2013 Climate Knowledge Brokers Workshop

Workshop report

Bonn, Germany

7-9 June 2013

About this publication

This report summarises the discussions and conclusions from the third Climate Knowledge Brokers workshop, held from 7-9 June 2013. The workshop was jointly organised by the Climate and Development Knowledge Network (CDKN), the Renewable Energy and Energy Efficiency Partnership (REEEP), and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). It took place at the GIZ offices in Bonn, Germany.

www.cdkn.org   **www.reeep.org**   **www.giz.de**

For more information about the workshop, and the Climate Knowledge Brokers Group, visit our shared webspace: http://bit.ly/JE85Dq

Follow us on Twitter with *#ckbrokers*

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Information on funders

This workshop was made possible with the support of the UK Department for International Development, the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, and the Ministry of Foreign Affairs of the Netherlands.
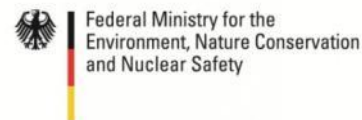
Disclaimer

This report summarises discussions held in an informal workshop setting. The views expressed are those of the individual participants who took part, and do not necessarily reflect those of their respective organisations or their funders.

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Overview and key outcomes

What is the CKB Group?

The **Climate Knowledge Brokers (CKB) Group** is an emerging alliance of over 40 of the leading global, regional and national websites specialising in climate and development information. It brings together a diverse set of information players, from international organisations to research institutes, NGOs and good practice networks, and covers the full breadth of climate related themes. The focus is on primarily online initiatives, and those that play an explicit knowledge brokerage role, rather than being simply institutional websites.

History

The CKB Group was formed in 2011 at a workshop held in Eschborn, Germany, to explore the scope for closer collaboration between online knowledge brokers working in the climate and development sectors. Convened by CDKN, GIZ and PIK-Potsdam, it brought together 21 leading web initiatives. The workshop proved highly successful, demonstrating a keen appetite for closer collaboration and generating a range of ideas on how to make this happen in practice. A second meeting was held in Bonn in May 2012 to take this agenda forward, and a follow-up workshop was held in Washington, in November 2012, hosted by the World Bank.

The 2013 Workshop

The third annual CKB workshop convened on 7-9 June 2013, once again during the middle weekend of the UNFCCC meetings in Bonn. A total of 35 participants from 17 organisations took part, including representatives from 8 initiatives that are new to the CKB Group.[1] As usual the format was highly participative, with James Smith (REEEP) taking on the role of overall facilitator. [2] Amiera Sawas (CDKN) acted as rapporteur and took the lead in drafting this report.

Workshop Objectives

As in previous years, the overall purpose of the workshop was to forge closer collaborative links between knowledge brokers working in the climate and development area. Specific objectives were to:

- Report back on the collaborative work that has been undertaken over the previous year, and demonstrate how the new shared tools can be adopted by other CKBs.
- Provide a space to engage with peers to discuss challenges, share ideas and capture lessons learned.
- Explore options for raising our ambitions and profile as a group, and agree an action plan for the coming year.

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[1] See Annex 2 for a full list of participants.

[2] Participants were invited to prepare an overview presentation describing their initiative, which were uploaded onto the CKB shared webspace to create an on-going reference for interested parties.

Key Outcomes

- The workshop provided a **strong endorsement** of the value of the CKB Group, and the benefits from meeting face-to-face at least once a year.
- The **progress update** on the seven CKB collaborative projects now coming to fruition provided impressive evidence of what is being achieved and the innovation that has been unlocked through closer joint working.
- Sharing insights on **'What are we Learning?'** generated a rich array of responses, including some frank revelations on what has gone wrong as well as what's gone well.
- The **marketing** session provided useful tips on search engine optimisation and online marketing (especially google adwords campaigns), and helped to sharpen thinking on targeting by creating some imagined user personas.
- The demonstrations of the **reegle tagging API** and **Knowledge Navigator** widget on Day 2 were well received and the show of hands afterwards confirmed that many in the room are keen to look seriously at incorporating them into their sites. If these tools are widely adopted across the CKB community, this will be big step forward in putting knowledge brokers on the map and making their content much easier to find.
- The **Knowledge Clinic** was once again a resounding success. The four 'patients' survived the experience and reported how useful it was getting such a concentrated dose of focused advice from peers. For the 'doctors' taking part, it was rewarding, too, providing an inside view of the challenges peers are facing.
- In the final session we discussed **future options for the CKB Group**. These ranged from Status Quo-Minus (minus to reflect that, with current project funding coming to an end, activity levels are likely to decline), to a big programme with substantial funding.
- This showed a **strong appetite to be ambitious**, but also recognition that we will need to be realistic. Until specific funding to develop the Group is secured, we will need to continue to rely on contributions and in-kind resources of members.
- As regards priorities for the future, there was a clear desire to do more to **capture learning** and good practice and provide **capacity building support** for other CKBs, especially in developing countries.

Next steps

- **Clarifying goals and objectives:** the Steering Group was tasked with developing a clearer articulation of what the CKB Group is, as a first step is raising the profile of the Group and developing specific fundraising plans.
- **Fundraising/profile raising:** the Steering Group will also follow up on a number of specific leads identified at the workshop where the CKB Group might link up with other initiatives getting underway.
- **Steering Group:** three new members agreed to join the Steering Group that coordinates the CKB Group, bringing its membership to 14. This provides a strong core group to share this leadership role.[3]
- **Future meetings:**   we agreed to continue meeting as a group at least once a year. There were also suggestions to hold regional workshops to reach out to knowledge brokers in developing countries, and to hold a side event at COP 19 in Warsaw. The Steering Group will follow up on these ideas.

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[3] See Annex 5 for a list of Steering Group members

Update on collaborative projects

Seven collaborative knowledge broker projects have been underway over the past eighteen months, with support from CDKN. These involve a total of 13 different organisations, some of which are engaged in more than one collaboration. Most of these projects are at or nearing completion, so the workshop provided a timely moment to update colleagues on the substantial progress made, the innovative tools and approaches that have been developed, and some of lessons learned in the process. Highlights are presented below.

Title	Organisations involved	Description/Status
Knowledge Navigator	**IDS (lead)** **with AKP, CCCCC & REEEP**	An interactive tool that guides users to the most suitable website for them. It has 103 initiatives included in its database and is now live via a demonstration site, and available to install free of charge as a widget on your own site (see shared tools section of this report for further details).
reegle tagging API	**REEEP (lead)** **with SEI, IDS & OpenEI**	This tool extracts meaningful terms from documents and provides suggestions on tags and related documents based on a specially-developed thesaurus of relevant terms. The API is in use on several websites, and is ready to deploy on others (see shared tools section for further details).
User-oriented analysis of online knowledge broker platforms	**IISD (lead)** **with IDS, AfricaAdapt & UNDP**	A detailed survey was conducted of four different CKB user communities to understand 'what do users actually want, and what are they willing to share?' and develop success factors that will help platforms align better with their users' habits and preferences. The full report & summary are available on the IISD website. Anne Hammill's workshop presentation can be found on the CKB web space, or see this blog article for highlights.
Linking down-scaled climate information & adaptation analyses to community-based adaptation projects	**SEI (lead)** **with CSAG & AfricaAdapt**	Created closer links and integration between three related portals with quite different content and focus: the Climate Information Portal, weADAPT and AfricaAdapt. Two hands-on 'user labs' provided key insights into what users are looking for. The first phase of site integration is now complete, with content flowing between the three sites much more seamlessly. See the CKB web space for Ben Smith's workshop presentation.

Title	Organisations involved	Description/Status
Linking stakeholders to integrated climate change data	**CSAG (lead)** **with UK Climate Impacts Programme & NASA Jet Propulsion Laboratory**	Focused on integrating heterogeneous and globally distributed information sources and tailoring data into relevant content that can be communicated in a way that allows stakeholders to find and make sense of sector-specific knowledge. The improved CIP website is now live. See this blog article on lessons learned in communicating uncertainty, and the need to engage directly with decision makers.
InfoAmazonia Geojournalism Project	**Internews (lead)** **with O Eco**	New website set up which overlays satellite imagery, aerial photographs and maps of the Amazon basin, with research data and citizen and journalist reporting on what is happening on the ground. The resulting narratives, maps and data visualisations can then be shared, so they reappear on other websites and media platforms. The Infoamazonia website is now live and has attracted over 21,000 visitors in the nine months since it was launched. This blog article explains the thinking behind the project.
Valorando Naturaleza: Reporting on ecosystems markets in Latin America	**Ecosystems Marketplace (lead)** **with SPDA**	A new web platform to support journalistic reporting in Latin America on how ecosystems markets can provide a powerful tool in the effort to mitigate and adapt to climate change. 35 organisations are now submitting content. The website had 8,600 visitors in its first three months.

Further details on all these projects can be found on the CDKN website.

What are we learning?

The aim of this session was to share what we have learned over the past year. We divided into groups to explore these four questions:

1. How has the environment changed?
2. What approaches have been most successful?
3. Where have we made mistakes?
4. What have we learned as a CKB community?

Each question was allocated a pin board. Groups noted down lessons learned and their implications on cards, then moved round to add their thoughts to the next board. After the fourth rotation, groups were asked to sum up what they felt the messages were for the CKB Group as a whole; the 'so what?' question. It was a rich discussion. Some of the main points raised are summarised below.

How has the environment changed?

Participants noted a number of shifts in the working environment for CKBs. The most prominent have been:

Technology – innovations like tablets, apps and mobile phones have impacted the way we conceptualise and deliver knowledge. Mobile phones, in particular, are gaining rapid uptake in the developing world, making it possible to access a wider pool of stakeholders. But questions remain. What is the best information format? Should we take a 'mobile first approach'? Despite increased mobile phone penetration, is the information-gap widening due to the faster rate of technology adoption in the developed world?

Funding – While access to funding has been getting increasingly difficult for CKBs, the last year has been characterised by a perceived shift of funding from global programmes to more regional and national level initiatives. As part of this, funders are looking for different types of south-south and south-north partnerships. Establishing these new alliances is a priority for CKBs but will require significant investment of time.

Scales of delivery – There has been an expansion of regional and national platforms. Stakeholders are maturing and have started demanding more tailored information. While this trend is desirable in many ways, it requires adequate local capacity and long-term funding. With content more dispersed it also becomes harder to aggregate and analyse, pointing to the need for data sharing standards and good practice. This raises questions about the future role of global platforms in a more decentralised information world.

So what?

A) Global and Regional Platforms should **coordinate better**:
- Clarify 'who should do what' and link to each other more effectively.
- Use the same data sets to develop information tailored to user needs.
- Tagging open datasets will help to streamline this effort.

B) Work on **developing innovative ways** to reach, engage and encourage your audience to share information:

- Innovation does not necessarily mean high-tech; consider users' capacity to access technology as well as their information needs.

C) Develop **agile approaches**, which are flexible enough to satisfy both donor and user needs:

- Create new partnerships between global, regional and national CKB players to take advantage of their particular strengths.
- Think more proactively about donor logic and how to fit in with it in tandem with meeting user needs.

D) Become **more strategic** in the knowledge management process and develop the collective knowledge of the CKB group:

- Be available and responsive to other CKB members to help them out. Maybe develop a CKB 'geek squad' and communicate to the wider group who can help with what type of task.
- Identify the similarities and differences between 'Climate knowledge brokering' compared to other types of knowledge brokering, such as public health.

"Sometimes, we don't invite user engagement until after policy has been framed. We need to understand the fact that the users are humans and not robots."

Michael Hoppe (GIZ) gathering views on how the CKB environment is changing

What approaches have been most successful?

Participants highlighted some approaches that have been particularly effective:

User Labs – NREL conducted user labs and live product testing with 30 of their key stakeholders. This gave really practical, granular feedback that would never be possible through an analytics tool. Secondly, it connected key stakeholders with the team at NREL, and lasting relationships were formed. User research can create rich feedback which can be communicated to senior management and can open up funding for and credibility of CKB activities. UNISDR highlighted their experience in conducting a 800 participant survey with 60 in depth interviews, the results of which are taken very seriously by senior management.

User labs were a fantastic experience for us as we got to ask them all the questions that Google Analytics could not. The connection was formed; they are excited; the participation has gone up since then; they are emailing us now with ideas for the site. If my manager asks about how the site is doing, I can email one of my users and say 'hey Jim', what do you think about X, Y, Z'.

Data Integration - The success of WeAdapt, CSAG and AfricaAdapt in integrating climate science and adaptation data into one easy-to-use, coherent, information platform provides an example of what can be achieved. The biggest success was in getting organisations together in a concerted and strategic way with allocated funding and time to make this happen. Organisations need to be really clear with each other how they can complement each other; lack of clarity can cause competition and result in 'stepping on each other's toes'.

Be strategic, and regional - IISD has developed a new overarching communications strategy which has allowed them to be more accurate in stakeholder targeting and engagement. Several participants noted the value of regional tailoring for driving global engagement.

Social media - Promoting social media, as part of a multi-channel knowledge brokering strategy, has been a success for some. CDKN ran a Twitter e-debate on climate finance, for example, which attracted 700 people in one hour. Deploying social media well needs dedicated staff and time, and a focus on quality of posts not just quantity.

Increase participation in decision making through online means – UNISDR gave the example of recent 'overnight dialogues' related to a specific decision-making process. All meetings and discussions were made available online to remote participants. They were then given the time to review and come back with comments during their working hours in their time zones. This made it a 24-hour participatory process. In this scenario, the group noted how important it is to provide low bandwidth data, and clear deadlines.

Anju Mangal (SPC) sharing experience of what's worked well in the Pacific

So what?

A) Communicate our successes through **case studies**, a collection of 1-2 page documents would be helpful detailing:

- The design of the knowledge brokering strategy.
- What tools were used? How easy were they to use? How much did they cost?
- How did you overcome issues along the way?
- How did you define and measure success? Which methods were/are the most useful?
- Who should others contact to get advice if they want to try that approach out?

> *"The CKB group could help me personally in my job if we had a series of successes articulated in a format in which I could then apply it to my work."*

B) Put more focus on evaluation:

- Institutionalise user feedback via formal and informal channels.
- Explore best practice M&E frameworks from other communications sectors such as corporate and governmental.
- Share best practice amongst the CKB community.
- Bring in an M&E communications specialist for a workshop and/or training session.
- Develop a standardised M&E framework for CKBs.

C) Develop **strategic communications strategies** in which offline and online approaches complement each other:

- Consider bringing in a communications consultant to advise on this.
- Create offline and online engagement strategies: focus on using offline engagement in the regions to drive online engagement.
- Focus on quality of social media engagement. Choose one or two key platforms and have a dedicated person (with knowledge of the product) drive them on a daily basis, rather than spreading efforts too thinly.
- Use online approaches to engage stakeholders in decision making processes across time zones.
- Consider the role of webinars for engaging users.

Where have we made mistakes?

> *"We should create a space to discuss the failures because success can be achieved by understanding the failures."*

Participants were frank about the mistakes they have made in their individual or organisational roles, but also the limitations of the CKB community as a whole. The main mistakes highlighted were:

Excluding users – We often assume we know what our users want, which may exclude many or put them off. Many CKBs recognise they are not doing well at capturing local and indigenous knowledge, and that communicating mostly in English excludes many potential stakeholders. Relying on the Google translate function is an easy option but is far from perfect. How much legitimacy and how many users are we 'losing in translation'?

One way communication – Many CKBs have struggled to attract active users who generate and share content themselves, not just using what's on our sites. We tend to assume that the communication process in linear and one way, and that having access to information is

enough to create change – when in fact it is a much more complex and multi-dimensional process.

Portal proliferation – This syndrome is alive and well. Funders still seem to prefer supporting new websites rather than building on and improving those that already exist. Many users suffer from information overload and find it hard to tell which platform is most appropriate.[4] The lack of inter-linking between websites exacerbates the problem.

Short term planning – Short funding cycles creates unrealistic time pressures, which leads to launching first and planning second. Knowledge managers cannot do their best in these circumstances, and sites struggle to gain legitimacy.

"We are all trying to inform decision makers – make assumptions about how they make decisions…. Do we really understand their decision making process – are we giving them what they need?"

Dan Buckley (UNDP) sums up some of the mistakes CKBs have made.

So what?

A) Organise **cross-stakeholder engagements:**
- Bring users, funders and brokers all into the same room.
- Find ways to promote better understanding of each other.
- Share best practice in our respective organisations.

B) Promote **localisation** of the CKB community:
- Connect local CKBs to stimulate knowledge sharing and capacity building which is appropriate to the local context.

C) **Analyse the decision-making context** before trying to influence it:
- Conduct sufficient social and political-economic analysis of decision makers.
- Stop making broad-brush assumptions about their needs and priorities.

D) **Be more strategic** about engagement methods and tools:
- Don't assume that online is always best, or underestimate the value of face-to-face engagement.

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[4] This problem is being tackled head on by the Knowledge Navigator – see shared tools section.

- Getting the hang of new techniques requires an investment of time and resources. Think strategically about where to concentrate effort.

"CKBs often assume a certain level of understanding around knowledge brokering. We assume in some projects that people you are working with know the processes we use in climate knowledge brokering. But I know from experience that this is not the case."

What have we learned as a CKB community?

Four main points were highlighted:

Users – We are starting to value and better understand our end users, but there is much more to be done. We need to learn how to conduct stakeholder mapping more efficiently - lots has been going on but have we really taken an overview on its implications and communicated our learnings?

Marketing - We have improved our knowledge of marketing but we need to be more strategic in thinking who are we trying to reach, and how to engage them.

Reputation - The CKB Group's reputation and credibility is improving externally, but not necessarily within our own organisations. We need to explain the value of our work.

Knowledge sharing – As a knowledge brokerage community we need to be much better at sharing best practice amongst ourselves.

There is an implicit assumption that having access to information, data, and knowledge, is enough. We forget that you can sit down with someone and have an offline conversation, and sometimes that's precisely what you need to do. We need to stop ignoring the political economy of these processes. If you look at a theory of change around influencing the influencers…access to information isn't enough…"

So what?

A) Research our users better:
- Define key stakeholders more precisely.
- Analyse their social and political contexts.
- Revisit and test out our theories of change.

B) Share best practice amongst the CKB community:
- Articulate what we are learning and share it, e.g. via the LinkedIn group or over email.
- Share experiences on new approaches, e.g. data visualization and mapping. What are the best tools?

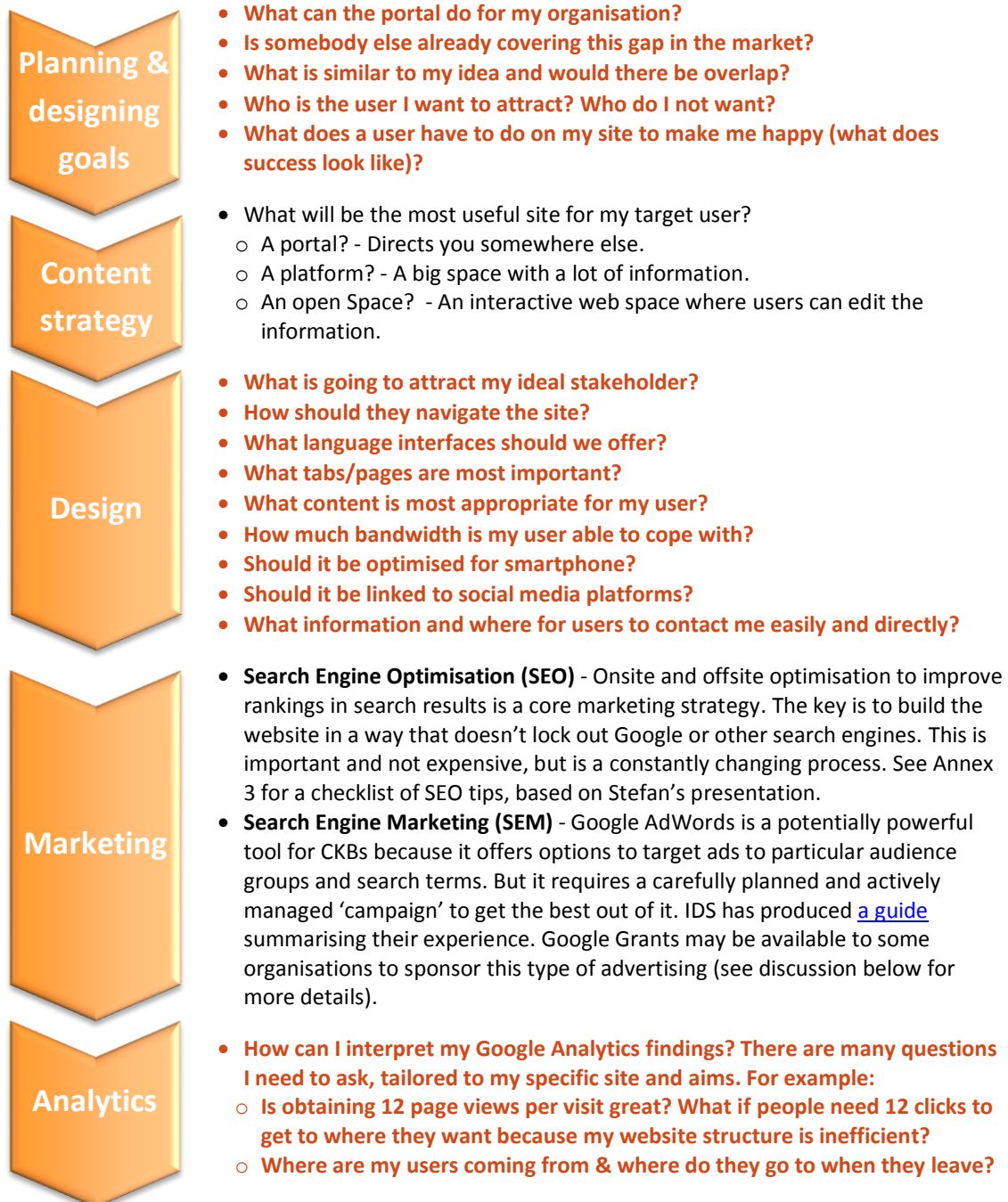C) Build the reputation of CKBs through marketing internally and externally:
- Convey the critical value of CKB work to management.
- Avoid jargon - who understands CKB terminology outside our own community? - Make it simpler for stakeholders.
- Be clearer about our aims and ambitions.
- Communicate our mapping work better to demonstrate the breadth and richness of what CKBs are offering - possibly via some visualisations.

Marketing session

How can we reach a larger audience and expand our impact? This was the underlying question behind the afternoon session on Day 1.

Introduction to internet marketing

Stefan Bauer, from corporate design agency Ferr ás, began by introducing us to the 'marketing mind-set' and the steps involved in internet marketing – from conception through to implementation and analytics. Key questions at each stage are captured below.

Planning & designing goals

- **What can the portal do for my organisation?**
- **Is somebody else already covering this gap in the market?**
- **What is similar to my idea and would there be overlap?**
- **Who is the user I want to attract? Who do I not want?**
- **What does a user have to do on my site to make me happy (what does success look like)?**

Content strategy

- What will be the most useful site for my target user?
  - A portal? - Directs you somewhere else.
  - A platform? - A big space with a lot of information.
  - An open Space? - An interactive web space where users can edit the information.

Design

- **What is going to attract my ideal stakeholder?**
- **How should they navigate the site?**
- **What language interfaces should we offer?**
- **What tabs/pages are most important?**
- **What content is most appropriate for my user?**
- **How much bandwidth is my user able to cope with?**
- **Should it be optimised for smartphone?**
- **Should it be linked to social media platforms?**
- **What information and where for users to contact me easily and directly?**

Marketing

- **Search Engine Optimisation (SEO)** - Onsite and offsite optimisation to improve rankings in search results is a core marketing strategy. The key is to build the website in a way that doesn't lock out Google or other search engines. This is important and not expensive, but is a constantly changing process. See Annex 3 for a checklist of SEO tips, based on Stefan's presentation.
- **Search Engine Marketing (SEM)** - Google AdWords is a potentially powerful tool for CKBs because it offers options to target ads to particular audience groups and search terms. But it requires a carefully planned and actively managed 'campaign' to get the best out of it. IDS has produced a guide summarising their experience. Google Grants may be available to some organisations to sponsor this type of advertising (see discussion below for more details).

Analytics

- **How can I interpret my Google Analytics findings? There are many questions I need to ask, tailored to my specific site and aims. For example:**
  - **Is obtaining 12 page views per visit great? What if people need 12 clicks to get to where they want because my website structure is inefficient?**
  - **Where are my users coming from & where do they go to when they leave?**

Creating User Personas

As the workshop progressed, one very basic point kept surfacing: the need to improve our understanding of our users and the landscape in which they are working. To help us home in on this Mairi Dupar (CDKN) led a session to create some archetypal 'user personas'.

User personas are personalised snapshots created to embody the characteristics and attitudes of important target user groups. They can be fictitious or, probably better, based on real people who the project team has met. The idea is that by giving them a name and sketching them out in some detail, and perhaps even drawing a picture of them or pinning a photograph of them on the office wall, it helps to bring real world users into focus, and allows us to tailor our communications approaches better to meet their needs.

Creating a set of user personas works well as a team exercise in the early stages of planning or refining a communication strategy. Here we approached it together, splitting into five groups. Each was tasked with building up a persona for a different kind of user, drawing on their combined experience. A snapshot of these five hybrid personas is shown below.

Nadine Smith (Commonwealth Secretariat) introducing 'Edgar', an ambitious Junior Minister from Latin America

Snapshots of 5 Imagined User Personas

Name/Role	Vital Statistics/Characteristics	Info of most value
Somsak, City Planner (flood management) in government agency (South East Asia)	40 years old • trained as a water engineer • speaks national language and intermediate English • currently preparing a strategy paper • delegates research to juniors • has an old computer at the office plus a smartphone • limited time for reading in-depth information • needs topline messages.	• **Case studies on flood management** • **Toolkits** • **An info source with a local language interface**
Edgar, Junior Minister at Ministry of Environment (Latin America)	45 years old • Spanish speaker with basic English • ambitious and focused on growing the reputation of his work portfolio • trusts info coming from his local sources most • is less open to info from international sources • recently purchased a smartphone but not used to browsing with it.	• **Info in Spanish from local sources relevant to his country** • **Donor/financing info**
Michael, Policy Advisor to the Minister of Environment (West Africa)	35 years old • speaks French and basic English • motivated and ambitious • someone a lot of CKBs would like to target • attends some international meetings • has I-pad & Blackberry • poor wi-fi access and slow data connections • uses email a lot • enjoys offline or personalised engagements most.	• **Info from trusted research and policy institutes & peer networks** • **Hard copy publications**
Director of domestic NGO (Pacific)	Passionate about the issues because he is directly affected (his island is sinking) • has direct contact with some donors and regional organisations • does not get to international meetings • internet service is very slow (dial-up) • no smartphone • relies on offline and email engagement • radio also influential.	• **Toolkits and practical case studies for disaster management and sanitation** • **Hard copies and DVDs best**
Mafalda, climate change and development researcher at a policy institute (based in UK)	36 years old • based in London but travels a lot • speaks Spanish and English fluently • ambitious and focused on building reputation in policy field • good computer skills and well-connected • has smartphone • uses social media for personal rather than professional use • attends conferences • taps into many info sources • quality a key issue.	• **Looking for gaps in knowledge, and innovative ideas** • **Info forwarded by colleagues especially valued** • **Peer reviewed articles**

Reflections of the exercise:

1. Recognise that we make many (often unjustified) assumptions about our target users

This was a useful exercise in not only thinking about the needs and attitudes of different users, but also putting a mirror to ourselves and becoming aware that we have preconceived ideas that may be quite wrong. We should go to our target users first and conduct some baseline research to try to build a picture of their attitudes, information behaviour and needs.

2. Remember that offline engagement is key

We should never stop offline engagement altogether, and prioritise it for some key user groups. While technology and innovation is great for some, for others it is too difficult with their internet speeds, too time consuming, or in the wrong language altogether.

3. Relevant local knowledge is a priority for most developing country stakeholders

There are two reasons. Firstly, trust. Several of our personas trusted information coming from sources within their country or ministry, or from neighbouring countries, more than internationally sourced information, particularly from big global organisations. Second, as climate change is a day-to-day reality for many stakeholders, they want nationally appropriate strategies to deal with it, not generic guidelines.

Aaron Leopold (IISD) describing the information needs of 'Michael', a West African policy advisor

Addressing challenges with internet marketing

To end the first day, we broke into groups to discuss the challenges associated with internet marketing. Some of the tips and cautionary tales that emerged are summarised below.

Financial

Google Grants - Winning and using a Google Grant has been a very successful experience for REEEP. But you need specialist help once you have won the grant.[5] Traffic to the site has increased enormously, but there is an impact of that on bandwidth. REEEP offered to share their experiences with anyone who is interested in applying for Google Grants.

> *"It's hard to get on the Google Grants horse in the first place, and once you're on you've got to hold on tight".*

Advertisement more broadly - Craig Duncan (UNISDR) shared an experience where ReliefWeb was promoted on the Apple website after the Japanese tsunami; unfortunately the sudden heavy traffic to the site actually froze it several times a day, making it impossible for priority users to access it. This is an important thing to bear in mind when considering ads – do we want quantity or quality of visitors?

> *"I'd rather have 500 policy makers use my site three times a week than 50,000 people every day… doubling my numbers is not the answer… it's getting the right people on the site."*

Organisational

Whose role is it? - There may not be a clear chain of command regarding online communications. Often the central comms team don't think it is their job – expecting the policy or programmes team to take care of this. But those teams may not have sufficient time to dedicate to this, nor the skills. There is often no link between the communications team, IT and policy teams. We need a more strategic approach because at the moment CKBs spend a lot of time going back and forth trying to get agreement on what should be done. Anju Mangal (SPC) noted that all divisions at SPC have a communications person, who reports to a communications manager at the top of the organisation. For them this is a rather efficient model.

Lead from the top - Knowledge brokering should be at the heart of the organisation's strategy, and leaders need to be on board to drive the most efficient processes and empower their teams to deliver. CKBs may need to do a 'selling-in' exercise to their leadership in order to get sign off on decision-making from the top.

KPIs and M&E - Key Performance Indicators (KPIs) should be laid out by management for comms staff so that they are aware that it is their role and responsibility to ensure this work is done. Measurement and evaluation frameworks should be employed.

Protocols - These are helpful for all employees engaging in online communications. Some participants have social media protocols in place, but not all. One noted a bad experience where their organisation's reputation was affected by one person's tweet.

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[5] For details on what types of organisations are eligible for Google grants see this link.

Technical

Analytics - We lack capacity for getting the most out of Google Analytics. Interpreting it "is like a dark art". But this is a key way of explaining our influence to funders and having some common metrics to talk about it. We need to find ways to train CKBs thoroughly, from installation through to interpretation and representation of the results. Fatima Rajabali (IDS) mentioned a paper on interpreting Google Analytics being drafted by IDS colleagues, which she will share on the LinkedIn group when it is published.

Security and safety - This is a key concern for this group. Are there any guidelines available for ensuring data security? What sort of protection should we use? We do not have enough knowledge or frameworks to guide us on this issue.

Keyword visibility - How to get information from pdfs and excel sheets into search engines? Is it possible?

Designing Wikipedia pages - There are online guidelines available on how to write Wikipedia pages in the right way so they get accepted.[6]

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[6] See Wikedia's guidelines and policies and also this link on YouTube.

Taking advantage of shared tools

One of the big achievements of the CKB Group so far has been the development of two innovative tools which provide simplified access to climate and development information online: the reegle Tagging API and the Climate Knowledge Navigator. These are both now available for adoption by other CKBs and this session showcased what they can do.

"If adopted widely, these tools could transform the information landscape, making it much easier for information user to find what they need, and for information producers to share content intelligently, promote their services, and avoid duplication."

The reegle Tagging API:

Florian Bauer (REEEP) presented the reegle Tagging API, and took questions on how it works.[7]

Extract from video clip[8] on the reegle Tagging API website

Why?

- Tagging content to make it more searchable is a core task for all websites, but until now there has been little consistency in the tagging terms CKBs use. This limits the scope for data sharing and makes it harder for users to find what they are looking for.
- Harmonising tagging will address this problem – but we have to develop an automated system, as doing it manually would not work given the quantity of data to handle.
- This system has to understand different meanings of words, and utilise the power of linked open data – building on definitions that are already there.
- REEEP took something that was already there – the reegle thesaurus – and used that as the basis for the API (Application Programming Interface).

What does it do?

- The content of a file or website is sent to the API.
- The system automatically analyses the content: a) extracts the key terms from the document; b) extracts geographical locations.
- The tagging API then provides contextual information on the most relevant terms such as definitions, explanations or synonyms.

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[7] See http://api.reegle.info/ for a demo and further information.
[8] A short video explaining the reegle Tagging API is available on YouTube.

- And, if requested, the API enriches the document with related articles from the existing reegle content pool with similar tags (to create links to 'other related documents' on that topic).

How can CKBs use it?

Currently there are three options:

- Use the demo version to tag individual documents.
- Upload and tag up to 500 documents at a time.
- Have the API installed on your website (by a developer) to automate the process.

Q&A

Q: Do you know of any other sectors which are using APIs like this?

A: Yes, ocean related data for example, a lot of the info is more technical, but we can link them. Also the FAO's 'Agriworld'.

Q: Regarding linkages to these other thesauruses: if I typed into the reegle thesaurus would the FAO definition for a specific concept or tag show up in your thesaurus?

A: Yes if there is one… we linked the Wikipedia definitions, the FAO definitions, and the Open EI definitions, and can therefore also show them. That's the beauty of linked open data technologies.

Q: Does the system have the ability to have alternate definitions for the exact same thing?

A: Yes – it depends on the thesaurus and the users… we used linked open data to get definitions from other sources and we can show all of them. But it all depends on how you use the thesaurus - you may just choose one definition.

Q: Is there a relevance indicator?

A: Yes there is an algorithm to find the most relevant terms. The users can't tune the information but they can use a specific service where you can refine areas of interest e.g. only info on a specific region and adaptation.

Q: How do you feed back to it if a user spots an error?

A: There is a learning mechanism built into the system – comments/feedback goes to Denise Recheis (REEEP) who works out if there is need for a change in the algorithm or not. We also have a black list of terms that should not be extracted by the API.

Feedback from CKBs who are using it:

"We use the API in our search criteria and hope to soon merge that with the content. I know that another team at NREL, who are working on data in big data streams, are using the API."

Jon Weers (NREL)

"We have been using it on the Eldis site to help boost SEO. We send a document abstract in real time to the API which tags it; we are then presenting the definition of the subsequent terms on the website so when Google is indexing us they use those definitions. We are using it to try to link different types of data up; which is a part of our theory of change about how data is used… so we are automatically tagging each post that comes in to our forums/site to link up documents and online discussions in the long term."

Duncan Edwards (IDS)

The Knowledge Navigator:

Fatema Rajabali and Duncan Edwards (IDS) then outlined the Climate Knowledge Navigator widget and showed a short animated film clip demonstrating how it works.[9]
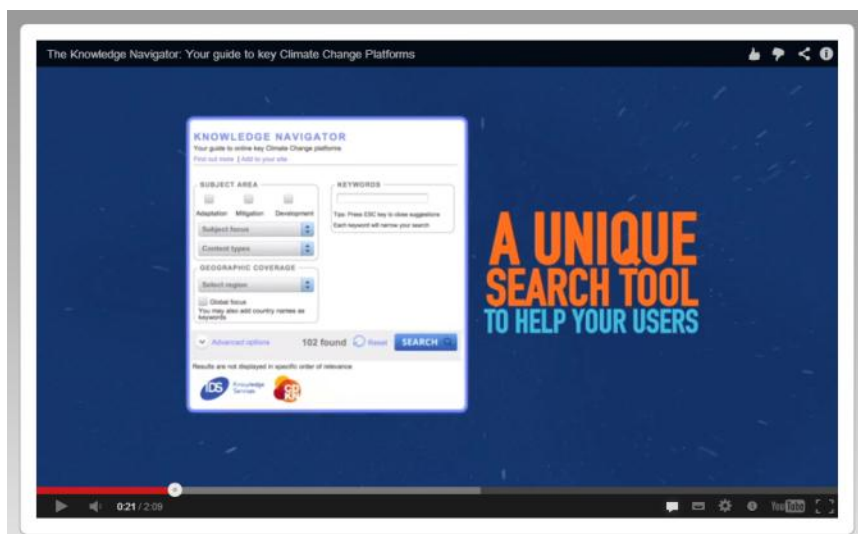
Why?

- The Knowledge Navigator grew from a need first identified at the 2011 CKB Workshop – for a tool to direct users to the most relevant web platforms for them, depending on their specific interests and geographic focus.

What does it do?

- It is based on a categorised and searchable dataset of peer-review and trusted information sources covering climate adaptation, mitigation and development.
- Can be installed as a widget on any website – linking up CKBs and providing users with easy access to climate change platforms that best meet their needs.
- Provides CKBs with a clear picture of other brokers and intermediaries working in the climate change sector to enable them to link up more effectively and reduce duplication of efforts.

Inclusion criteria:

- A steering group of CKB peers (including IISD, CDKN, CCCCC, UNFCCC, REEGLE, NREL) helped develop standardised inclusion criteria, which are:
  - Must be a knowledge aggregator, not just an institutional website.
  - Online focus – content must be available to access without difficulty via the website.
  - Must have a dedicated webmaster who can be accessed when needed.
- Regional partners were engaged to research what platforms in their region to consider as candidates. 103 initiatives are listed in the current version.

How can CKBs use it?

- Install it as a widget on your site – without the need for a developer (directions are provided at http://kn.ids.ac.uk/content/widget-guide).
- Direct users to the KN website.

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[9] The film clip, a Knowledge Navigator demo, and background info can be found at: http://kn.ids.ac.uk

- Use it to avoid duplication by researching existing platforms before creating new ones or adapting your own.
- Use it for partnership – see who is doing what to get ideas on who to collaborate with.

Q&A/Comments:

Comment: if you have to install something, it's already a barrier. For the end user, there shouldn't be the need to install anything as the end user could lose interest.

Q: Is there any quality check on this data? If it's going to be of use to my users then I want to be sure that the content is of good quality, if I'm going to direct my users/networks there? It's a great idea but if it undermines trust because the quality is not good… that will have reputational impacts upon us.

A: We have the steering group who have defined which are the most reputable platforms; but we do need to be open and transparent about what we define as quality.

Comment: Then we need to make very clear up front that we are providing search results not endorsing and it's up to the user to decide further.

Comment: It would be fantastic to have a standard for quality but getting everyone in this room even to agree on what it should be would be impossible.

Comment: I disagree – it is possible for this group to come together and put standards of quality loosely together… that's what the role of CKB is.

Q: Do you have mileage in the project or do you have to start a new project to get funding moving forward on it?

A: We are in the last few days of the current project cycle – so it would have to be re-projectised. We would like to come back the group about where its future lies and as IDS we would rather it be owned by the group rather than it being an IDS project.

Comment: It seems like it would be frustrating just to leave it after putting all the effort in for the first cut. For me it would be a really big waste if we just leave it.

Q: Normally groups get together and argue about data standards… but you have quite succinct controlled vocabulary… how did you tackle this?

A: The steering group helped resolve this.

Q: Does the CKB group use this vocabulary? It would be a good idea to get everyone using such controlled succinct vocabulary.

A: Yes, it's an area we need to move onto. We need to decide as part of this group how to keep the information on the Navigator up to date. We were thinking of Wikipedia but then realised that the majority of the CKB platforms don't have entries. Then we considered creating wiki entries for them but then that's quite complicated so we still need to resolve this.

Q: If this group is continue – could an annual update of the KN be something that this group does?

A: Yes, precisely!

Knowledge sharing clinic

The knowledge sharing clinic was designed to provide focused practical advice to a number of volunteer 'patients' who were willing to share a problem or challenge they are facing. It followed a 'peer assist' format, following the success of this approach at the 2012 Washington CKB Workshop. The session was led by James Smith (REEEP).

We divided into four groups and sat around a series of flip charts where 'patients' presented a challenge they are facing in their work. After questions for clarification, a facilitator in each group sought advice from the others on how to tackle the challenge. Ideas were noted on the flip chart. After 30 minutes, participants moved around, so they heard about another challenge. By the end of the session, the patients had received feedback from the entire group, and the flip charts were full of concrete suggestions. Patients were then asked to reflect on how useful the process was for them.

The highlights from each of the clinic consultations are summarised below.

Patient/Challenge	Key Advice
Patient 1: Alice Caravani, Climate Funds Update (CFU)/ODI CFU provides info and updates on 25 climate finance funds. **The challenge:** attracting the right kind of users. **Symptoms:** • CFU is aimed at civil society organisations (CSOs) who are interested in obtaining or following climate finance. But research has shown the main users are donors and researchers.	**Solicit user feedback** • Develop stakeholder map of target users. • Conduct reputation survey (in-depth interviews) amongst target stakeholders and actual users. • Conduct focus groups with current and target users to identify issues and questions for a larger survey. • Team up with groups working on climate finance and transparency for an extensive survey. • Install pop up surveys on landing pages, and install a feedback tab. • Email users directly, have them register. • Conduct mid-term review to see whether there has been a shift in the audience. Re-check with CSOs that the content satisfies their needs. If yes, look at further adjustments that might help; and if no, then focus on actual users. **Market the product more actively** • Climate-L advertisements and updates. • Reach out to CSOs to market and communicate CFU's unique selling points. • Put information about CFU in ODI newsletter. • Encourage more offline and online events. • Have the home page, at least, in different languages. **Cautions** • On surveys maintain focus on response rates – how many respondents and where are they coming from. • Don't rely on mailing lists for marketing efforts, as we do not know who is a member, who has opted out etc. • Retain a significant focus on offline interaction to obtain feedback on the website.

Patient/Challenge	Key Advice
Patient 2. Craig Duncan, PreventionWeb/UNISDR **The challenge:** making greater sense of the parallel practices and duplication of effort between the Climate Adaptation and Disaster Risk Reduction (DRR) communities.[10] **Symptoms:** • Two parallel 'industries' often talking about the same things but using different terms, or using the same terms but meanings different things. • Communication failures. • Organisational barriers preventing collaboration (notably competition for funds).	**Understanding the similarities and differences** • Adaptation and DRR come from different trajectories. We need to explore them and understand the differences. • Write analytical paper about the overlaps and differences between adaptation and DRR. • Identify key actors who are prominent in both communities. • Analyse impacts of funding tracks and donor language. • Suggest harmonised terminology, or map differences. **Get a discussion going online** • Highlight points from paper in a blog and/or e-discussion. • Pick out good stories of where there is synergy, overlap and cross over data. • Focus on the results of both sectors' work – then the differences should somewhat melt away. • Circulate outputs from DRR and adaptation work to each other. **Offline community integration** • Hold workshop to bring adaptation & DRR communities together. • Push for info sharing to be included in project requirements. • Integrate CKB and DRR communities too – both talk about similar things and each have committed to an open data exchange policy, but they don't exchange with each other. **Cautions** • Ensure an obligatory overlap – we should not ever have a meeting without ensuring representation from both sets of practitioners. • Consult with people who have tried to deal with this issue before, e.g. bringing climate scientists and social scientists together.

Anna Hasemann setting out the challenges being faced by the Asia Pacific Forum for Loss and Damage in developing their online presence

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[10] In May 2013, UNISDR ran a similar Information and KM workshop for the DRR community.

Patient/Challenge	Key Advice
Patient 3: Anna Hasemann, Asia Pacific Forum for Loss and Damage/ICCAD This new forum aims to develop, share and consolidate research on loss and damage, create a community of practice and connect people (especially policy makers). **The challenge:** how to move ahead with a nascent organisation and website still with loosely defined goals. **Symptoms:** • Website exists (UNEP sub-site) but content is not quite ready. • Demand there from policy makers, and queries are coming in, but there is no community yet.	**Strategy and Targeting** • Map the landscape and link to practical experience and projects. • Establish already existing content/research and identify gaps. It is crucial to define 'what is missing?'. • Define target group clearly and design content accordingly. • Identify a clear niche on where to intervene. **Link up with key players and sectors to provide leverage** • Create connection to Asia-Pacific Forum on adaptation. • Consider strong relationship with DRR from the beginning. **Use experienced moderator to drive online engagement** • Utilise personal contacts of a respected facilitator/moderator who contacts their network directly to spur discussion. • Kick start with trust building face-to-face activity. • Motivate a group of experts to create profiles (everybody sees who takes part in the discussion). • Host an 'opinion column' with a series of diverse perspectives on loss and damage. **Drive discussions through key 'issues'** • Focus on specific key questions for a limited timeframe. • Give active moderation. Summarise discussions at the end. • Highlight upcoming 'hot topics' to tempt users to return. **Tagging to develop content pool for new site** • There is already a body of knowledge to draw on via the reegle tagging API – put definitions into it and develop a content pool of related adaptation projects which link to loss and damage. **CKB experiences to learn from:** • IDS has published some useful tips on online moderation. • Draw on lessons from other successful communities (e.g. Pacific Solutions Exchange, UNDP Energy Working Group, Food & Climate Network). • Designate country champions with clear tasks to perform. **Cautions** • Attend to existing demand soon to avoid losing momentum. • It's a big investment to get an online community going, so think hard before you start and be clear on objectives. • Maybe set up LinkedIn group as a first step and see how it works?

Patient/Challenge	Key Advice
Patient 4: Minh Cao & Anju Mangal, Secretariat of the Pacific Community (SPC) Minh is responsible for developing 3 national (Vanuatu, Fiji, Tonga) & one Regional climate portals (SPREP). **The challenge:** getting stakeholders to buy in to using the reegle Tagging API for the portals, and ensuring sustainability in the longer term. **Symptoms:** • Severe lack of technical capacity & over-reliance on consultants. • Short term project cycles/staff turnover. • Each country context is different.	**Supporting adoption of the API** • Develop key arguments for API: being able to automate tagging will improve consistency, break down language barriers and reduce the work involved. • Address sustainability issue using a robust design and documenting it well to allow changing and dispersed employees to reach out for support. • Create online support group for API users. • The Commonwealth Secretariat & GIZ (both at the CKB workshop) are founders of the initiative and can support from the top. • Turn exploration of solutions into a fundable pioneer project (e.g. developing local language applications with regional partners). **Clarifying language** • In the region, climate change and DRR frameworks will merge in 2015 so there is a need to clarify vocabulary. At the moment, staff are often arguing over terms/vocabulary. • Adopting API can defuse terminology battles. Don't say 'use this set of tags', but 'we can incorporate your terms into the glossary'. • Create a Fijian glossary for key terms (REEGLE can help with this). **Cautions** • Need to do a risk assessment for long term impacts of any changes in the availability of the API. • Do an API tagging test with a subset of documents/terms. Use this pilot to see if it works and if it really adds value

Feedback from patients

*"It was very useful and helped me to prioritise the different challenges. I have a clear idea of how to tackle them." **Alice Caravani (ODI)***

*"It was a very useful and cathartic experience." **Craig Duncan (UNISDR)***

*"We have to do a lot of thinking offline before we start doing stuff online. We need to look at what's out there, where gaps are, what is our niche and then think about who we have to target… and we have to be very careful with the terms we use, what we put out there and how we facilitate the debate – it's such a hot topic." **Anna Hasemann (ICCCAD)***

*"I really enjoyed being a patient. I will take one of the more dynamic portals and make a showcase of it to my employers…we have the benefits described now but then we have to think about its sustainability." **Minh Cao (SPC)***

What impact has the CKB Group had?

Two years on from its creation, this was a good moment to look back at what the CKB Group had achieved and what difference it is making. These questions were at the heart of a study being conducted by Vera Scholz (CDKN), who was also looking at the impact of CDKN's wider support to knowledge brokering work.

A number of CKB Group members were interviewed either before or during the workshop, and participants were asked to fill out a collaboration survey to assess the degree to which initiatives knew about each other and were working together. This was to repeat a similar survey conducted in 2011, the aim being to assess how much has changed since the Group was set up.

Vera presented initial findings at the workshop. Presented below are the headline messages from the final report. A detailed version will shortly be made available through the LinkedIn online forum and on request.

Headline messages

The majority of interviewees point to their own enhanced awareness of other initiatives and stronger relationships between climate knowledge brokers as results of CDKN's support to the CKB Group. While not all new collaborations were started from scratch, with some partnering initiatives already having been familiar with each other prior to their engagement in the group, the CKB Group was generally credited with having brought fresh momentum. Also, while not all connections that were made anew or refreshed have led to concrete joint projects, the majority of respondents expected that ideas that were currently being discussed would lead to tangible collaboration eventually. Finally, some respondents expressed a new urgency to reflect carefully on the role their initiative played or the niche they catered to in this crowded field and to assess the relative quality of their own work.

The CKB Group has made some progress in establishing clearer demand for information, particularly from developing country users. The IISD-led study on user needs and information sharing habits generated learning on user profiles and preferences, and shed light on how information is used at a broad level. What was beyond its remit was to explore how accessed knowledge is put to use and few CKBs appear to conduct the in depth monitoring and evaluation necessary to gauge in what ways and to what effect information is used, other than gathering anecdotal evidence.

There is some evidence that collaboration has led to enhanced quality of outputs. Some respondents testified to the broadening of scope that their initiative had undergone as a result of their membership in the CKB Group to accommodate users' information needs. Some said they had successfully used the group as a testing ground and sounding board, e.g. for communication strategies they were developing for their organisations or for tools that had been developed.

There is some anecdotal evidence at this point that the CKB Group is helping avoid instances of duplication. Most prominently, the reegle tagging API has been adopted by other members in the group. Other testimonies are suggesting that the work done by CKB

Group members has been used by others, e.g. instead of adding new information on renewable energy policies to their website, one initiative was able to pull it from another one that they had become aware of through the CKB collaboration.

Evidence on the extent to which the collaboration has actually resulted in increased user access to and usage of available knowledge is patchy. Most initiatives that had collaboratively developed or improved tools were expecting a rise in traffic, and individual project impact reviews conducted to date have shown these expectations to be justified overall, with some figures falling short of what was seen as desirable and some exceeding expectations by far. However, it remains to be seen what effects the CKB Group's work will have on the access to and usage of provided information, which requires enhanced efforts to engage more closely with users, online and/or offline, to make sure that innovation is not merely technology-led but corresponds to existing user demands.

Though progress has been made, evidence of longer term benefits to users is still hard to find. Overall, while the short and medium term objectives of the CKB Group's collaborative work have largely been met, it remains difficult to point to systematic evidence that it is getting easier for the users to find appropriate information, or that this is leading to improved or new action. This underlines to the need for further efforts to track longer term outcomes of knowledge brokering work. This is a challenge which the CKB appears willing to tackle, as part of its on-going learning agenda.

Logos of some of the initiatives and organisations currently involved in the CKB Group

Where next for the CKB Group?

Geoff Barnard (CDKN) introduced this final session by sketching out the trajectory of the CKB Group since it was created in 2011. The first workshop created a good deal of initial momentum, which built gradually over the first year through a number of group activities and bilateral discussions. Activity stepped up several gears in early 2012 with the award of the seven CKB collaborative projects, and the two further workshops in 2012 helped to expand and raise the profile of the Group further. So having built a strong informal community of practice, and established a reputation for delivering innovative tools and projects, the question is: where do we go from here?

Exploring future options

The aim was to explore potential future options and test out the appetite for how ambitious we should be as a Group, bearing in mind the need for a good measure of realism, given funding constraints and everyone's busy schedules. Four options were tabled to kick off the discussion:

A. Status Quo MINUS: Similar structure and format as now, but with no external project funding so a lower level of overall activity (hence minus).

B. Status Quo: Similar structure as now but more members contributing time and in-kind resources so momentum is maintained.

C. Establish secretariat: Funding to create small support team to coordinate joint activities, and step up the level of activity.

D. Big Programme: Go for major funding and an ambitious, centrally-coordinated, programme of work.

We divided into groups to develop the four options. Each was asked to focus on:
- What functions could it perform?
- What would its key added value be?
- What governance mechanisms and funding would be needed?

The main headlines in each case are summarised in the table below.

Analysis of future options for the CKB Group

Option	Characteristics
A. Status Quo MINUS Similar structure and format as now, but with no external project funding so a lower level of overall activity.	**Functions** • Share learnings through a blog. • Use the LinkedIn Group as comms channel but manage more actively. • Organise at least one meeting a year to bring CKBs together - a half-day workshop alongside a big event (such as COP). • Hold informal face-to-face meetings at other international events. • Undertake some profile raising activities, e.g. CKB Wikipedia page. • Re-brand the group and develop social media presence. • Make use of REEGLE tagging API and Knowledge Navigator tools. **Added value** • Maintaining personal contacts and working relationships among CKBs. • Focus on improving efficiency, reducing duplication, and lesson learning. • Create a space to forge new partnership opportunities. **Governance/funding:** • A commitment from members to ensure the CKB group does not disappear. • Continue with the Steering Group. • Even with this scenario, will need a passionate leader to drive continued engagement and input from the group. • Needs volunteers to take the initiative (e.g. a minimum of 5 working days input from a few committed stakeholders to organise annual event).
B. Status Quo Similar structure as now but more members contributing time and in-kind resources so momentum is maintained.	**Functions:** • Raise profile of CKB group (e.g. improved website, CKB logo, Wikipedia). • Provide good practice guidelines on climate knowledge brokering work. • Run training sessions (face-to-face and webinars). • Have 'geek squads' to offer support on particular topics/technologies. • Use and develop the LinkedIn group. • Make joint proposals to funders to pursue project ideas. • Continue with the CKB workshop once a year. • Run additional side events at international conferences. **Added Value:** • A development of the current CKB model but with realistic ambitions. • Focus on sharing learning and capacity building. **Governance/funding:** • Operates in similar way to the current CKB Group. • Formalise governance somewhat to add legitimacy. • Continue with the Steering Group. • Depends on more CKB members coming forward to share tasks and make in-kind contributions.

Option	Characteristics
C. Establish secretariat Funding to create small support team to coordinate joint activities, and step up the level of activity.	**Functions:** • Define quality criteria for websites and provide a CKB 'seal of approval' (will need careful thought to avoid being exclusive). • Develop joint marketing activities for CKB Group. • Run meetings, workshops, and side events at conferences. • Run training sessions and webinars to support capacity building. • Form working groups, after mapping exercise to identify topics of interest. • Conduct user surveys and needs assessments on behalf of CKBs. • Develop joint funding proposals. • Create guidelines on how to apply for funding, and provide support on this. • Establish focal points within regions. • Engage at high level forums and lobby on behalf of CKB community. **Added Value:** • Creates common standards, frameworks, tools, and shares good practice. • Results in better user experience, less duplication of effort. • Shared M&E frameworks will improve services and enhance CKB credibility. **Governance/funding:** • Needs annual budget to support core team ($100-150k/yr?). • Approach existing funders to get it started, but it could be partially funded by subscription fees and in-kind/voluntary contributions. • Create small, lean secretariat, based in a reputable host organisation.
D. Big Programme Go for major funding and an ambitious, centrally-coordinated, programme of work	**Functions:** • Proactive organisation with money to spend on key activities. • Define quality criteria for websites and provide a CKB 'seal of approval'. • Develop common tools/standards/good practices. • Develop and support multiple working groups on key issues. • Run a CKB 'geek squad' or help desk providing support in various languages. • Administer a grants programme to fund innovation. • Very visible at places like COP – not taking over but supporting others. • Able to link up with major initiatives like CTCN, NAPs/NAMAs processes and offer CKB solutions. **Added Value:** • Ensures effective coordination of CKB work. • Raises standards across CKB sector and supports innovation. • Promotes efficiency in CKB work through sharing learning/capacity building. **Governance/funding:** • Develop a formal collaborative structure to manage the programme. • Elected CKB management team and steering committee. • Housed within a qualified and reputable institution – Southern based ideally. • Would need substantial funding (several US$ million/yr for at least 5 years). • How do you get to the stage of pitching it? The CKB Group will need some more formalisation first.

Conclusions emerging

The report backs from each group showed there were strong similarities in the types of activities proposed under each option, although the scale of activities would obviously depend on the available resources. This was a good sign that CKB members are on the same page in terms of priorities. There was a clear desire, in particular, to do more to capture learning and good practice and to provide capacity building support for other CKBs, especially in developing countries. Another common message was that we need to avoid the trap of being too inward looking – it's not about us; it's about what we can do to improve the services we offer to our information users.

After further discussion, we then tested how ambitious participants felt we should be by voting first on which option was most appealing, and then on which seemed most realistic in the short term. Here's how the votes turned out:

Option	What's most appealing?	What's most realistic?
A. Status Quo MINUS	0	0
B. Status Quo	0	10
C. Establish secretariat	7	6
D. Big Programme	11	2

This showed a clear appetite to be ambitious, but a recognition that we won't be able to get there in one step. The consensus was that we should start by consolidating what we're doing now, getting more CKB members to step in to share responsibilities, and use this as a platform to work towards more ambitious goals.

Raising funds to achieve our more ambitious aims will obviously be a challenge. We have a good base to build on with the trust and credibility already achieved, and the fact that we've demonstrated the ability to deliver, not just talk. But we recognised that without a new injection of time and resources, the tendency will be to slip back to a lower level of activity. So we need to keep the momentum going.

Before we start serious fundraising it was agreed we need a clearer articulation of what the CKB Group is, its goals and objectives. The ideas put forward in the final session provide most of the raw material for this, but these need to be captured and spelt out in a clear and compelling way. We agreed our working title – the Climate Knowledge Brokers Group – is perhaps not ideal as few outside the community are familiar with the knowledge broker term. The Steering Group was tasked with working on this.

Several specific possibilities were mentioned for the CKB Group to engage with existing processes - to "jump on trains that are that are already leaving the station":

- Nadine Smith spoke of a potential link-up with a new working group on climate finance being set up by the Commonwealth Secretariat.

- Victor Low (UNEP) mentioned the Climate Technology Centre and Network (CTCN) which has received fast start funding and has a specific KM mandate.

- Creating links with UNFCCC's National Adaptation Plans Process is another possibility that cropped up in a meeting held the following day with Paul Desankar from the UNFCCC Secretariat. He explained the demand emerging from country delegates for knowledge management best practice guidelines and capacity building support, and was interested to learn of the CKB Group's plans to move in this direction.

Next steps

The Steering Group was mandated to follow up on these and other opportunities, to see if these might provide a means of furthering the CKB Group's ambitions.

It was also tasked with developing a clearer description of the CKB Group and its goals, as a first step is raising its profile and developing specific fundraising plans.

Three more volunteers agreed to join the **Steering Group** – Mihn Cao (GIZ Fiji), Craig Duncan (UNISDR) and Aaron Leopold (IISD) – bringing it to 14 in total. So we have a strong core group to share this leadership role. [11]

We agreed to continue meeting as a group at least once a year. Scheduling the annual workshop around the UNFCCC meetings in Bonn has some definite advantages, not least GIZ's excellent meeting room facilities, but other options will be considered. There were also suggestions to hold regional workshops to reach out to knowledge brokers in developing countries, and to hold a side event at COP 19 in Warsaw. The Steering Group will follow up on these ideas.

Timo Leiter (GIZ) outlines what could be achieved under Option 2

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[11] See Annex 5 for a list of Steering Group members

Closing remarks

We left with a definite spring in our step, a renewed commitment to work together, and a clear call to raise out sights as a group to help tackle the challenges that information users face. Some of the closing remarks from participants are captured below.

"There's so much work taking place at different levels and not enough synergies... I have learned there is a passionate community here and hope it can be consolidated and taken forward."

"I really enjoyed it … on the downside, we are on the status quo minus train at the moment – we all need to take a step to get to status quo plus."

"It would be great if everyone can recommend 3 additional knowledge managers to let know about this group; we are going to need that additional diversification of the group to keep the momentum growing"

"I really enjoyed the workshop. I'm still a bit worried about end users, end users, end users! We need to think about what is the best structure to support them. We really need to work more on that"

"The thing I'm most excited about as we move forward is this idea of common standards, ideas and frameworks."

"Everything was useful as we are so new to this topic. I found especially the case study and the knowledge clinic was really useful as we are just starting. This idea of the geek squad would be very ,very useful; being based in Bangladesh, capacity building is really needed."

"I was really delighted I could attend this. I felt really isolated last year; I am quite new to the climate sector… I feel less lonely now suddenly; I wish I was aware of this group last year so I wouldn't have wasted so much time trying to reinvent the wheel!"

"A fantastic group of people to work with; I had a great time. My takeaway is that the group is inherently online and we really need to kick it into gear offline more too."

Annexes

Annex 1: List of acronyms

Acronym	Organisation
AKP	Adaptation Knowledge Platform
API	Application Programme Interface
CCCCC	Caribbean Community Climate Change Centre
CDKN	Climate and Development Knowledge Network
CIAT	International Centre for Tropical Agriculture
CKB	Climate Knowledge Brokers
CFU	Climate Finance Update
CSAG	Climate Systems Analysis Group, at UCT
CSO	Civil society organisation
CTCN	Climate Technology Centre and Network
DFID	UK Department for International Development
DGIS	Netherlands Directorate-General for International Cooperation
DRR	Disaster risk reduction
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICCCD	International Centre for Climate Change and Development
IDS	Institute for Development Studies
IISD	International Institute for Sustainable Development
NREL	National Renewable Energy Laboratory
ODI	Overseas Development Institute
M&E	Monitoring and evaluation
PIK	Potsdam Institute for Climate Impact Research
REEEP	Renewable Energy and Energy Efficiency Partnership
SEI	Stockholm Environment Institute
SEM	Search engine marketing
SEO	Search engine optimisation
SPC	Secretariat for the Pacific Community
SPDA	Sociedad Peruana por el Desarollo Ambiental
SPREP	Secretariat for the Pacific Regional Advisory Programme
UCT	University of Cape Town
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNISDR	United Nations Office for Disaster Risk Reduction

Annex 2: List of Participants

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Annex 3: SEO checklist

This lists of tips and cautions on Search Engine Optimisation (SEO) is based on the presentation by Stefan Bauer (Ferr ás) during the Day One marketing session, which used the CDKN website as a case study, with some additional points added by Amiera Sawas (CDKN).

Tips	Purpose	Cautions
Site Design		
Ensure URLs are 'clean' (i.e. do not contain a query string) e.g. http://cdkn.org/project/future-proofing-indian-cities/	• Easy to remember and type • Makes it much better for SEO (unnecessary words or characters water down the value of the URL to search engines)	Don't use unclean links like: http://example.com/index.php?mod=profiles&id=193
Keep page titles (also known as title tag or title element) at less than 60 characters and include key words you want to be associated with/searched for e.g. "Building consensus on climate change adaptation, decisions made in 2013" N.B these are seen in browser header tabs, in search result pages, and on social websites when someone shares or likes the page.	• Stops dilution of key words • Needs to attract both humans and search engines • Anything over 60 characters may not be displayed in search results	Don't name the page the same as the website or organisation Don't name all the pages with the same name – give them a specific title
Make page loading times as fast as possible; taking into account local bandwidth capability	• Slow loading times frustrates visitors and put them off, and is punished by search engines	Do not add big files, if only a small number of your target users will be able to access them
Optimise pages on your site for one or two keywords or phrases – decide what they are Have a single page dedicated to each keykeywordword or phrase e.g. a page focussed on 'green growth'	• This brings target users to your site	Do not optimise for a phrase or word that no one searches for Do some careful research/analysis first There is only a limited amount of key phrases you can optimise a website for - no more than 3 or 4
Use videos and pictures where appropriate and 'tag' them with your keywords	• Additional places to add keywords • Will come up in image or video searches in Google/Yahoo	Don't present content in flash form because it's not readable for Google Keep videos short

Tips	Purpose	Cautions
YouTube		
Produce and upload good quality, informative videos	• Will attract users who are not necessarily aware of your organisation but interested in the topics	Keep all videos under 5 minutes unless they are in a documentary format (2 minutes is ideal)
Consider what other expertise you can offer beyond your typical products	• This will attract a wider pool of users from search	Do not claim to be an 'expert' on the topic if you are not, but you can share experiences
Optimise for Video SEO in YouTube's title, description and tags: Use keywords in title where possible Include a link to the website in the video description Tag with key word and common variants	• Optimises your video in search engines	Do not have esoteric descriptions with specialised language that outsiders will not understand, or that people will not be searching for in Google
Post your content as a "video reply" to other related videos.	• Builds a base of users • This gives YouTube context on what your video is about and starts a steady flow of traffic	Do not spam other YouTube videos/channels by posting irrelevant video replies – only use this in a very targeted way
Build links back to your videos	• The more trustworthy websites that link back to your video on YouTube, the more relevant that video will appear in searches. • Once it has had a couple of hundred views it should start appearing on Google for your key phrase	
Wikipedia		
Link Wikipedia article to your website and other key sources on your work area	• Wikipedia is one of the most visited websites in the world, so there is a huge potential traffic that can be directed to your website	Put links in the references, not in the article, because the editors will remove them Do not put 'here' with a hyperlink as Google thinks it is not relevant (this applies to all links) Don't provide a link just to your website, try and provide a few other links to credible sources on

Tips	Purpose	Cautions
		the subject
Focus on adding 'content' – not just links	• People come to Wikipedia for content first. Then if the content holds their interest, they tend to click on the links • Search engines index wiki pages frequently, so having your content on wiki websites enhances the visibility of your primary keyword on search engine results page	Build up credibility by ensuring the information is accurate and neutral
Make articles in more languages than just English	• Opens up the information to a much wider audience, and is less work that writing a completely new article on another topic	
Facebook		
Insert keywords in URL and choose a username After 25 fans you can apply for your username. go to www.facebook.com/username and select your page from the drop down under 'Each Page can have a username'.	• For search engine visibility	As always, keep it clean and concise
Use the "About" text box to place keyword-dense prose near the top of your Page	• Helps search engines find keywords	Put as close to the top of the page as possible because Facebook limits where Page owners can place large chunks of text. The "About" box is the highest place to add custom text.
Add a 'Like' Box to your website	• Increases number of Likes because people don't have to leave your site to like you on Facebook – you'll also create more inbound links to your Facebook page.	This may not be suitable for all websites
Link back to your website as often as possible	• Drives traffic to your website • Increases visibility of keywords	Don't just provide links – provide interesting and well-worded content (in natural language) and embed the link with it.
Provide content on a regular	• High potential for visibility	Ensure the language used in this

Tips	Purpose	Cautions
basis (at least once per week) that will attract a wide number of users to follow you	through sharing and likes	platform is appropriate to the organisational values and conversational at the same time
Link to or share other organisations' content	• This will encourage reciprocal sharing of your material from those orgs to their followers	Ensure this organisation is reputable and the content is credible (e.g. has been peer reviewed if a scientific article, for example)
Facebook ads are worth considering	• They tend to be cheaper than Google Ads	Do a reputational risk assessment first
Use keywords in posts and status updates Every status or post should contain at least 1 keyword	• Increases search engine visibility	
Optimise your photos - Always add a caption describing the photo that includes relevant keywords Whenever possible, include a link in the caption to the most relevant page on your blog or website	• Increases search engine visibility • Drives Facebook fans towards your site	Don't have overly wordy or overly generic descriptions as this can be off-putting Only put clean URLs in captions
Twitter		
Put keywords and website link in 'bio' section	• Attracts traffic to your site and optimises keywords in search	Keep the URL clean and concise
SEO profile photo Give your Twitter photo file a keyword-based name separated by dashes before uploading it.	• Optimises keywords in search	Make sure that your image is limited to 250 x 250 pixels for optimal page loading speed.
Tweet regularly with content from your site and use keywords in your tweets	• Attracts traffic to your site and optimises keywords in search	Do not set automatic tweets from your website – it is obvious because of the language and the '…' at the end. It can be offputting and Google takes into account the "author authority" tweet Use link shorteners e.g. Bitly
Share relevant content from or retweet other organisations (and include keywords)	• Encourages reciprocity • Makes you visible to their followers	Emphasis on relevant and appropriate content – always keep in mind your organisational

Tips	Purpose	Cautions
	• Increases keyword visibility	values and associated reputational risks
Follow popular tweeters and engage with them	• Encourages reciprocity • Makes you visible to their followers • Increases keyword visibility	Always use keywords where possible Keep in mind reputational risks
SEO Twitter lists Make your lists public and include descriptive keyword phrases in your list name e.g. Climate Change Scientists	• Lists are liked a lot by search engines	Make sure lists are not too long – ensure they are 'follow-worthy' for others
Share/Embed SEO'd videos	• Videos have high SE visibility	Don't share a video – just to share a video! Find a good reason e.g. tag it to a recent debate or news event

Annex 4: List of CKB platforms and web addresses

Platform	Web address
ACCCRN	www.acccrn.org
Actualidad Ambiental	www.actualidadambiental.pe
AdaptationCommunity.net	adaptationcommunity.net
Adaptation Knowledge Platform for Asia	www.climateadapt.asia
Adaptation Learning Mechanism (ALM)	www.adaptationlearning.net
Africa Adapt	www.africa-adapt.net
ARCAB	www.arcab.org
Asia Pacific Adaptation Platform	www.asiapacificadapt.net
CCAFS	ccafs.cgiar.org
Caribbean Community Climate Change Centre	www.caribbeanclimate.bz
ci-grasp	cigrasp.pik-potsdam.de
Climate and Development Knowledge Network	cdkn.org
Climate Change Knowledge Portal	sdwebx.worldbank.org/climateportal
Climate Finance Options	www.climatefinanceoptions.org
Climate Funds Update	www.climatefundsupdate.org
Climate Information Portal	cip.csag.uct.ac.za/webclient2/app
Climate Prep	www.climateprep.org
ClimateTech Wiki	climatetechwiki.org
Crystal	www.iisd.org/cristaltool
Ecosystem Marketplace	www.ecosystemmarketplace.com
Eldis	www.eldis.org
Finanzas Carbono	finanzascarbono.org
Global Adaptation Network (GAN)	www.ganadapt.org
Green Growth Knowledge Platform	www.ggkp.org
ICIMOD	www.icimod.org
IISD Reporting Services	www.iisd.ca
India Environment Portal	www.indiaenvironmentportal.org.in
InfoAmazonia	infoamazonia.org
Intercambio Climático	www.intercambioclimatico.com
International Partnership on Mitigation and MRV	www.mitigationpartnership.net
Internews	www.internews.org
IRENA	www.irena.org
OneWorld	oneworld.org
OpenEI	en.openei.org
PIK	www.pik-potsdam.de
Platform for Climate Smart Planning	www.climatesmartplanning.org
PreventionWeb	www.preventionweb.net
reegle Clean Energy Info Portal	www.reegle.info
SEA Change	seachangecop.org
The REDD Desk	www.theredddesk.org
UN CC:Learn	www.uncclearn.org
UNEP Climate Change Adaptation	www.unep.org/climatechange/adaptation
UNFCCC	unfccc.int
Valorando Naturaleza	valorandonaturaleza.org
weADAPT	weadapt.org
World Bank Climate Change Knowledge Portal	sdwebx.worldbank.org/climateportal

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