

Forest Carbon Partnership Facility (FCPF) Communications and Knowledge Strategy 2017-2020

This FMT Note responds to recommendation of the Second FCPF Program Evaluation, recommendation R7 (RF & CF) to design and implement a knowledge sharing and communications strategy. This strategy and action plan covers a three-year period from 2017-2020 and includes a more detailed list of deliverables for FY18. The strategy will be presented for feedback at PC23. An associated budget is included in the FCPF's consolidated budget proposal for FY18 that will be presented for approval.

Context

The world is seeing a move from agenda setting to implementation for the international community, with attention focused on delivering commitments in the Sustainable Development Goals and the Paris Agreement under the United Nations Framework Convention on Climate Change. One way countries can meet their climate targets is through reducing emissions from deforestation and forest degradation – REDD+. For the past nine years, the Forest Carbon Partnership Facility (FCPF) has helped 47 countries lay the groundwork for REDD+, providing technical assistance, knowledge, analysis and tools to support developing countries in establishing landscape-scale programs that sustainably employ their forest resources for climate change mitigation, economic growth, job creation and poverty reduction.

Today, the global community must accelerate efforts toward our sustainable development and climate goals. More innovation and intervention across sectors is needed to mobilize investments into landscape level solutions for green growth, food security and climate resilience. The FCPF's catalytic role will continue to be key to leverage critical climate finance resources for forests.

Rationale

One of the four strategic objectives of the Forest Carbon Partnership Facility (FCPF) is to “disseminate broadly the knowledge gained in the development of the Facility and the implementation of Readiness Preparation Proposals (RPPs) and Emission Reductions Programs (ERPs).”

A strong communications and knowledge sharing approach underpins the Facility's ability to successfully design and deliver programs that make a measurable, sustainable impact and foster innovative shifts in the way we address deforestation and forest degradation.

Getting “the right information, to the right person, at the right time, to make the right decisions” is increasingly critical as our programs shift from Readiness to ER program implementation.

Approach

This is the second communications and knowledge strategy for the FCPF and lays out the objectives, activities, and tactics that will be used to share results and lessons learned over the next three years. The objectives and actions presented in this document build on the achievements of the

communications and knowledge work guided by the 2013-2016 communications and knowledge framework strategy. This document also responds to the call for an updated strategy in the recent FCPF evaluation. This strategy for 2017-2020 is presented as a living document, and will be updated based on feedback from Participants after the 23rd Participants Committee meeting in March, 2017.

This strategy adopts the same principles and approaches which we have for all our work with forest and climate stakeholders – our outreach and knowledge products should be clear and accurate, inclusive, targeted and timely. Overall, the work outlined in this document will be:

- Purpose-driven: Proposed activities in the strategy have a clearly defined purpose, enabling the FCPF to communicate better, manage and deploy more knowledge more widely, enhance operational performance, and ultimately deliver greater impact on the ground.
- Effective: The proposed activities in the strategy will use the most effective and accessible platforms and formats for knowledge/communications products and activities as identified by direct stakeholder input and past experiences. To increase impact of communication products, emphasis will be on aligning with World Bank corporate communications priorities and narratives.
- Client-focused: The strategy should be clear to all stakeholders and responsive to the needs of operational staff and clients who rely on information for decision-making.
- Adaptive: The strategy will be flexible to address changing requirements and environmental/political economy factors. Not only piloting, evaluating, and implementing new approaches, but learning from experience and partners.
- Integrated: The tactics in the strategy will be integrated into the fabric of FCPF operations, management systems, monitoring and evaluation, etc. The knowledge and communications team serves as a knowledge sharing and communications catalyst and coach—not its sole practitioner.
- Measurable: The effectiveness of processes, products and tools will be regularly measured using appropriate indicators.

Objectives

This strategy is centered on four communications and knowledge sharing objectives, each with specific and corresponding actions and tactics. This strategy will serve as a framework for guiding the prioritization of deliverables for annual work plans.

1. Increased promotion and coverage of the results, milestones, and lessons learned of the FCPF.

Action: Promote FCPF to external audiences by positioning it as a solution provider that drives action to transform forest landscapes.

Tactics:

- Create and promote content that informs decision makers of the catalytic role the FCPF plays in the international forest and climate arena.
- Strengthen relationships with country-level communications professionals to increase mutual flow of information on FCPF activities, progress, results and lessons learned.
- Develop narratives to highlight progress on REDD+ readiness capacity and the social, environmental and development impacts achieved at the country level. Continue to build up an archive of photos and multimedia materials to support these narratives.
- Broaden awareness of the FCPF's role in conserving forests and addressing climate change through results-based finance, promoting public private partnerships, strengthening stakeholder participation, establishing frameworks, and building capacity through outreach campaigns.

Action: Clarify and align messaging targeting key stakeholders to communicate FCPF activities, progress, results and lessons learned.

Tactics:

- Develop consistent and coherent materials to explain specific value-add of FCPF and what makes it unique.
- Hold outreach sessions targeting intra-institutional operational, technical and communications staff to ensure coherence, consistency and frequency of sharing FCPF activities, progress and results.
- Provide forest and climate fund 'lens' for communications materials for internal World Bank and external partners to weave in linked messaging.

Action: Ensure communications reach key influencers, collaborate with them to amplify messages and reach new audiences.

Tactics:

- Conduct stakeholder mapping of internal and external audiences, define objectives of targeted outreach and tailor messages respectively.
- Deepen relationships with media, CSOs, and the private sector to jointly share messages on activities, progress and results.
- Ensure buy-in from donors and clients on communications strategies and find ways to help advance their forest and climate action agendas through complementary messaging.
- Proactively identify opportunities to promote forest and landscape climate finance messaging into the broader rhetoric of the World Bank (speeches of the President, annual meeting events, etc.).

2. Stronger knowledge-sharing, learning and outreach processes that foster and support the FCPF's role as a partnership that continues to pilot and innovate "learning-by-doing".

Action: Translate lessons learned from REDD+ readiness and emission reductions programs into demand-driven, operationally-relevant knowledge and learning products.

Tactics:

- Draft a series of case studies or best practice synthesis notes.
- Continue to work with focal points and technical specialists to identify and produce relevant reports, tools and frameworks.
- Review and synthesize content from annual REDD+ country reports and other relevant country reporting.
- Continue to build a library of good practices examples for different components of REDD+ readiness and REDD+ program implementation.
- Deliver knowledge in formats identified via stakeholder assessment as preferable for learning and uptake.

Action: Make knowledge and communications resources more easily available in a user-friendly format.

Tactics:

- Revamp the FCPF website to update overall user experience, simplify navigation and improve back-end for better information management.
- Include easier access to an online library of reports and operational resources (terms of reference (TORs) for REDD+ activities, best practices, country studies and reports, etc.)
- Ensure recording of learning sessions when appropriate and feasible to broaden online resources for learning and to allow access to knowledge session to a wider virtual community.

3. Better feedback loops so that knowledge generated informs the design and development of subsequent projects, programs, and initiatives.

Action: Design a set of prioritized activities based on client-needs to support knowledge-sharing and learning.

Tactics:

- Conduct annual knowledge assessments to gauge demand for various knowledge, learning, and communication topics and products.
- Develop annual work plan based on assessment results.

Action: Systematically identify and capture lessons from in-country REDD+ readiness and emission reductions programs.

Tactics:

- Identify, extract, and disseminate lessons from REDD+ readiness and emission reductions programs. Focus on document review on Readiness-Packages and ERPDs, and combine with portfolio reviews and stakeholder interviews.
- Introduce and use a granular dashboard of country progress on REDD+ readiness building blocks to allow for the capture and monitoring of programs at the output, country, thematic, and indicator levels.
- Improve "knowledge capture" protocols for stakeholders.
- Organize new and feed into existing in person (or virtual) communities of practice for priority themes to foster exchange and learning among staff from the FCPF Facility Management Team, World Bank Group, delivery partners and others to take advantage of synergies.
- Continue to build synergies with forest and land sector initiatives within the WBG.

Action: Proactively manage reputational risk.

Tactics:

- Continue to share evidence-based stories that address sensitive issues and potential criticisms.
- Maintain bank of pre-approved talking points, statements, statistics and success stories on initiative work that can be deployed in a timely manner when needed.
- Manage relationship with regional and country communications teams to monitor sensitive situations and ensure awareness of potential risks. Keep in regular contact with regional and country communications teams to better foresee sensitive issues that may arise.
- Identify and train appropriate team and FMT leadership to respond to media requests on 'risky' subjects or situations.

4. More partnerships and peer-to-peer processes that support knowledge-sharing and learning among REDD+ country participants and build the capacity of all stakeholders involved.

Action: Increase peer-to-peer learning on both technical and process-oriented activities.

Tactics:

- Identify, design and implement south-south exchanges and study tours between countries at different stages of program progress. Guide match-making of knowledge seekers and knowledge providers with information from the granular dashboard of REDD+ country progress.
- Continue holding technical and process-oriented clinics and seminars with a focus on peer-to-peer learning.

Action: Offer expert-led in person or virtual learning on both technical and process-oriented activities based on demand indicated by countries.

Tactics:

- Respond to requests for learning and organize expert-led training and capacity building sessions.
- Collaborate with global experts to foster country exposure to cutting-edge knowledge and technology.

Deliverables for FY18

The following list of proposed deliverables are each linked back to specific communications and knowledge sharing objectives and support the overarching goal of broadly disseminating the knowledge gained through the Facility's work. *Commitments to these deliverables are based on FMT staff capacity.* The highest priority deliverables, as identified by the communications and knowledge sharing team, are indicated with an asterisk:

Objective 1: Increased promotion and coverage of the success stories, milestones, and lessons learned for FCPF:

- At least six online stories/blogs produced and promoted strategically^{1*}
- Four additional cross-sector online stories or events with internal or external partners*
- Expanded, targeted contact list for the newsletter and Facebook are increased by 15% by June 2017, based on June 2016 statistics
- At least three flagship outputs (publications/events) identified and executed; corporate communications support mobilized (examples could include 10-year anniversary publication, gender strategy, private sector approach, first ERPAs)

Objective 2: Stronger knowledge sharing, learning and outreach processes that foster and support the FCPF's role as a partnership that continues to pilot and innovate "learning-by-doing":

- FCPF annual report delivered, potentially adapting the outline to the emerging updates to the M&E Framework*
- FCPF website revamped with new look, improved search capacities, better media integration, and better back-end data management*
- Updated FCPF "brochure" for external audiences

Objective 3: Better feedback loops so that knowledge generated informs the design and development of subsequent projects, programs, and initiatives

- Annual knowledge assessment survey; knowledge management and learning survey
- Granular dashboard prepared and resulting portfolio analysis used to inform knowledge and learning activities*
- Systematic information sharing protocols for team implemented
- Six to eight seminars and/or clinics on strategic topics organized

Objective 4: More partnerships and peer-to-peer processes that support knowledge-sharing and learning among REDD+ country participants and build the capacity of all stakeholders involved:

- Three south-south exchanges or study tours*
- Knowledge session at FCPF Participants Assembly/Participants Committee meetings*

Target Audiences/Partners

The influence/impact grid is a tool that helps track which stakeholders have the most influence and the impact they can have on project success. By focusing on the key stakeholders, the team will be able to better prioritize requests, spend time as per influence and impact, and ultimately build a bigger base of FCPF advocates and supporters.

¹ In calendar year 2016, six online feature stories and blogs were produced and posted on WBG web platforms. The target above refers only to the minimum target with the idea being that fewer, but bigger stories have a larger impact than more, but less-strategically placed and promoted stories.

The target audiences identified in the grid below are categorized by interest and influence related to the FCPF’s work. Audiences with higher impact on the REDD+ readiness and/or ER Program success will be key targets, while audiences with lower impact on the outcomes of the program will be informed but not necessarily targeted for communications and knowledge sharing products and outreach. Moreover, specific effort will be placed to meet the interest of audiences with high influence, but who are not always fully engaged (i.e. top left quadrant in the matrix below).

[Influence] ↑	<p><u>Increase engagement of these audiences by better meeting their needs/interests</u></p> <ul style="list-style-type: none"> • WBG country management/country directors • Country Governments (multi-sectoral) • Private sector • Local/targeted media 	<p><u>Actively maintain good working relationship with key collaborators</u></p> <ul style="list-style-type: none"> • REDD+ Country Focal Points/Participants • CSOs/IP • Donors • Delivery partners • WBG forestry community • Global REDD+ community
	<p><u>Monitor but otherwise not priority audience</u></p> <ul style="list-style-type: none"> • General media • General public 	<p><u>Keep informed and collaborate when opportune</u></p> <ul style="list-style-type: none"> • Development professionals • Academia • NGOs/research organizations

[Impact] →

Monitoring and Evaluation

The team currently monitors and reports as per the indicators of the FCPF M&E Framework. In addition, the team has been using additional metrics to monitor the appropriateness and success of communication and knowledge activities. These are in line with communications best practice, and indicate progress in promoting positive coverage of the forest and climate fund work. The team will input into the revision of the FCPF M&E Framework that is ongoing in response to the recent independent evaluation of the FCPF. The aim is to ensure that indicators can be effectively measured and inform adjustments to the communications and knowledge work of the FCPF.

The team will also continue to use the results of both formal and informal research to measure target audience satisfaction with the quality and quantity of information provided. Where appropriate, the team will adapt tactics and messages to ensure that objectives continue to be met.