



KNOWLEDGE MANAGEMENT PLAN ON CLIMATE
TRANSPARENCY

Strengthening institutional and technical
Macedonian capacities to enhance transparency in
the framework of the Paris Agreement

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The document was prepared in the framework of the projects "Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement" (CBIT PROJECT), implemented with financial and technical support from GEF and UNDP.

EXECUTIVE SUMMARY

This report provides the assessment of the current knowledge products on the National Climate Change website and reviews the various reports and assessments of current projects. The specific focus of this report is to propose ways to enhance capture and share the project results and knowledge products.

The National climate change website www.klimatskipromeni.mk is the primary knowledge hub related to both internal and external sharing of key resources. There are some opportunities related to prioritizing key content, organization of content on the site itself as well developing new knowledge products that align with both the GEF STAP's and UNDP's Knowledge Management Strategy.

For the purposes of this Knowledge Management plan, per UNDP's Knowledge Management strategy, KNOWLEDGE MANAGEMENT is the summary of all measures designed to address its knowledge related challenges. Knowledge Management means using the resource 'knowledge' more effectively to improve the way UNDP does business and to achieve greater impact in its development outcomes as formulated in UNDP's Strategic plan.

Summary findings of the Climate change website show a well-established set of mechanisms and technology to disseminate knowledge via the climate change website. The areas of opportunity include a need for optimization of the website to improve search, consistency and organization. As it relates to knowledge products, there is an opportunity to review the types of products, have a clear approach to ensure there is a steady flow of relevant knowledge products that align with the strategic direction of the GEF and UNDP.

Knowledge products are an important and strategic way to engage with the Scientific community, policy makers, practitioners and the general public. The Knowledge Management plan reviews some of the main knowledge products to consider and discusses the ways to develop and disseminate these to engage a variety of audiences.

Some key knowledge products that are discussed include:

- Case Studies/Briefs
- Comparative Experience Papers
- Working Example Papers
- Blogs

Based on the analysis of the knowledge opportunities above, recommendations are made to suggest a path forward with a focus on improving knowledge products, developing new opportunities and organization of knowledge products on the climate change website.

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BACKGROUND & OBJECTIVE

UNDP and the Ministry of Environment and Physical Planning (MoEPP) are implementing the project “Strengthening institutional and technical Macedonian capacities to enhance transparency in the framework of the Paris Agreement” (CBIT PROJECT). As the project title indicates, the immediate objective of the project is to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement by strengthening institutional and technical capacity for measuring and reporting on emissions, mitigation and adaptation activities, and support received. It will use three means of strengthening capacity in this area: 1) Strengthening national institutions for Monitoring, Reporting and Verification (MRV) and aligning transparency activities with country priorities; 2) Ensuring that organizations and individuals have the necessary training and tools to conduct MRV activities; and 3) Transitioning arrangements for data collection, analysis, and reporting from a project-based cycle to a continuous process.

The focus of this assessment is to review current knowledge products on the National Climate Change website and review the various reports and assessments of current projects. By developing a Knowledge Management plan, we aim to propose ways to enhance capture and share the project results and knowledge products more broadly and effectively.

KNOWLEDGE MANAGEMENT

Knowledge Management, like most disciplines, has many terms that need to be carefully defined. In this context, we use UNDP’s definition of Knowledge Management.

The terms below are not meant to all elements, but to provide a basic understanding:

Knowledge: the understanding of relations that are essential for improving the development effectiveness of interventions, building better business processes, and/or predicting the outcomes of business models.

- (Knowledge Management: Is a combination of management processes, institutional arrangements, and technologies with which knowledge is developed, shared, and applied for improving the efficiency and effectiveness of activities.
- Knowledge Products (KP): KP are tangible outputs (e.g., publications and other products) and activities/services (e.g., policy and opinions) of development, sharing, or application of information and knowledge contents.

FINDINGS

The Climate change website is a good foundational step towards centralizing knowledge and sharing this more broadly. With any knowledge portal it is important to embed knowledge capture, sharing and transfer with a good user interface. Ease of access and a clear understanding of what is new, key knowledge products with robust search are essential.

The focus of the recommendations is to ensure that knowledge that has been captured and shared is so easily accessible and consumable with the goal of more consumption by practitioners, academics, STAP and other key organizations.

SUMMARY FINDINGS

Key Strengths:

- Dedicated knowledge resources on the Climate Change website and an appreciation of the importance of Knowledge Management.
- Well established mechanism of sharing of a variety of knowledge products including Publication, Case Studies, Blogs.
- Access to best in class tools and technology with translation abilities.

Key Opportunities:

- A key need for optimization of the website to improve search, consistency and organization.
- Improvement of the user interface.
- Opportunity to develop additional product types
- Need for governance related to information management to ensure the most relevant content is presented to end users.

The following section discusses key sections from approaching the Knowledge Strategy, suggestions related to knowledge products as well as the dissemination method.

KNOWLEDGE MANAGEMENT PLAN

Information Management entails Capture, Organization, Storage and Governance of content and aims to be timely and transparent. A Knowledge Portal's broad functions are to codify explicit knowledge in a logical manner and to direct the user to enabling sources which may guide and inform the knowledge seeker. Being educational and organized with the capability to surface key documents and information efficiently to help end users. The current Knowledge Portal (climate change website) has a wealth of useful information, however there are structural gaps as they relate to taxonomy, metadata and search.

Assigning metadata/tags to knowledge products with the use of a controlled vocabulary will be essential to ensure contextual search results. Tags will enable relevant information being surfaced based on the defined vocabulary to reduce the use of synonyms and misspellings.

Listed below are recommendations related to the Knowledge Portal/Climate Change website:

TAXONOMY

Action: **Develop a strong Taxonomy with Basic Metadata Strategy and Processes**

Adopt a Core Metadata Standard when it comes to content on the Climate change website given that this serves as the primary knowledge repository. These should align with Global Commitments on Climate Finance and Development taxonomy. Basic Metadata Standards have been added in the Annex as a reference.

Taxonomy Development Steps:

- Look inward- establish trends and common terms that are used by teams and create a standard to reduce variations.
- Include abbreviations.
- Review search results to understand what users search for to ensure that the search aligns with user needs. Enabling google analytics for the site would also be helpful to track this on an ongoing basis.
- Be consistent with format, syntax.
- Avoid abbreviation with file naming.
- Input tags as they are establishing allowing a drop-down menu to ensure variations are not created.
- Consider translations (Macedonian/English)

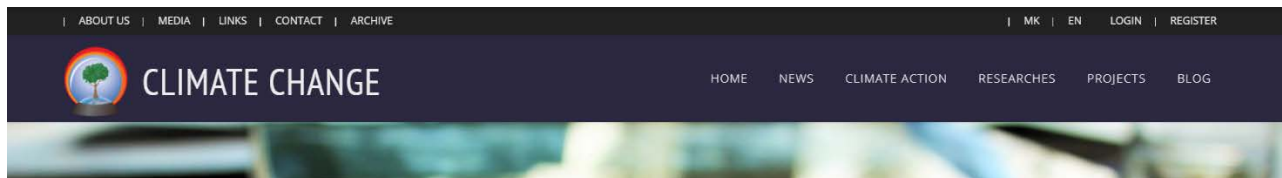
Tagging: Having the team be well versed on the need and process to add tags and define the types of key words that everyone should use. This would allow for better search results if integrated with external search platforms. It will also allow for more of this content to be referenceable by STAP and others. We suggest developing a controlled vocabulary with a drop down which will allow keywords and tags that are used throughout the division and will avoid ambiguity. Additionally, develop a quick video tutorial about tagging do's and don'ts and guidance which can be embedded in the onboarding curricula.

USER INTERFACE

Information on the website can be challenging to find or follow. There are the makings of a strong portal, however this does not align with an easy to find pathway. Given that the Climate website serves as the knowledge repository, it is important that this have a well-organized database allowing for easy browse and search as it relates to all present and past knowledge products.

Action: Develop a best in class User Interface and Design

- Revamp the website to have a home page that has an introduction and mapping of the various areas that can be found on the site.
- Develop a taxonomy with the key assets that will find on the site.



About Us	Themes/Thematic Areas (Issues)	Projects	Stories	News & Events	Publications
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These can then be drop down menus to allow for clear browsing. For instance, News & Events can provide further categorization such as: News & Multimedia, Press Releases, Events Calendar etc.

Themes: Climate Finance, Frameworks, Climate Storytelling, Vulnerability and Adaptation etc.

Landing Page: Having a cohesive message is key on a site from an end user perspective. Presently, there is no distinction with the slider on the page and Latest News. Additionally, the slide does not work on some browsers. Consider modifying the home page to provide an overview of what is being done as a starting point. An example of the experience could look like:

About Us	Themes/Thematic Areas (Issues)	Projects	Stories	News & Events	Publications
Overview (descriptive paragraph or two)					
Blogs (show 3-5 top blog posts in columns)					
Projects (highlight information)					
Experts (list names and information on local experts)					

Having a database with the various knowledge products in a searchable platform is key. This database allows for filtering the type of asset.

Search: Search is one of the most critical elements of a knowledge portal. A well implemented enterprise search engine enables easy access to information and breaks down silos. Having filters and refiners would be essential. Tags will allow for surfacing results. An illustration is included in the Annex.

KNOWLEDGE PRODUCTIONS-TECHNOLOGY

There is a strong array of knowledge products on the Climate change website. These include:

Publications and journals on research topics	Lessons Learned
Thematic work and assessments	Best practices
Analytical information	Blogs
Self and independent evaluation reports	
Policy and strategic reviews	

The basis of the evaluation of these is how they align with the STAP knowledge strategy as well as clarity of message with the intent of broader visibility and potential referencing and showcasing this material.

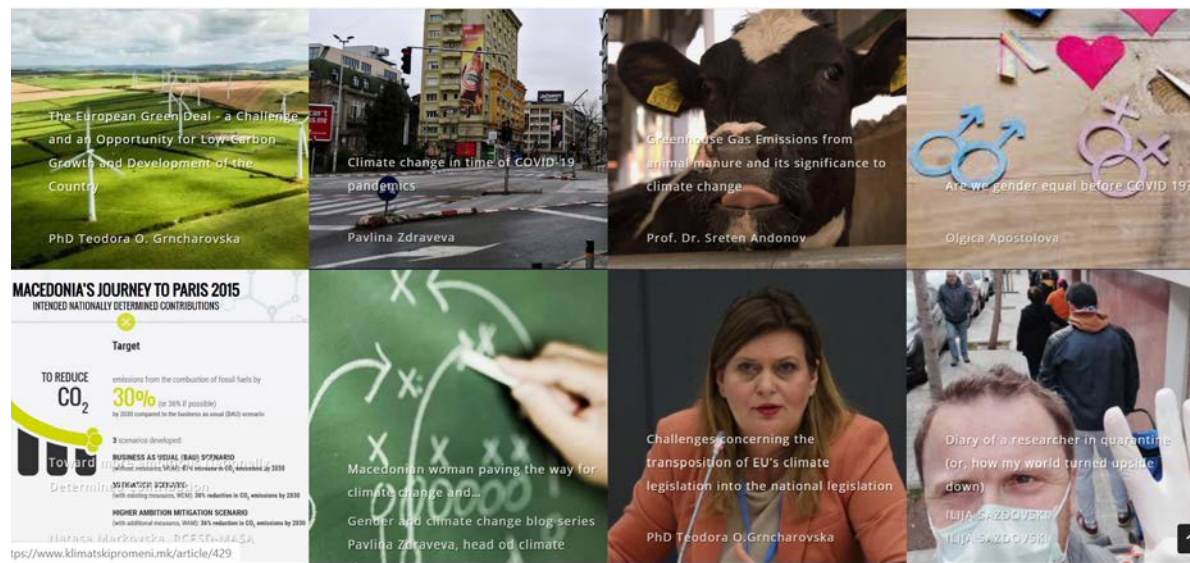
Action: Enhance the various Knowledge Products

Publications should be housed in a clear tab. They should be organized by date with a good description of each one allowing the user to review a brief without an additional click. Tags which will help direct and

indirect reference should be included. Clarity on what is considered a publication and report would also be helpful in organization. For example, are these Case Studies, Reports or does it cover all areas.

Briefs: In reviewing the brief on Tackling Climate Change & Air Pollution in the City of Skopje for example there are some areas where the brief can be improved. Organization of content on the page can be improved with spacing as well as cropping the map to improve the look and feel. The interactive map then links to a map that reverts to the local language. While this works well for the local experience, if the audience is to promote more learning at an international level, links should link to English. <https://www.klimatskipromeni.mk/article/53#/index/main>

Blogs:



The

The blog page is a crowded page and can be hard to follow. The titles are hard to read with several images which do not make for an easy to read page. By simplifying the organization, images, and font colors this can be a more visually appealing page. Content with blogs is of a good size with visuals in some cases while others can get lengthy. For example, <https://www.klimatskipromeni.mk/article/420#/index/main> has more content and could potentially be two blogs allowing for continued engagement. A second example, <https://www.klimatskipromeni.mk/article/414#/index/main> This blog has several images which makes the content more difficult to follow.

Some best practices beyond the typical ones include:

- Titles can be simplified to be more engaging
- Focus on quality not quantity
- Blogs should focus on promotion as much as creation

While individuality and topics will vary, some guidance can enable blogs to be more impactful.

FINDING: TRANSLATION AND LOCALIZATION

Presently most of the content on the website is in the local language with the option to click on the EN link towards to top of the page. This allows for content to be translated into English. It is important for content to go beyond a direct translation and have more context. For example, Researches on the website. Is this intended to say Research? Additionally, Research as a topic is very broad as a root topic on the website. What is the intent here to have the user clearly understand what they would expect to find in this section? Additionally, given the site often links to other sites, the user experience then goes from English back to Macedonian. This creates a poor user experience.

Action: A word for word translation is not enough. Localization is a key requirement for content to be consumed globally. This should be done across all the knowledge products such as publications, blogs, papers and is an immediate need on the website. The main tabs on all the website pages should have the relevant English word to provide that clarity. Some key steps here would be to Identify the content that needs to be localized and consider a tool to help if there is extensive content where this would apply. Another option here would be to have a native English speaker edit/proof content to ensure 'context' is applied to ensure a good reader experience.

KNOWLEDGE MANAGEMENT PLAN

According to Senge, reports are not Knowledge. **Knowledge is the capacity for effective action.** Reports, on the other hand, might capture information or insight, such as best practices and lessons learned. These things, in themselves, do not constitute capacity for effective action.

According to a World Bank study¹, "...more than 31 percent of policy reports are never downloaded. Almost 87 percent of policy reports were never cited." The reason: "...very little research...[on] the demand and use of policy reports." ADB² had a similar finding, "...the majority of knowledge products in the RMs and ROs are primarily supply driven." And "... [writers must] be more active in discerning local demand for knowledge, identifying audiences, and preparing matching products..."

In the context of UNDP, Knowledge Management is a combination of management processes, institutional arrangements, and technologies with which knowledge is developed, shared, and applied for improving the efficiency and effectiveness of activities. Knowledge Products (KP): KP are tangible outputs (e.g., publications and other products) and activities/services (e.g., policy and opinions) of development, sharing, or application of information and knowledge contents.

In the context of GEF, Knowledge Management is the *systematic processes, or range of practices, used by organisations to identify, capture, store, create, update, represent, and distribute knowledge for use, awareness, and learning across the organisation and its ecosystem.*" The GEF is a knowledge broker and

¹ Source: <http://documents.worldbank.org/curated/en/2014/05/19456376/world-bank-reports-widely-read-world-bank-reports-widely-read>

² RM=(country) Resident Mission; RO=Regional Office
Source: <http://www.adb.org/publications/survey-demand-adb-knowledge-products-through-resident-and-regional-missions>

is aiming to serve the purpose of curating relevant knowledge and going beyond a funding mechanism. It does not however focus on producing knowledge products. These include News Stories, Featured Stories, Blogs and Multimedia.

THE SUGGESTED APPROACH

In both the UNDP and GEF strategies, there is a clear focus on distributing knowledge for use and sharing. The GEF define Knowledge Management as identify, capture, store and represent knowledge for use. Part of this refers to the need of having the mechanisms in place to share knowledge. The more relevant part in this context relates to knowledge products. UNDP refers to this as publications, other products and activities as services such as policies and opinions. While the GEF does not specify this in their strategy, in reviewing elements of their strategy as well as the STAP opinion, some of the most relevant knowledge products include project reports and case studies

Knowledge is arguably an organization's most valuable commodity. The ability to learn from experience and develop a path forward for broader sharing and impact. It is suggestion to use this guidance given the approach and focus is similar. We suggest focusing on knowledge products that can be referenced by the STAP. Specifically, focus on knowledge products such as Publications, Case Studies, Policy Briefs (where applicable), Blogs. When applicable we further suggest including explicit results such as databases, websites, training centers, technology transfer, and information sharing and access, as well as less tangible (or tacit) results such as capacity/skills building, awareness raising, and innovation and technology transfer.

REFERENCABLE KNOWLEDGE

As it relates to the GEF, in 2016 STAP indicated the absence of any tracking or assessment of the relative success or influence of KM products, to be attributed to the lack of planning for KM products and events and their anticipated use, influence and impact. With that in mind, part of the challenges about featured and being referenceable is dependent on visibility and in some cases, there are systems beyond our control. According to the STAP Interim report³, however, few projects and programs reviewed were found to contain adequate information about KM baselines and the design of KM for impact.

Below are two examples that are cited and referenced by the STAP. While it is not suggested one limits the approach to these types of examples, it is helpful to understand what is translatable on a global scale.

The Amazon Region Protected Areas Project (ARPA, GEF ID 771) is a strong example. On its own, it might have been one that merely generated KM products without systemic impact. However, the subsequent phases II and III⁴ ultimately led to the integration of the KM products in a nationally robust way, both sustained and scaled up. This was because these phases were designed to learn from and address the deficits discovered during phase I.

³ STAP Interim report

https://www.stapgef.org/sites/default/files/publications/KM_in_the_GEF_STAP_Interim_Report.pdf

⁴ <http://programaarpa.gov.br/en/>

Additionally, the Millennium Ecosystem Assessment (MA, GEF ID 770). Both dissemination and outreach were built into the design of this project. It produced a series of authoritative and peer-reviewed reports, with a large volume of material packaged for different audiences. Uptake of the MA has been widespread, and the outputs of the project are widely cited.

DEVELOPING KNOWLEDGE PRODUCTS

Knowledge products should aspire to creating positive measurable results in engagements. It is important to prioritize output aimed at producing high quality knowledge products.

Start with some key steps:

- What do we want to disseminate? Having a shared vision and understanding of what are the knowledge products that are considered most useful.
- Who is the target audience? An approach of nothing interests a user more than a potential solution to his or her problem: the most successful dissemination strategies are those that actively engage target audiences and deliver what they both need and want. One must then examine the knowledge product and think of how it might be presented as a benefit and solution to users.

As we look to the path forward, consider the type of information and knowledge that needs to be shared. Each method calls for its own format and means of dissemination and includes both proactive and reactive channels—that is, it includes information content that the target audiences have identified as important and information content that the audiences may not know to request but is likely to be of interest.

SPECIFIC ACTIONS

Begin with a careful assessment of whether the product is going to meet the needs of the audience. There are several knowledge products designed to meet different needs and reach different audiences.

- Knowledge Products should go beyond Publications: it is essential that the KP be actionable. Lessons learned should be stated in actionable formats, the practitioner should be consulted who has performed the action. Ideally, the practitioner should be the author or coauthor.
- A knowledge product should be understandable by the user: Translate the language for the user group and testing the draft with the users will also be helpful.
- Keep the Knowledge Product readable: While this would not apply to certain reports, it is important for some of the broader assessments, many of these should be limited to no more than 5 pages. Avoid technical jargon and have a summary box on the first page.

Overall, the first 1-2 pages should be convincing given that many may not have the time to read a lengthy product. Make it easy to have technical and operational steps clearly understood. By writing concisely and including potential and actual benefits such as economic impacts, problems with solutions are effective.

TYPES OF PRODUCTS

The most relevant types of case studies to consider writing are process case studies and working example case studies. Some examples of good featured stories which align to the Case Study format and are featured as Featured Stories on GEF include [Information is Power: Climate Services reach over 9 million people](#) and [Taking Climate Action and fighting fires in the Seychelles](#) . Examples of items referenceable by STAP were discussed in the earlier section. The UNDP has content which is similar in length and approach.

We suggest focusing on the following types of knowledge products:

PUBLICATIONS

Use Case: This type of knowledge product is the larger more in-depth report and often important to both the policy and scientific community.

Process:

Curation: These should be developed based on the field work.

Format: These are written documents that can be both public facing and internal based on the stage and required approvals.

Frequency: The frequency will be based on project progress and typically will align with mid term and terminal reports. Some publications will be based on key milestones.

Location: Publishing this on the climate change website when they are available as well as via mailing lists to the policy and scientific community.

Audience: The audience for these will be GEF, STAP, policy makers and other scientific community members.

Language: These should be in English ideally.

Repository: Socialize these via the website and they will be stored in a centralized repository such as SharePoint or OneDrive.

Limitation: Given these are in depth detailed reports they are likely going to be read by keen interested parties. Smaller subsets around topics would be case studies and briefs.

PROCESS CASE STUDIES (BRIEFS)

These types of case studies focus on the processes that are used to assess programs and plan development. These types of case studies describe:

- Context and circumstances that led to this project
- Changes expected locally/regionally
- Challenges and barriers and how they were dealt with
- Vulnerability

- How the project was developed and involved parties, resources that were mobilized
- Limitations of the project
- Results from the recommendations
- Actions taken and any next steps/future

Use case: These are ideal to help a practitioner understand the ways in which the locality/region are prepared to tackle a topic. They provide a fair amount of detail on the processes that can be replicated in other regions. Some specific areas this would be helpful are Project Briefs.

Process:

Curation: This product should be a combination of creation by UNDP staff as well curation.

Format: These are shorter documents in a visual format and can be both public facing and internal based on the content and approvals. Length of the document is important here and they should be following the guidelines mentioned below.

Frequency: This is one of the most useful types of knowledge products given the length. Ideally there should be one brief published each month. This can be a combination of curation from other resources as well as created internally.

Location: Publishing this on the climate change website each month around specific thematic areas would be suggested. Socialize via twitter and email via distribution lists.

Audience: Scientific community, practitioners (particularly when locally authored), climate change website and social media (when authored).

Language: Given the global audience briefs should primarily be in English and translated based on the content and practitioner community. Partner with communications who should be tracking social media likes for certain thematic areas.

Repository: While these tools will be disseminated via the climate change website, all the content should be stored in a centralized, searchable and referenceable location such as SharePoint/One drive. Once the content is archived, the content should be housed in a centralized repository such as One drive.

Limitation: It can be challenging to balance the right amount of detail in this type of case study to ensure it's not too light in depth while not too detailed.

COMPARATIVE EXPERIENCE PAPERS

These are ideal to highlight the practical application of topics based on UNDP's experience. Experience can also be drawn from external experience. Various approaches can be used to address a certain topic and key issues can be considered when programming in a specific country.

Use case: These are highly applicable for Macedonia.

Process:

Curation: This product would be developed by the relevant Scientific community and project team coauthors (if appropriate).

Format: These are in document format and can also be a video series adapted in a storytelling format. The intended audience is public facing.

Frequency: The frequency here would depend on key project developments and milestones. Given the opportunity to be referenced by STAP having these comparative experience papers can be very impactful and should be prioritized.

Location: Publishing this on the climate change website each month around specific thematic areas would be suggested.

Audience: STAP, Practitioners via direct communication, social media such as Twitter, Facebook, direct marketing, climate change website and various knowledge networks. Communications should have knowledge network lists established for thematic areas.

Language: Given the global audience briefs should primarily be in English and local language as these should be broadly publicized.

Repository: Socialize via the climate change website. Once the content is archived, the content should be housed in a centralized repository such as One drive.

Limitations: It is important to be specific here to ensure this output is not too lengthy. Clarity around the main issues that need to be addressed is essential. Highlighting factors that contribute to impact and issues that are often overlooked. Adding lessons learned here is also helpful if this is around project implementation.

WORKING EXAMPLE STUDIES

These are used to showcase the experience of a locality/region in using tools that have developed to aid impact assessments. Some examples here would be step by step guides, visualization tools like mapping, risk assessment tools and other web-based tools. These can vary from typically two pages to more detailed ones.

Use cases: These illustrate in concrete steps to show a practitioner can use a tool and its different applications. They can be both public facing and internal based on the type of content and approvals.

Curation: This product would be a combination of development and curation. Specific attention should be paid to examples that have close relevance to work in the field locally.

Format: This can be a combination of print as well as videos such as stories from the field.

Frequency: Given the combination of curation aiming to have these published at least quarterly is suggested.

Location: Publish these or iframe them on the climate change website. If these are curated, they can point to the relevant content.

Audience: Practitioner community via lists and knowledge networks when the content is created. The general audience will be targeted via the website. Curated content will also be socialized via the website.

Language: Given the global audience briefs should be in the local language they are curated in. Any created content should be in English and the local language.

Repository: Store in SharePoint/one drive for created content. Curated content does not need to be stored.

Given the large number of case studies and publications it essential to ensure that there is persuasive and communicates effectively to the target audience. Some key considerations when writing case studies are to ensure that they are written in accessible language and packaged in an attractive format.⁵

Some recommendations include:

- Use Plain language: Avoid excessive use of technical terms that are unlikely to be understood by the intended audience, instead use plain language explanation of terms that can't be avoided.
- A summary at the beginning of longer case studies: to help decision-makers and other readers decide if they need to do a deeper dive into the report.
- Informative headings and sub-headings: To guide the reader to the content and to break up text.
- Use tables: This is an effective way to present and summarize key information.
- Bullet points: This is effective to present information quickly.
- Have an efficient and attractive format: Consider more effective use of white space, color and other callouts.
- Graphics: Using maps, photos and other illustrations will help appeal to visual learners and help with context setting.

Developing effective case studies can be time consuming however these are powerful ways to communicate and potentially be more appealing by organizations such as STAP.

BLOGS

Blogs are effective communication mechanism to provide shorter updates on topics and to ensure there is visibility around specific areas. This is highly recommended and encouraged as a tool and can also be effective via social media tools. Curation and creation of effective shorter blogs is suggested.

Curation: Blogs should be both created and curated on a regular basis.

Format: These are shorter written blogs published on to the website and social media platforms.

Frequency: Ideally there should be a new blog post every 2 weeks.

⁵ <https://qlslcities.org/>

Location: These should be visible via the climate change website (main page). Additionally, these should be marketed via social media channels, mailing lists and all avenues.

Audience: The audience for the blogs are the broader audience of practitioners, interested parties, the general public. Socializing the directly relevant ones to the Scientific community, GEF are also important to potentially be featured on their website and other tools.

Language: Given the global audience briefs should primarily be in English.

Repository: Socialize via the climate change website. Once the content is archived, the content should be housed in a centralized repository such as One drive for future reference if needed.

CURRENT OPPORTUNITIES

With the goal of appealing to a broader audience and having content be potentially referenced by organizations such as STAP, one must consider an omni channel strategy. Currently, there are several detailed publications which are topic specific. We reviewed two such publications which have very advanced content with the intent to have shorter formats and potentially communicate a better product.

1. STUDY ON THE HEATING IN THE CITY OF SKOPJE ANALYSIS OF POLICIES AND MEASURES STUGRES

This excellent publication is 42 pages long which can make it challenging to consume unless a reader has a direct interest in delving further into the content. Based on the content there are two areas that can be turned into case studies.

- **Increased acceptance of central heating (the existing or small central heating system):** This area of the publication would be a good candidate for a case study focused on CO₂ emissions and the biggest impact is achieved by implementing the measure Increased Acceptance of Central Heating as an individual measure.
- **Skopje is Breathing:** This scenario has illustrations, good content and could be an impactful case study or blog. This area has a strong title. With this repurposing, some of the content needs to be added.

2. STUDY ON THE TRANSPORT SECTOR ANALYSIS OF POLICIES AND MEASURES STUTRA

Knowing your audience is key to improving the impact of knowledge products. In many cases, knowledge products will be consumed by various audiences. This publication is approximately 60 pages of rich content on the transport sector. While the content in its current form will be very useful to someone focused directly in this area, one can consider making content appealing to other audiences. There is an opportunity to surface two or three blogs and case studies as supplements to further promote this content. Each of the models being proposed here would be impactful as individual case studies.

These include:

- What happens to renewable energy sources when you increase the share of low-carbon cars.
- Enhancing the phasing out high-carbon cars from the traffic and the impact on renewable energy sources.
- Increasing the share of hybrid and electric cars and the impact on renewable energy sources in Macedonia.

It is important to frame the message in terms that are accessible, relatable, and meaningful for to the specific audience. Framing content is a way to actively engage your audience with an issue, build trust and relationships with the public, and encourage the public to participate in dialogues about scientific issues.⁶

ADDITIONAL OPPORTUNITIES

EXPERTISE AND FINDING KNOWLEDGE

Action: Create a knowledge Map

A few areas that will allow for knowledge to be surfaced globally include creating a knowledge map. An addition of resident experts in the region would be helpful to connect people to people. These are two very important elements which can be referenced in Infographics, reference material and serve as a resource for end users on the site.

PROGRAM UPDATES

As an additional communication method aimed at adoption and engagement considering having an opt in list on the website for those wish to be notified of new content can be an additional way to ensure communication reaches interested parties.

Action: Developing a strategy to ensure interested parties are notified of key communications will improve knowledge flow.

MEASUREMENT

Action: Ongoing Analytics and Continuous Improvement

Measurement is key with knowledge initiatives and this should be a part of the process. There are several qualitative and quantitative measures that can be evaluated to show adoption, engagement and areas of opportunity.

Some areas of consideration:

- Surveys to evaluate for academic/partner consumers that are known
- Usage reports/ analytics from the website.

⁶ https://www.brown.edu/academics/science-center/sites/brown.edu/academics/science-center/files/uploads/Quick_Guide_to_Science_Communication_o.pdf

NEXT STEPS

Building on the great work and compilation that has been done by the team, we suggest some next steps to further refine and develop the knowledge products.

These include:

- Develop a taxonomy of categories and content types
- Reorganize the user interface with a strong best in class logical flow
- Review the various broader studies into shorter Case Studies.

Knowledge Products will need to serve a variety of audiences and adjusting the length and format would be important to provide that variety. A combination of publications, assessments, briefs, case studies, blogs would be helpful with improved networking as they are developed would be essential.

In conclusion, Knowledge Management is a journey. It requires focus and connection of content to people. Having a focus on localized language in consumable documents and working in partnership with communications will be helpful in surfacing the right content for a broader audience. This in turn will help the visibility on the stories from the field.

ANNEX #1 EXAMPLES

The Climate & Development Knowledge Network is an example of a well organized website that serves as a knowledge portal. This is an external organization that works with the Adaptation Fund to generate and curate knowledge assets for various users such as government officials, program staff, project staff, civil societies, academics amongst others. Overall this has been successful and it serves as the primary internal and external knowledge exchange and collaboration platform.

The Adaptation Fund's KM overarching goal is to improve the design and effectiveness of adaptation projects and programs by creating mechanisms that enable it *to extract, analyze, learn and share lessons from the projects and programs it finances*. The Fund will also share its own data, information and knowledge to reduce vulnerability and increase adaptive capacity of the countries.

The four main goals are:

- Capture and transfer knowledge related to Direct Access Accreditation
- Fostering Broader Knowledge Sharing with Institutions
- Equipping the Fund with a more supportive knowledge sharing and Learning Infrastructure
- Promoting a supportive knowledge sharing and learning culture at the Secretariat

The image displays two screenshots of the Climate & Development Knowledge Network (CDKN) website. The left screenshot shows the homepage with a featured article titled "FEATURE: Planning a successful knowledge A 9-Point checklist" dated Mon 9/2/17. Below this, there are sections for "Where we work" (a world map), "Priority Themes" (Climate negotiations, Disaster risk management, Climate finance, Policy and practice), "Latest stories" (including a webinar on NDC implementation and a case study on Kenya's Lake Turkana Wind Power Project), and "Featured sites" (Future Climate for Africa, Climate Finance Ready, Planning for NDC Implementation). The right screenshot shows a "Themes" page with a featured article "International climate negotiations" dated In September 2011. Below this, there are sections for "Stories", "Projects", and "Resources". The "Stories" section features an article "FEATURE: From Paris to Marrakech - how Rwanda became a model for climate action". The "Projects" section features an article "PROJECT: Supporting civil society to strengthen national climate change agendas in Latin America". The "Resources" section features an article "REPORT: Global Adaptation Goal under the Paris Agreement - Putting ideas into action".

http://cdkn.org/?loclang=en_gb

Comments: The network is interactive, made available to all users and curates Stories, Projects and Resources. Internally, at the Adaptation Fund there are several lessons learned at partner organizations such as the lack of a rewards and recognition program, change management approach and measuring success. There are valuable learnings related to teams and budgets but it essential to understand that Knowledge Management requires a dedicated team, resources, budget and clear focus which are specific to the projects and barriers to be impactful.

ANNEX #2- CORE METADATA STANDARD

ELEMENT	DESCRIPTION
Title	The name given to the resource.
Description	An account of the resource.
Type	The nature or genre of the resource.
Subject	The topic of the resource.
Coverage	The spatial or temporal topic of the resource
Creator	The entity primarily responsible for making the resource
Owner	The organizational entity that is responsible for the lifecycle of the resource.
Approver	The entity that is responsible for approving the publication of a resource
Retention Schedule	The retention schedule that applies to the resource
Dates	The dates associated with a resource lifecycle event

BASIC METADATA STANDARDS

Introduce Basic Metadata Standards:

- Resource description (title, summary and subject categories)
- Resource function/purpose in the record retention context (typology of use cases)
- Resource types
 - E.g., Darwin Information Typing Architecture (DITA) – Task Resources. Describe how to accomplish a task, listing a series of steps that users follow to produce an intended outcome.
 - Concept Resources - Definitions, rules, and guidelines.
 - Reference Resources - Detailed, factual material.

Illustration: Search

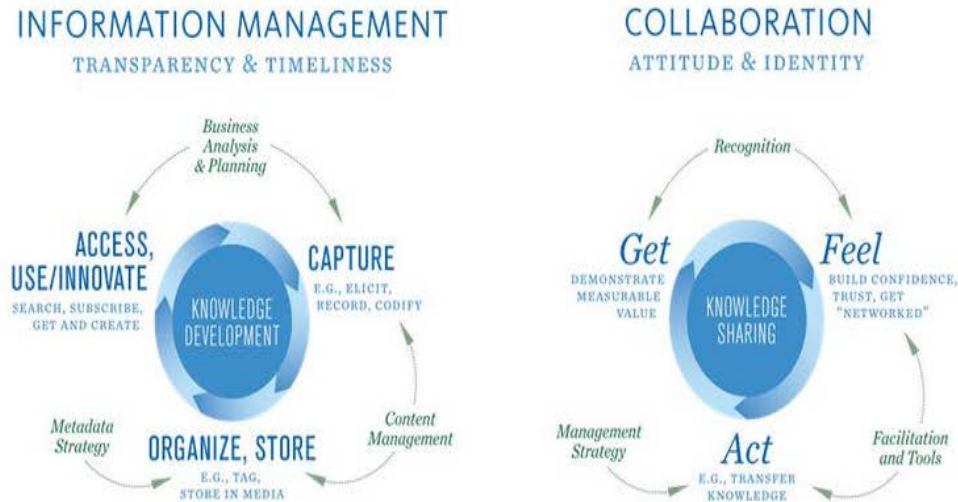
- Address inherent ambiguity and imprecision of queries that return too many items
 - Search scope controls
 - Faceted search
 - Disambiguation
 - Previews
 - Concept Search
 - Related items
 - Best Bets
- Underlying mechanisms include:
 - Content type and metadata management
 - Auto-tagging
 - Taxonomy management
 - Curation



ANNEX #3: KM STRATEGY DIAGRAM⁷

STARTING STRATEGY QUESTIONS:

Where do we compete? How do we win? How do we sustain competitive advantage?



"I drive growth, productivity, and societal impact through information management and collaboration."

STEPS TO DEVELOP KNOWLEDGE PRODUCTS

Some suggested steps include Planning, Developing, Finalize/Socializing.

Planning:

- Scan the landscape to identify a knowledge gap you are trying to fill or showcase a development to add new developments in an area. Coordination with the communications team on gaps that they might be hearing of would be important here. Reaching out to GEF's concerned parties would be an additional consideration.
- Clearly define on the objective of the knowledge product, target audience, and the type of knowledge product you want to produce (publication, case study, blog, concept note etc.).
- Map out the process for developing the knowledge product including budget, resources, data sources etc.
- Define success criteria for the knowledge product to assess whether the proposed knowledge product meets the need of the target audience.

⁷ Adapted from IKNS

Developing:

- Consider a Peer Assist to ensure that comments from similar undertakings are done at the beginning of the knowledge product.
- Background research, interviews, draft of the knowledge product text.
- Follow a consultative approach which includes validation workshops, peer review groups, colleagues in the field.
- Validate the knowledge product in the wider Climate community by asking for specific feedback and comments.

Finalizing and Socializing:

- Consider professional editing, language and localization considerations.
- The dissemination plan should include the Climate Change website, external partners, networks.
- Leverage UNDP's style guide to ensure compliance.
- Cover summary which should be no more than one to two paragraphs.
- Photos are a key area these should be illustrative and not decorative.