts and other development and advocacy partners.

Given that “Teamworks” has already been selected as the technical platform for the MDG-F KM collaborative activities, this proposal and the role of UNEP focus on the content of KM and on assistance to bridging and connecting different platforms that have already been created for sharing environmental information.

## **2.2. Scope**

The proposal is expected to benefit primarily the 17 MDG-F JP teams under the “Environment and climate change” window,<sup>1</sup> including their national and local counterparts. In line with one of the key principles of the MDG-F on replicability, it is also expected that the knowledge, good practices and lessons learned generated through this project will inform future UN work on environment and climate change at the country level.

## **2.3 Thematic focus**

The KM efforts will focus on provision and sharing of information on the priorities identified for the “Environment and climate change window”, i.e., to safeguard the integrity of ecosystems required for human well-being and to ensure that environmental management contributes fully to poverty reduction and the MDGs through:

- Mainstreaming environmental issues in policy, planning and investment frameworks;
- Improving local management of environmental resources and service delivery;
- Expanding access to environmental finance (carbon and other Payments for Ecosystem Services);
- Enhancing capacity to adapt to climate change.

## **3. Proposal Design and Implementation Plan**

The proposal has two components: (1) information exchange and expert support to the JPs in their areas of priority; and (2) good practices and lessons learned. This section contains a narrative description of the project activities. The Work Plan and Budget (Sections 6 and 7) provides additional details.

### **3.1 Information exchange and expert support to JPs in their areas of priority (Outcome 1)**

This component will strengthen exchange of information, good practices and expertise among the JPs through an actively moderated Community of Practice

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<sup>1</sup> Afghanistan, Bosnia and Herzegovina, China, Colombia, Ecuador, Egypt, Ethiopia, Guatemala, Jordan, Mauritania, Mozambique, Nicaragua, Panama, Peru, Philippines, Senegal and Turkey.



(CoP), including a “helpdesk” function. It will also support the JPs by arranging expert support in the format best suitable for the JPs, based on the resources available at UNEP and other organizations, in priority areas identified by the respective JPs at the national, sub-national and/or local levels. It is aimed that the JPs will apply these services to work under the JPs themselves.

### **Output 1.A—Community of Practice and access to information**

By the end of 2011, the project should have supported all the Joint Programmes in exchanging and accessing information through an on-line Community of Practice (CoP) established for the “Environment and climate change” window. Indicators of success include the amount of content uploaded, feedback from the JPs, and the number of JP questions answered.

It is expected that the MDG-F CoP will be created through Teamworks, as the backbone for the interaction required to carry out the proposed KM activities (**Activity 1.A.1**). Through Teamworks, UNEP will also establish linkages with CoPs established under the other MDG-F thematic windows. The CoP would be actively managed by the project staff, to ensure substantive quality of UNEP contributions, and to administer a responsive “helpdesk” function for the JPs (**Activity 1.A.3**).

The Community of Practice would be launched in late 2010 followed by meetings involving key members of the JP teams early 2011. (**Activity 1.A.2**, tentatively, three regional meetings, with two representatives from each JP, including the JP coordinator and a representative of a national/local counterpart). Among other things, the meetings would:

- Introduce JPs to the Teamworks platform.
- Provide feedback on the CoP structure (a draft of which would already be on-line by October 2010).
- Review the needs assessment of the respective JPs for information and expert support.
- Provide initial training on identification and documentation of good practices and lessons learned (under Outcome 2).
- Share other information among JP teams under the “Environment and climate change” window.

The regional meetings will be preceded by a global meeting for the UNEP teams and the JP coordinators. As part of its agenda, the meeting will introduce the UNEP KM approach and activities to the various JPs to pave way for the regional workshops and engagement of the full JP teams including the national & local counterparts. This meeting will not be funded from the KM resources.

### **Output 1.B—Information and expert support**

The project aims to address at least one priority area for information and expert assistance identified by each JP (see section B, “Capacity Building”), either in the area of documenting good practices, or in various areas of the environment based on quality-assured products and services already developed by UNEP and its partners, in particular through the “MENTOR” system (Marketplace for



Environmental Training and Online Resources).<sup>2</sup> Support for more straightforward ad hoc requests will be provided to the extent possible.

During the first six months, the project will review and confirm the priority needs identified by the JP teams (**Activity 1.B.1**). Based on needs assessment, potential resources would be identified and a plan developed and delivered (**Activities 1.B.2 and 1.B.3**). The most cost-effective modality for the support required would be selected for each JP, taking into account the target audience, language needs and facilities available in each country. Priority will be given to face-to-face training or training-of-trainers, but consideration will also be given to the possibility of e-learning (Internet or CDrom). Efforts would also be made to reduce costs by offering similar services to two or more countries that have identified similar priorities.

Since the JPs themselves are working at the country level and have both knowledge management and capacity building related activities included in the JPs, UNEP will exercise caution in becoming directly involved at the sub-national or local level and mainly focus on addressing the priorities identified by each JP, letting the JPs address their sub-national and local partners. However, UNEP will encourage JPs to involve their national and local partners as early as and as much as possible and endeavour to identify training material suitable for use at the sub-national or local level, or support modalities such as training-of-trainers. It should also be recognised that the project has very limited resources to provide direct training and expert support at sub-national and local level in the languages and local expertise required.

### **3.2 Good practices and lessons learned (Outcome 2)**

This component would support the JP teams to identify, document and disseminate good practices and lessons learned to be shared with the other JPs and especially for informing future scaling up and replication of the JP activities as well for guiding new national level activities to be implemented by UN teams, national governments and other partners at national level.

Guidelines available in UNEP and other organizations on identifying and documenting good practices will be reviewed and tailored to the "Environment and climate change" window (**Activity 2.A.1**). This material would be introduced at the regional workshops for JP Coordinators, national/ local counterparts, UNEP teams for the JPs and other possible JP partners in early 2011. In addition to availing the materials, the JP teams will be provided with training and "clinics" to define and document best practices and useful and relevant lessons learned at the national, sub-national and local levels (**Activity 2.A.2**). If possible, these clinics would be organized jointly with the KM project under another of the MDG-F's related thematic windows (e.g., "Democratic economic governance") and in coordination with the MDG-F Secretariat.

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<sup>2</sup> Other resources that may be explored to meet JP needs include the UNEP-managed inventory of scientific assessments (PEARL platform), the UniLearn network of training resources, UN CC: Learn (one UN Capacity Building Platform for Climate Change), the Environmental Data and Indicators Platform, UN Development Group (UNDG) Climate Change and Environmental Sustainability resources, the Global Adaptation Network, UN Development Programme platform for climate negotiators and Country Teams, United Nations Development Fund for Women (UNIFEM) guidelines, and other inter-agency resources and tools related to the environment and climate change window.



During and after the training activities, consultants will be recruited to assist the JP teams in the actual collection and formulation of the lessons learned both in terms of programmatic issues and issues related to carrying out the One UN reform. The JPs will lead and guide the process in order to ensure ownership, accuracy and quality of the outputs while the consultants, with the support and guidance of the project, will do most of the practical work to keep the workload to the JPs minimal. The project itself will also collect as much information as possible in support of the JPs. Where possible, JPs will be supported to engage institutions of higher learning like Universities, research institutions to carry out case studies in a specific area they have been working on in order to document the good practises lessons learnt. Opportunities for integrating lessons into trainings and workshops will also be explored. By the end of the project, a report would be produced highlighting minimum 8 case studies of good practices under the “Environment and climate change” window (**Activity 2.A.3**).

Use of the good practices and lessons learned (e.g., in advocacy work or future country programmes), would primarily be outside the scope of this project. The project would, however, make an effort to identify actors that would be likely to apply the good practices and lessons learned, and take their needs into account as much as possible in developing and documenting them.

This project would also draft a report on the lessons learned from “One UN” under the “Environment and climate change” window, collecting and analyzing feedback from JP members and project stakeholders.<sup>3</sup> The project would disseminate the report to the JPs through the CoP and to the wider audience primarily through MDG-F Secretariat and other UN bodies (country teams, organisational headquarters, United Nations Development Group, United Nations Evaluation Group etc.), where possible (**Activities 2.B.1 and 2.B.2**). It is also hoped that the JP teams will have an opportunity to present their findings and success stories in global workshops or meetings where they can share their experiences with other programmes and in UN at large.

#### **4. Monitoring and Reporting**

UNEP will provide the MDG-F Secretariat with six monthly substantive and financial progress reports, following standard UNEP reporting templates.

A substantive terminal report will be provided to the MDG-F within two months after the end of the KM project, and a final financial report within three months from the end of the KM project.

A final independent evaluation of the project will be conducted by the UNEP Evaluation and Oversight Unit.

#### **5. Management Arrangements**

This project will be implemented by a cross-disciplinary team at UNEP in close coordination with the MDG-F Secretariat and JPs under the “Environment and

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<sup>3</sup> Consideration will be given to combining this report with the report on good practices.



climate change" window. Where possible, collaboration with KM programmes under other MDG-F thematic windows is promoted. At UNEP, the project will be implemented jointly by the Division of Early Warning and Assessment (focal point for UNEP-wide training and capacity development platforms) and the Division of Regional Cooperation (the coordinator of the MDG-F portfolio in UNEP), with input from the Corporate Services Section (CSS) (UNEP focal point for KM) and the UNEP Evaluation and Oversight Unit (in particular with respect to identification and documentation of good practices and lessons learned).

The project budget includes 2 years of staff time at the P-3 level. The staff will be primarily responsible for day-to-day project operations, including active facilitation of the Community of Practice, e.g.:

- Act as a focal point internally and externally (technical team, the project manager and the expanded teams);
- Identify and motivate CoP members, and maintain the list of members;
- Ensure lively dialogue via discussion forums (face-to-face or virtual), linking particular members and encouraging sharing of experiences and individual queries;
- Coordinate training or expert support to JPs, aiming to include support in at least one substantial area of priority identified by each JP, as well as response to other requests for environment-related information from the JPs to the extent possible;
- Communicate CoP results and successes;
- Organise meetings and regular on-line knowledge sharing events;
- Identify templates and other support for the identification, documentation and dissemination of good practices, with input from the UNEP Evaluation and Oversight Unit;
- Researching and writing the report on lessons learned from "One UN" under the "Environment and climate change" window; and
- Ensure knowledge is captured, distilled, validated, shared and applied to improve organisational results.

Consultancies would support the project in the following areas:

- Research to identify information and expert support on specific areas of demand for the JPs, and coordinating UNEP quality control for these facilities.
- Technical support for the Teamworks platform and other electronic facilities (e.g., establishing and maintaining the Web platform, Teamworks page, and e-learning facilities, uploading documents, and ensuring relevant parties have access to the CoP).

UNEP would contribute 40 weeks of professional staff time (including 20 weeks of time for a Programme Officer, as well as staff time for other members of the Project Team) and 30 weeks of general service staff time, as well as office facilities, communications and supplies for the duration of the project.

## 6. Results Framework and Work Plan

<b>OUTCOME 1: JOINT PROGRAMMES UNDER THE "ENVIRONMENT AND CLIMATE CHANGE" WINDOW            APPLY INFORMATION AND EXPERT SUPPORT AVAILABLE THROUGH THE COMMUNITY OF PRACTICE            TO SUPPORT THEIR WORK AT THE NATIONAL, SUBNATIONAL AND LOCAL LEVELS</b> Indicators (by the end of the project): · Number of JPs that applied services available through the Community of Practice to work under the JP · Feedback from JP members and beneficiaries on the usefulness and responsiveness of these services		<b>RESOURCE ALLOCATION</b>		
		2010	2011	2012
<b>Outputs</b> <b>1.A. JPs are able to exchange information through an actively moderated Community of Practice</b>	<b>Output indicators</b> By end 2011: · All JPs have access to the CoP; · Number of JP questions answered through the CoP; · Amount of content uploaded on the CoP; · Feedback from the JPs that the CoP is useful.	<b>Main activities</b>		
		6,875	13,750	6,835
		82,500		
		43,125	81,250	38,125
<b>TOTAL OUTPUT 1.A</b>		<b>132,500</b>	<b>95,000</b>	<b>44,960</b>



<b>1.B. JPs have access to expert support and information in priority areas they have identified</b>	By end 2011: · The KM project has supported all 17 JPs with expert support or information in at least one area of priority identified by the JP.		
	1.B.1. Assess the needs of the JPs for expert support and information (by end September 2010)		
	1.B.2. Coordinate response to needs identified by JPs, including quality control of products and services (consultants)	6,875	20,650
	1.B.3 Delivery of information and expert support to JPs in their identified priority areas		125,000 <sup>4</sup>
<b>TOTAL OUTPUT 1.B</b>		<b>6,875</b>	<b>145,600</b>

<sup>4</sup> Indicatively, and subject to priorities expressed by the JPs, US\$ 75,000 would be allocated to supporting JPs in documentation of good practices at the local level, and US\$ 50,000 to providing information and expert support to JPs in various areas of the environment.

OUTCOME 2: GOOD PRACTICES AND LESSONS LEARNED OF JOINT PROGRAMMES UNDER THE "ENVIRONMENT AND CLIMATE CHANGE" WINDOW, DRAWN FROM THE NATIONAL, SUBNATIONAL AND LOCAL LEVELS, ARE ADVOCATED AND DISSEMINATED Indicators (within two years after the end of the project): · Policy makers and other stakeholders express support to apply good practices from the environment and climate change JPs in other countries and areas · Donors express interest in making additional contributions to "One UN" programming to support achievement of MDG-7, based on the good practices and lessons learned of the MDG-F "Environment and climate change" window · Lessons learned from the process of "One UN" under the "Environment and climate change" window acted on by the United Nations	RESOURCE ALLOCATION		
	2010	2011	2012
<b>Outputs</b>	<b>Main activities</b>		
<b>2.A Results of JPs can be advocated based on documented good practices and lessons learned</b>	<b>Output indicators</b> By mid-2012: · Good practices and lessons learned documented under all 17 JPs · Actors involved in advocacy of the MDG-F as well as UN work in the area of environment and climate change are aware of the good practices and lessons learned under the JPs		
	2.A.1 Develop, collect or compile guidelines, templates and training materials for identifying and documenting lessons learned (by mid 2011)		
	2.A.2 Support the JPs in identifying and documenting good practices and lessons learned, including regional "clinics" (last quarter 2011) (translation, group training and travel)		
	2.A.3 Report (electronic) highlighting good practices under the "Environment and climate change window" (by end 2012)		
<b>TOTAL OUTPUT 2.A</b>		<b>98,500</b>	



<b>2.B Lessons learned "One UN" under the "Environment and climate change window available to the United Nations system</b>	<b>By end of the project:</b> · Relevant actors in the UN system are aware of lessons learned from "One UN" processes under the MDG-F "Environment and climate change" window				
		2.B.1. Research and draft a report on lessons learned from the process of implementing MDG-F projects under the "Environment and climate change" window, including recommendations for various stakeholders (January to June 2012)			
		2.B.2 Present the report to relevant stakeholders (June to August 2012)			
<b>TOTAL OUTPUT 2.B</b>		Staff support for Outputs 2.A and 2.B 2	38,125 <b>38,125</b>	76,250 <b>76,250</b>	38,125 <b>38,125</b>
<b>EVALUATION</b>				<b>RESOURCE ALLOCATION</b>	
	<b>Main activities</b>		2010	2011	2012
<b>OVERALL TOTAL (project activities)</b>	Final evaluation		<b>177,500</b>	<b>415,350</b>	<b>108,085</b>

## 7. Overall budget

			2010	2011	2012	Total
<b>1100</b>	<b>Project personnel</b>					
	1101	Professional staff	76 250	152 500	76 250	<b>305 000</b>
<b>1200</b>	<b>Experts</b>					
	1201	Consultants	13 750	34 350	6 835	<b>54 935</b>
<b>1600</b>	<b>Travel</b>					
	1601	Travel		26 000		<b>26 000</b>
<b>3300</b>	<b>Group training</b>					
	3301	Information & expert support (17 JPs)		125 000		<b>125 000</b>
	3302	Global and regional workshops (CoP and lessons learned)	82 500	62 500		<b>145 000</b>
<b>5300</b>	<b>Sundry</b>					
	5304	Translation	5 000	15 000		<b>20 000</b>
<b>5500</b>	<b>Monitoring and evaluation</b>					
	5501	Evaluation consultancy			25 000	<b>25 000</b>
	<b>Total—project activities</b>		<b>177 500</b>	<b>415 350</b>	<b>108 085</b>	<b>700 935</b>
	7% PSC		12 425	29 075	7 565	49 065
	<b>Total</b>		<b>189 925</b>	<b>444 425</b>	<b>115 650</b>	<b>750 000</b>

### UNEP contribution

- 40 weeks of professional staff time and 30 weeks of general service staff time (est. US\$ 190,000)
- Office facilities, communications and supplies (est. US\$ 40,000)