2014 Climate Knowledge Brokers Workshop

Workshop Report

October 4-5, 2014

Brighton, UK

Report published on February 18, 2015

About this publication

This report summarizes the discussions and conclusions from the 2014 Climate Knowledge Brokers workshop, held from 4-5 October 2014. The workshop was jointly organized by Climate Knowledge Brokers Group Coordination Hub, the Renewable Energy and Energy Efficiency Partnership (REEEP), the Climate and Development Knowledge Network (CDKN), and was hosted by the Institute for Development Studies (IDS) in Brighton, UK.

Information on funders

This workshop was made possible with the support of REEEP and the Climate and Development Knowledge Network (CDKN), with funding from the UK Department for International Development and the Ministry of Foreign Affairs of the Netherlands. It was kindly hosted by the Institute of Development Studies (IDS). Additional support was provided by our corporate sponsors SAP and the Semantic Web Company.

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Disclaimer

This report summarizes 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 organizations or their funders.

Further Information

Find more information about the Climate Knowledge Group online:

- http://www.climateknowledgebrokers.net
- Follow us on Twitter @ckbrokers and #ckbrokers

You can also reach us at info@climateknowledgebrokers.net.

Table of Contents

About the CKB Group

The CKB Group is a network of organizations and an emerging community of practice in the fields of knowledge and information on climate compatible development. The focus is primarily on online initiatives and those that play an explicit knowledge brokerage role, rather than being simply institutional websites.

By design, it cuts across different sub-sectors within the climate sphere: it includes initiatives focusing on adaptation, mitigation, climate finance, energy, agriculture and broader climate compatible development issues – the aim being to encourage productive linkages across these different fields of activity.

This is aligned with the concept of a Climate Knowledge Grid which is a primary aim of the CKB. Users are often disconnected from the information they need and overwhelmed by the 'portal proliferation syndrome'; it is easy to find a lot of information but not the right knowledge. The Climate Knowledge Grid created through the CKB network will ensure everything is linked.

As its main objective the CKB group and all its members aim to **enable decision makers and individuals faced with the challenges of climate change to take decisions based on high quality, comprehensive data, information and knowledge**. This requires a clear **understanding of the user needs** as well as a **strong, complete and usable information base** to support users in their decisions.

History

The Climate Knowledge Brokers (CKB) Group was established in 2011 with the aim to explore closer collaboration between online knowledge brokers working in the climate and development sectors. CKB originated from the recognition that we live and work in a crowded information marketplace. The role of knowledge sharing and brokering has become integral to ensure that people and organizations are not creating something new where solutions already exist. Ever since its formation it has demonstrated a keen appetite for closer collaboration and knowledge exchange; and has generated a range of ideas on how to make this happen in practice. The CKB group meets annually in order to take this agenda forward, with previous workshops in Eschborn and Bonn in Germany, as well as in Washington DC, USA.

The CKB Group has steadily grown and now includes more than 50 online initiatives and organizations, including many of the leading global and regional online knowledge players. It communicates via a LinkedIn discussion group and, as of April 2014, is supported in its activities by a Coordination Hub at the Renewable Energy and Energy Efficiency Partnership (REEEP). For more information and reports on earlier workshops, see the CKB Group's web space. This includes 'snapshot presentations' on the initiatives involved, and a collection of RSS blog feeds from CKB members.

Executive Summary of the 2014 CKB Workshop

Workshop Objectives

The overall objective of the workshop was to continue the process of forging stronger collaborative links between climate knowledge brokers working in the climate and development area.

Specific workshop objectives were:

- Exchange experience and best practice in the field of climate knowledge brokering
- Learn other organizations' take on climate information users' needs and goals
- Report back on the collaborative work that has been undertaken over the previous year, and demonstrate how new (shared) tools can be adopted by other CKBs to support their work
- Provide a space to engage with peers to discuss challenges, share ideas and capture lessons learned
- Explore options for raising our ambitions as a group, and agree an action plan for the coming year

Key Outcomes

During the workshop, many topics in the field of climate knowledge brokering were discussed, especially on how the CKB group can grow as a unit and how the members can better work together and help one another. These are the main points to take away from the meeting:

- There is a lot of mutual benefit from shared tools and joint projects within the CKB in order to create a climate knowledge value chain, which all members can benefit from
- The CKB Hub was well received as a way to continue the collaborative work within the CKB group. The collaborative and networking aspect of the CKB group is seen as one integral part by all participants, which should grow even stronger
- The demand for an effective Climate Knowledge Grid became apparent: so that CKB members' data, knowledge and expertise can complement each other, gaps can be filled between different focal areas and duplication of efforts can be avoided
- The "Climate Tagger" (formerly the Reegle Tagging API) now offers a suite of different tools, all aiming at linking websites and their content together (originally, this joint project was funded by CDKN; additional funding has been received for enhancements including the Climate Tagger Drupal Plugin, CKAN Plugin and thesaurus extensions on the Economics of Adaptation and GHG Emissions in Industry from CTCN)
- The Knowledge Navigator was reviewed and its potential success was revisited – an expanded functionality and dissemination of this tool will be pursued further by IDS in collaboration with CDKN and REEEP as well as any CKB members who would like to put forth their use cases
- Many CKB members are not only knowledge managers in terms of the integral task of managing on-line portals and their content, they are also at the fore-front of Monitoring and Evaluation for their organizations; the role of knowledge management and knowledge brokering is going hand in hand with the M&E role across many CKB member organizations

- There is a strong requirement for end user needs assessments and for the results of this work to be shared among CKB members as most climate relevant portals are focused on donor requirements rather than end user requirements. This inevitably will have less impact in the long run than that required to tackle climate compatible development issues
- One of the key questions for managers of on-line platforms to ask themselves when considering a new portal or an enhancement to an existing one, is "What can this solution do that Google cannot already do?"

Next Steps

CKB Hub

- Develop a joint vision and mission highlighting the challenge and overall CKB Objectives
- Survey CKB Members in order to establish an on-line member database which will be helpful for understanding of CKB Members' expectations, as well as collaboration, future project proposal consortiums, and baselines for M&E
- Develop and implement the CKB M&E Strategy and Framework including process, indicators, baselines and ongoing M&E reporting cycles
- Connect knowledge brokers to develop a plan and enable funding for a Climate Knowledge Grid
- Carry out further analysis of opportunities for improvements of common shared tools like the Climate Tagger
- Work with CKB Members to implement the Climate Tagger on member portals to begin the Climate Knowledge Grid with the great functionalities already available
- Work with CKB Members to create inter-linkages between member portals
- Set up access for CKB Members to a CKB space on ROCKS (REEEP online collaboration and knowledge system), a web-based platform for team building, knowledge sharing and collaborative working
- Make sure the communication between the members increases, with more interaction between workshops

CKB Members

- Create on-line profiles through the on-line collaboration tool for CKB Members (ROCKS)
- Ensure they are members of the CKB LinkedIn Group and actively engage in it
- Respond to CKB Member Survey in order to provide input for the CKB M&E Baselines, CKB Member Database as well as expectations of outcomes from the group for future reporting cycles
- Seek potential opportunities for implementing joint tools on their portals, such as the Climate Tagger
- Work with CKB regarding implementation of inter-linkages among websites as applicable

Introduction of the CKB Coordination Hub

In the beginning of 2014, in accordance with discussions from the 2013 CKB workshop, efforts were made to establish a "CKB Coordination Hub", which was subsequently installed at REEEP in mid-2014. The Hub will act as a coordinating entity between all the organizations involved in the CKB group, especially on new initiatives and projects as well as creating a common outreach.

Based on this premise, Florian Bauer of REEEP presented what has happened since then and started by emphasizing the need for moving out of silos, making information more easily available and moving towards a smart "Climate Knowledge Grid." He mentioned through the establishment of the Hub users can attach their own initiative to the group and can get connected with others. It will also help to keep track of what is out there, focus on working better and developing common tools. In the near future, the CKB Coordination Hub will be working strongly on these three main points:

1. Developing a vision for the smart Climate Knowledge Grid
2. Connecting and enabling funding for joint projects among CKB members
3. Creating common and shared tools

Sigmund Kluckner of REEEP gave an introduction on the operational side of the Coordination Hub and its main tasks:

- Coordinate members on their communication and networking, but also their activities and initiatives in knowledge brokering
- Provide a common language and a common face of the CKB group to the outside
- Provide tools for collaboration such as ROCKS
- Raise awareness and outreach, e.g. through CKB posters and flyers
- Create a "funding radar", with possibilities for joint projects within the group, and work as project/proposal coordination
- Support the steering group in its work
- Conduct Monitoring & Evaluation of the collaboration within the CKB group as well as impacts of the outcomes of CKB's joint projects and network; track progress towards CKB overall objectives through continuous M&E and by mapping progress against the overall Theory of Change
- Organize workshops and learning events (physical and virtual), like this workshop or upcoming events like the CKB side event at COP20 or a Latin American workshop

The main goal of the Hub is about keeping up the networking within the group, but also understanding ongoing and future projects to keep duplication low and the collaboration high.

The CKB Coordination Hub will provide tools and services for collaborative working efforts for the group, for example ROCKS (REEEP Online Collaboration and Knowledge System) and other systems as needed.

> "I have been going through the notes from the clinic, and want to thank you for providing us the opportunity to act as a patient. The feedback and advice we received from other CKB members has been extremely useful. Congrats to whole team for a great event!"- *Amanda McKee, in an email a few days after the workshop.*

Connections between Knowledge Brokers

Current Connections: Participant Matrix

Since every workshop brings together a range of individuals and organizations, it is important to gauge the interconnectivity within the network. Especially interesting is to see how already existing

connections come together, and how well participants already know each other. To gather this information, a matrix was openly accessible for everyone to fill in, simply asking to indicate the level of contact they had with every one of the other participants. Four levels were available, each indicated by a color:

- **Green**: I have had plenty of contact with that person
- **Yellow**: Have received or sent a few emails back and forth with that person
- **Blue**: I or someone in my organization has had contact to the person's organization, but we have not yet met personally
- **White** (empty): not yet had any contact
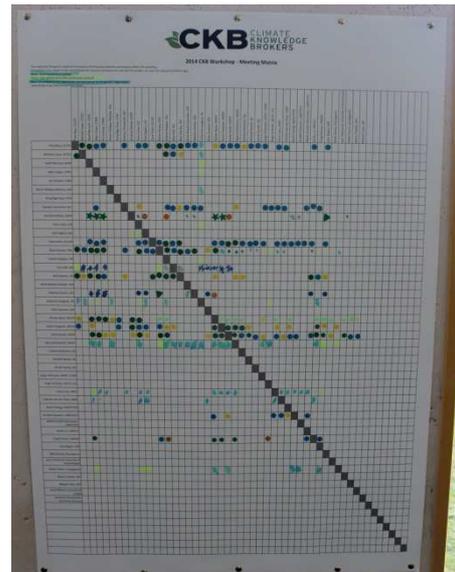
22 workshop participants filled out the matrix.

The interesting outcome of this exercise is that many participants were already in contact with other people from the organizations at the workshop, however not with the people present. In fact, only 3 respondents were in close contact with more than 1/4th of the participants, while still 9 respondents had a strong relationship with more than 5% of their peers present. The numbers for the looser contacts are very similar.
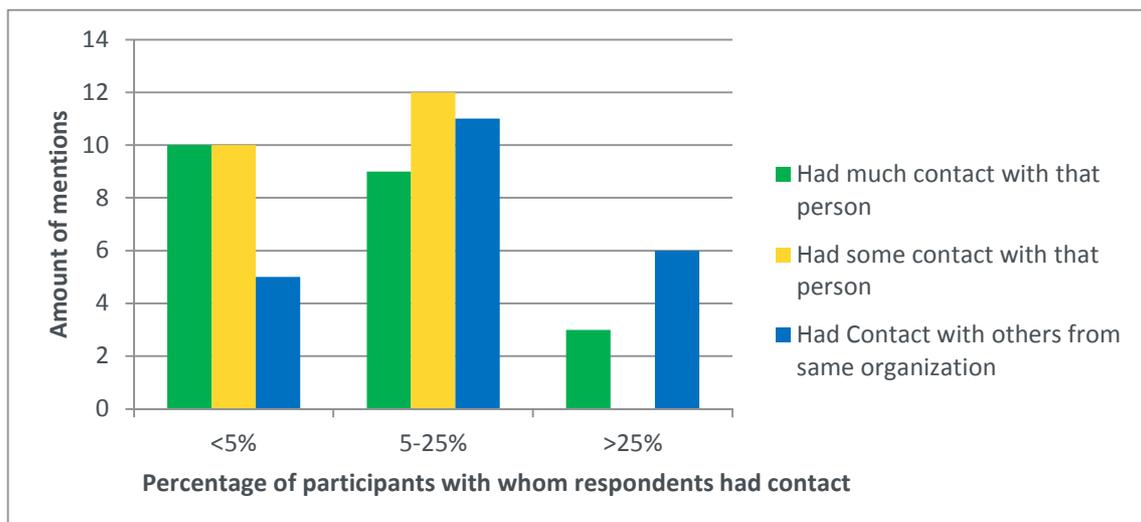
Building new Connections: "Speed Dating"

Since many of the participants were new to the CKB group and the workshop, this first session was about getting to know each other in a quick yet effective manner. Two rows of chairs were set up, facing each other, with participants of past events sitting on the one side, new participants on the other, moving along a chair every four minutes. During this session, everyone met five other participants.

Noise levels rose quickly during animated discussions! Participants were asked to take notes and indicate if they would follow up with the person later on, for example in joint projects or other related activity in knowledge brokering. A short analysis of the responses clearly shows significant interest in following up after the workshop: more than 75% of the respondents want to follow up with at least half the people they talked to.

"I have found it really interesting. It's great to be part of this group of people – all of them working on knowledge sharing." – *Kseniya Temnenko*

Percentage of attendees and the amount of people who they want to follow up with after the 'speed dating' session

- None 3%
- Everyone 26%
- more than half 41%
- Half 9%
- Less than half 21%
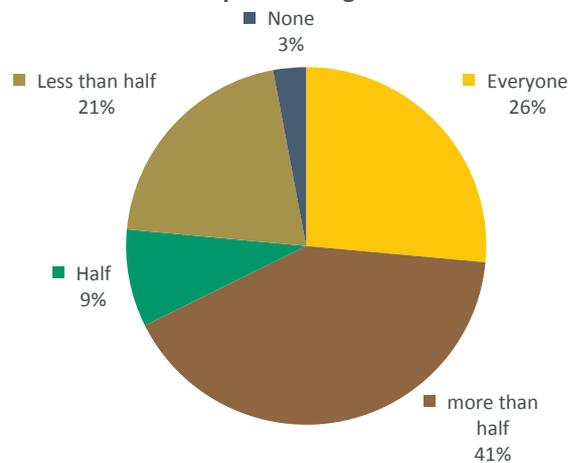
What are We Learning?

The goal of this break out session was to establish the current state of climate knowledge brokering, the recent developments and to understand the work that the CKB group as a whole is doing. Workshop participants were divided into four groups and four 'stations' were set up each with a facilitator to guide and document the discussion on flip charts and a dedicated note taker to capture each session through notes. Each station was assigned one of the following questions as a focus for discussion, and then participants moved around the room to contribute to each question, contributing to all four by the end:

- How do CKBs fit into the current ecosystem of climate-related organizations, both as individual players and as a community of practice? (Facilitated by Sigmund Kluckner)
- How is the sector evolving and how did we adjust? (Facilitated by Blane Harvey)
- What are current users' demanding from us, and how are we responding? (Facilitated by Geoff Barnard)
- What are the Climate Knowledge Transfer Gaps? (Facilitated by Fatema Rajabali)

How do CKBs Fit into the Current Climate Knowledge Landscape

This group's focus was to reflect on their current work, their initiatives and platforms by thinking and answering the following three questions (first in writing on post-its, followed by a discussion/explanation):

1. Where do you get your data and information from? What are the sources?
2. Who is your target audience, who do you work for in terms of knowledge brokering?
3. How do you provide your information, which technologies and communication media do you use?

Where do you get your data and information from? (summarized)	# mentions
Partners organizations (consultants, knowledge intermediaries)	18
Own research, publications and projects	12
Outside research publications (by universities, think tanks, etc.)	10
Governments & international organizations	9
Officially from people who know the field (experts, practitioners)	6
Online searches, social networks and discussion platforms	6
Through informal channels (emails, phone calls with colleagues, conversations at conferences and meetings)	4
Raw data sets, open data or sensor technology	3
Non-research publications (press releases, financial reports)	2

Who is your target audience, 'who do you work for'? (summarized)	# mentions
Governments (donors, policy makers, member countries)	22
Partners and other non-government organizations (NGOs, knowledge brokers, expert community)	18
Practitioners and local level actors (vulnerable groups, community based organizations)	15
Research organizations (universities, think tanks, etc.)	10
Media & press	3
Individuals (Program Managers, Analysts, Evaluators)	3
Private Sector (Industry)	3
Internal Audiences (own staff within organization)	2

How do you provide your information, which technologies and communication media do you use?	# mentions
Online knowledge platforms and web portals (self-hosted or through third parties)	21
In-person events (workshops, conferences, seminars)	19
Data & technical interfaces (APIs, widgets, data portals, web services, tagging)	13
Online "broadcasting" channels (social media, discussion platforms, newsletters)	12
Conventional publication and "analog" news outlets (brochures, policy documents, TV, print media)	11
Direct contact to information users (Community outreach, peer-to-peer assistance, direct communication through email or skype, helpdesks)	11
E-learning programs and webinars	8

"The main thing I have learned from this workshop is the importance of relationships, of working together, the importance of knowledge brokering. So it is coming together and working as a unit to have an impact on a larger project audience." – *Michele Lopez*

How is the climate sector evolving and how do we adjust?

The goal of this group was to find the most significant changes in the last year in response to external pressure in the field of climate knowledge brokering.

The main discussion points were the following:

- Climate change is becoming a **part of wider topics**, especially within "resilience", which is rapidly growing in focus, as well as the growing alignment of climate change and disaster risk reduction communities. This alignment bears the question on how can both groups collaborate towards new funding calls that integrate the fields of climate change, disaster risk reduction and sustainable development? Another example of a wider issue would be the integration in "climate smart cities".
- **Changing language**: there are new terms emerging in the field of climate change, which creates an uncertainty within established initiatives. This is also brought in by the embedding in wider issues, and also through new actors in the field. A good example of changing terms is the framing of "climate change adaptation" into "disaster risk reduction".
- There is an increasing focus towards **public engagement** and **community driven efforts** going on, especially through engaging media, E-learning, Apps, and social networks, but also educating people on climate change through online curriculum especially to high school students. There is also a shift towards a bigger focus on communities and community led initiatives. Development practitioners are working more towards building a community's capacity by implementing more "community-centered" approaches in their work.
- The **private sector** is getting more involved in the field. The groups focus needs to be given on building new partnerships, and finding tools for identifying the financers, but also on making sure that transparency and accountability is given.
- Activities are becoming much more **practical and action oriented**, and there are increasing demands for guidance on technology transfer. Data (open and proprietary) can be used to guide investment decisions and for cost benefit analysis - there is a demand for data. Question is how brokers can help there?

What are the users asking for? How are we responding?

This group aimed to find out about users' needs from the CKB group's individual initiatives, platforms and the underlying data, information and knowledge. Specifically, experiences from recent efforts to find these needs, the outcomes and experiences and the consequences were discussed.

Experiences from interactions with users

- It happens often that we are told by users what they don't want, instead of what they want. Also, some initiatives have experienced latent user feedback - after developing the solution it became apparent the project needed to be changed after the users had a first glance at the outcome. The users found it hard to understand, so the language used was changed, as well as trainings had to be held to help with the understanding, and the set-up of a helpdesk.
- Successes were reported with direct requests from users for specific tools and utilities, and consequently responding to their specific need. For example, users of one initiative asked for

more (medium term) climate projections. In response, they developed a program which can do these according to user needs.

Experiences with methods to find what users want

The CKB group proved to have a lot of experiences researching user needs. It was agreed that, to do this properly, a lot of resources are needed.

- **Hands-on interactive sessions** in a group research setting have been mentioned as a useful tool. Using the platform, "journeys" that users were taking on-line were analyzed. This helped to see where trends and gaps were and helped to develop the site according to the outcomes.
- One platform tries to understand users through having them specify '**What do you want**?' but also '**What can you provide?**' Through this, they try to find out the needs and propose products and then tailor to the mentioned needs. However, results are mixed as it sometimes works and sometimes it does not. It is recommended to ask end users what their desired outcomes of using a tool are, then the knowledge specialists can frame how that can be delivered.
- Many initiatives also employ regular **user surveys**, as users don't always know what they want themselves. One platform surveyed 800 people and held interviews with 60. Open questions were the most successful in gathering useful information – such as 'what info is critical for you but still hard to find?'
- Another method in use is **market needs assessments**, but also here the results are not always useful. An alternative to understanding different audiences is to build personal relationships to increase the understanding of the users and their needs.
- In terms of online platforms, **usability testing** can be very helpful in finding issues in the web site's user experience. This, however, needs to be tested with a representative group of users.

Specific user demands and needs (outcomes and experiences in the group)

- Demand for matchmaking from the community: **people wanted to know about who was doing what in the field**. For example, some people didn't know who in their own organization is working on similar things.
- In addition to face-to-face capacity building, there is also a **clear user need to train online**. The target audience is typically mid-career professionals and senior professionals. Often people at capacity building workshops are not the people doing the hands-on implementation, so also e-learning modules are of great benefit.
- For better inclusion, there is a trend to go away from projects towards platforms with built-in work flows. This also means that the users can provide some of the information and data, which seems to work very well as they have ownership over the data and the process. For

"I have enjoyed everything. But most importantly for someone who is junior staff this has really been an eye-opener, because it really set in stone the importance of what I do. I see the extent of it and have more appreciation of what I do. It has opened my eyes for opportunities in what we do well and what we can do for Caribbean countries." – *Michele Lopez*

example, one platform was mentioned that was used to build an index of urban development in a region during El Niño, where the **users could design their workflow based on access to the data**, some tools and knowledge and user guides.

- In the experience of many, **users want things to be practical, relevant and to avoid conceptual frameworks**. Users don't want long theoretical papers about the theory – they want good practice cases and example (**the more 'tangible' the better**). Experience tells us that users want direct, practical guidance instead of loads of how-to documents. However, it is not always clear to the providers of data and infrastructure, but neither to the users themselves what is needed. A peer review with selected groups of stakeholders found that they wanted to get involved earlier in the development and creation processes.
- In terms of information, users have provided feedback that information is too high level and in general terms, they also need local level data as well (for example risk assessment and vulnerability data).

Climate Knowledge Transfer Gaps

Within the work of CKB, transferring knowledge from one place to another is one of the most important tasks. However, not everything always works, and there are gaps in the transfer that need to be tackled. This group looked at the gaps that exist and sought solutions on how to fill them. These are the most pressing challenges to be tackled:

- **Information Visualization**: For a lot of publicly available information, it is very difficult to find the actual value in it. Many websites and information / knowledge platforms are text heavy, which makes it hard to instantly recognize the value. Here, visualization of the information could help, however it is difficult to make sure that all the important information is captured. *There must definitely be the option to "go behind" the graphic and see the raw data.*
- **Filtering**: due to the large amount of data, it gets more and more difficult to find the "right" information for a knowledge transfer counterpart. *There is a clear challenge in filtering the right information for the audience,* which could be solved through technology and / or in combination of human classification and social interaction, e.g. through a support system and collaboration (and quality meta-data).
- **"Apps":** applications on mobile devices are also a good way to transfer knowledge to the users of that knowledge. However, the development can be very complex and costly, which makes it *necessary to make sure the target audience is well known.*
- **Innovation:** Creating new ways of knowledge transfer can be helpful for one thing, but is also a complex issue. Being too narrow can have strong limitations and end up on a shelf somewhere, outrunning the cost over its utility. With any of new technologies, *quality assurance is key to make sure that the innovation is kept up to date and usable.*
- **Benefits of sharing**: there must be a clear understanding on why it is important to do a knowledge transfer and share data, information and knowledge. What is currently missing though is the question on *how to quantify and describe such a benefit, and how to measure and describe co-benefits, that result indirectly.*
- **Unclear definitions**: it is sometimes still not defined, what a certain term exactly means or what different organizations are talking about, using the same terms. *Once terms are agreed upon, knowledge transfer is also working better.*

- **Lack of data**, especially in small developing and island states: the difficulty in knowledge transfer is that the outcome of projects sometime is not even fully published, shared or digitized, which makes an easy transfer difficult. There is even a wealth of data in historical projects, lying in libraries. *Some of this "offline" data should be digitized, shared and used in decision making processes.*
- **Lack of data standards** for the climate sector: Data standards are getting more and more traction, especially with machine-to-machine communication. There is, however, *a current lack of such standards in the climate knowledge field, also intersecting with other sectors*.
- **Meta-Data** is also necessary, especially when it comes to *comparing data between different sources*, including the background information on where the data comes from, how it was gathered and, if possible, even what it means. This also includes a transparency of the information and the data.
- **Intellectual property** is hindering a broader sharing of data. Licensing of intellectual property like data, methods and tools is how the private sector is making a *profit*. The question raised though is *if this also applies to climate knowledge brokers and the produced information and knowledge?*
- **Face-to-Face interactions** are getting fewer and fewer, while we are in contact more and more virtually. This can harm an effective knowledge transfer, as the *most and best learning and knowledge exchange is done through direct, personal contact.*
- **Local knowledge needs a translation** to *reach policy makers and research outcomes / policy recommendations need to be translated to locals on the ground*. This is not only true with translation between languages (local knowledge might not be available in a government's language of operation), but also of meaning and providing the context to allow an understanding of the full picture. In addition, there is no feedback loop on what of these "translations" works and what does not, which could be solved through monitoring and evaluation.
- **Knowing our own impact**: from the work knowledge brokers are doing, *little is known what the actual impact has been: stories of change are missing*. This is also true for the impact of the information and knowledge portals out there. This also includes that some of the indicators currently in use are not compatible with the change we would like to see.

"I think the clinics were really useful, listening to others, sharing examples and experiences. It was an opportunity for me to reflect on the role I play as a knowledge broker because I don't always see myself as a knowledge broker." – *Fatema Rajabali*

Knowledge Sharing Clinics

Knowledge Sharing Clinics have been a popular feature of CKB since the inaugural workshop. They are designed to provide focused practical advice to a number of volunteer 'patients' who are willing to share a problem or challenge they are facing. It follows a peer assist format, with the remaining participants split into groups of 'doctors' who rotate around all patients. This workshop featured two Knowledge Sharing Clinic sessions. The patients presented a challenge they are facing in their work. After questions for clarification, a facilitator in each group sought advice from the doctors on how to tackle the challenge. By the end of the session, the patients had received feedback and concrete suggestions from the entire group. Patients were then asked to reflect on how useful the process was for them.

The following clinics were held:

- Data advocacy issues, re-use of ESA data (Pierre-Philippe Mathieu, European Space Agency)
- Improve outreach for the platform and increase user participation (John Rogers, World Bank, Climate Smart Planning Platform)
- How do we make sure we have strong partners and a high level of quality input? (Victor Low, Climate Technology Centre and Network)
- Increase exposure of the country profiles, and further develop them into something that users really want (Amanda McKee, Green Growth Knowledge Platform)
- How can we best source content from 15 countries without constant face-to-face contacts? (Timo Baur and Michele Lopez, Caribbean Community Climate Change Centre)
- How can we best curate the information within the knowledge system, keep up trust in the system and have high quality information? (Rene Freytag, Climate Technology Centre and Network)
- How do we identify "audiences" for the platform? How do we fill knowledge gaps in communicating with them? (Felice van der Plaat, UNEP, Global Adaptation Network)
- What is an efficient and sustainable way to disseminate IDRC-funded research through partners in the CKB group? (Blane Harvey, International Development Research Centre)

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

"I have never been to a CKB workshop before. My colleagues have been. It has been useful in terms of bringing people together. I would like to explore more about some of the tools that were presented, such as the tagging tool – we might start using it. What is more important are all the discussions we had in the clinics. I saw that many knowledge brokers are facing similar challenges, so it was useful to discuss some of the approaches that we can apply." – *Kseniya Temnenko*

Knowledge Sharing Clinic Session 1

Patient / Challenge	Key Advice
Patient: Pierre-Philippe Mathieu, European Space Agency **Challenge:** Data advocacy issues, re-use of ESA data	**Users and their needs** • Conduct needs assessment (but be cautious: do people always fully know what they want?), and build something with the data that is available? • Convene multi-actor discussion spaces to look at 'value-chains': bring end users to present their problems to developers who think about solutions (for example hackathons) • Look at intermediaries and knowledge brokers (those who have a specific user base and target audience) instead of users to get data out **Lessons from private sector, marketing and outreach strategy** • Look at potentials for spin-offs, to be able to think like a start-up: develop products and services and focus on "sales". • Data on its own hard to sell, so need to build an strong economic case in multiple contexts and get economists involved • Conduct strong promotion for the use of the content (your data), also at conferences and meetings of possible stakeholders. For example get a massive box in front of COP and say 'this box is full of space data - why aren't you using it?' **Data provision and services** • Make sure to be included and featured in open data indices, publish your data there and actively show what is available • Be careful: just by making data available does not mean that people know what to do with it • Clarify Intellectual Property issues, so that users know that they do not infringe them by using the data? • There are costs to utilize data, even if it is openly available. So also provide or sell services in addition to data.

Patient / Challenge	Key Advice
Patient: John Rogers, World Bank, Climate Smart Planning Platform **Challenge:** Improve outreach for the platform and increase user participation (ratings, comments)	**Outreach and user activation** • Make practitioners aware of the platform through social integration: build direct relation with users (face to face), hold workshops, provide trainings, engage with expert groups that already exists, engage with universities who work with these initiatives and have them rate in the system directly (but: needs and incentive) • Use multichannel advertisement for the platform, e.g. through social media. Also advertise the open source angle of the platform and the wiki as a shared space – will attract wiki enthusiasts • Use external resources for advertisement, i.e. use cross-linking on platforms. Consultants could also pitch their skills and thus advertise for their own services by commenting to the tools on the platform **Communication with users** • Create a newsletter, where users can sign up to • Use Facebook to get reactions about the whole site and set up a LinkedIn group, as the current users are already signed up and active there • Create culture of constructive critical feedback and show that comments will shape the future development • Get experts from outside to comment on the platform, either by commissioning reviews or by having interns to request ratings from highly regarded users ("you are an expert… please look at it") • Allow users to rate other users **Platform improvements** • Develop client side networks on the platform • Capture direct interaction between users/providers (tricky) and track the usage of tool and of partner tools? • Offer premium service to registered users (provide a value-added for registering) • Implement a pop-up to encourage users to register and rate? • Show historical trends in rating (need critical mass of rating)
Feedback from John: "Fantastic having such an auspicious group of Doctors....very valuable!"	

Patient / Challenge	Key Advice
Patient: Victor Low, Climate Technology Centre and Network **Challenge:** How do we make sure we have strong partners and a high level of quality input?	**Assure participation in efforts / incorporate new partners** • Offer something in return – funding, skill, partnership agreement, workshops and informal linkages • Non-monetary benefits work well, for example an endorsement of participating members from well-respected entities like CTCN • Write a value proposition for prospective members • Make sure peers talk to each other about benefits of the network • Implement a mechanism to capture interactions, i.e. follow through with M&E • Need for strong "advertisement": countries (contact points) need to know what is offered before they can request it • Offer a clear idea of level of commitment is necessary to move forward with partnerships (for example, in terms of how many responses per week or what level of information is required to retain membership in the network) • Is building regional partnerships an option for the network? **Content capturing / editorial work / curation** • Requests need to be documented • Use tagging (manual and automated tools) for requests and responses (and their context), and continuously educate staff on taxonomy of terms • If possible, capture how documents have been used and not just which terms they contain • There is always the degree to which you have to assess quality assurance versus volume one wishes to accept • Include editorial policy and guidelines to know what information are being used in requests • Curation of high quality information can be very costly
Feedback from Victor: • "Interesting experience! I was not so much a sick patient as a pregnant one…We have a little bit more confidence and less worries"	

Patient / Challenge	Key Advice
Patient: Amanda McKee, Green Growth Knowledge Platform **Challenge:** Increase the information available on the GGKP country pages, responding to what users really need, without replicating other efforts.	**Country profiles and raising the profile of their data** • Data comes from partner organizations and these pages shouldn't be seen as competing, should be complementary • Packaging is important – how the data is presented will influence how it is interpreted • Try to cross-link content within the platform and externally (e.g. linking data) • Create good overview pages and explain how the data on the pages relate to green growth • Offer a curation service with the available content or produce reports from it • Show the data in interactive and easy to understand visualizations – let users choose what they would like to see and also offer the raw data **Understanding user needs** • Launch a user survey and ask what users need: get feedback on what they are missing, what their needs and intentions are and where there is room for improvement on the platform? • Use A/B testing methodologies (but: it's expensive and needs a representative user base) **Examples from other platforms** • Climate data visualization by University of Cape Town • Reegle Country Pages • World Bank IEG • BBC Media Action
Feedback from Amanda: • "Being a patient felt good - to know others have gone through the same challenges"	

Knowledge Sharing Clinic Session 2

Patient / Challenge	Key Advice
Patient: Timo Baur and Michele Lopez, Caribbean Community Climate Change Centre **Challenge:** How can we best source content from 15 countries without constant face-to-face contacts?	**Increase participation and content delivery from countries** • Get donors to include collection of information by countries as a requirement in project funding • In project proposals (where possible), include a budget for travel to countries for collection of documents • Sponsorship from the private sector could bring in money, also collaboration with companies that produce reports in the field help raise the profile of both, CCCCC and the authors • Make sure that people know what you can offer them: what is the benefit to them from such a collaboration? • Use outreach channels like Blog, but also social media (twitter, Facebook) to raise awareness • Make it as easy as possible for people to submit materials (shared online space) – CCCCC already tried, not one submission yet • Think of off-line solutions as well considering many of these countries in scope may be functioning off line which may be why a lot of the on-line solutions have not been as successful as hoped **Create natural incentives for participation** • Showing examples so people can see the value and thus work towards their own benefit • Another benefit for participants could be to feedback data/information to original site • Give contributors the possibility to publicize their work, e.g. through "author profiles", which can also be featured on the start page • Create some sort of competition to increase traffic, as people will want to see their country under the top contributors (e.g. list amount of documents per country on homepage) • Offer assistance to digitize data so it can be shared on line
Feedback from Timo and Michele: • "It was good, and we got a lot of information in a short time; a lot of great ideas but a lot of them need funding"	

Patient / Challenge	Key Advice
Patient: Rene Freytag, Climate Technology Centre and Network **Challenge:** How can we best curate the information within the knowledge system, keep up trust in the system and have high quality information?	**Keep up the user interest through curation of content** • Timing of the content: If current, important issues do not show up on the website, users tend to lose interest quickly • Quality of information needs to be high to be of interest for users. To keep it up, guest editors and authors could be invited to provide content about current trends • Actively look for content on the web and pick partners through their contributions • Linking data through open sources could help in automatically keeping information current and users engaged or coming back for more **Creating a trusting environment** • Install a vetting process for everyone working with the knowledge platform, where each partner is well known (but this is a resource intensive process) • Trust depends on target audience: governments may trust other government information more than from NGOs or scientists. • Transparency (where does data come from) from users point of view can make the website information more trustworthy to users • Layout and design of the portal are an important factor for the trust of the user – if it looks like a website from 1995, users will not stay • Allow (accredited) users to manage their own content instead of being an "overarching authority". The World Bank's Smart-Climate Planning Platform uses this approach and it works great. If users are not accredited, they could be allowed to post to a more open "shared" space.

Patient / Challenge	Key Advice
Patient: Felice van der Plaat, UNEP, Global Adaptation Network **Challenge:** How do we identify "audiences" for the platform? How do we fill knowledge gaps in communicating with them?	**Identify Audiences** • Conduct a survey (online) to find out who your current audience is. This could also be done with different stake-holder groups to find cross-sector issues • To find new audiences, map other initiatives and check on their audience; they are likely to be interested in your work too • Be sure to know the objectives of your own platform, only then the right audiences can be targeted (and it makes it easier to find what the right audiences are) • Create 'user personas' - imagine different users based on real people you have encountered that you think are the most important stakeholders, and imagine scenarios of needs of such archetypical persons (and then test them) • Know the value of specific audiences and estimate the difficulty and amount of effort to reach them **Fill the knowledge gaps** • Outreach through other partner websites or hubs • Ask a focus group for feedback on your platform and if this is what they need • Segmenting audiences by sector and tailor information according to different stakeholder groups • Have concrete 'entry points', e.g. communities with specific technology needs • Create material and content corresponding to user needs and their level of working (high level government officials to village-level decision makers) • Engage with users through newsletter registrations or online surveys
Feedback from Felice: • "I feel like I have a ton of additional information that will keep me up tonight"	

Patient / Challenge	Key Advice
Patient: Blane Harvey, International Development Research Centre **Challenge:** What is an efficient and sustainable way to disseminate IDRC-funded research through partners in the CKB group?	**Increase sharing of results (by partner organizations)** • Integrate the dissemination of results (through CKB) into grants and contracts (a future consideration for pending contracts, a portion of the budget is set aside for this work) • Take the Open Research approach: all publications will be distributed as open data, which also is reflected in the research contracts (but where to upload?) • Talk to those who already have a platform established • Create a one-pager / flyer outreach document to promote research • Consider translation of research outputs to two audiences: the policy maker and the users of the information on the ground who in some cases will not read a report and will require different methods of communication and translation **Build Strong Partnerships** • Partnerships take time and trust to build, and there is no single 'ideal' partner • Long-Term partnership should be between research body and coordinating 'node' in the CKB smart climate knowledge grid • Dissemination has to mutually benefit both parties (articulate the mutual benefit and expectations from the partnership) and have an added value • Reference a Ted-Talk by Simon Sinek: need to have a shared common vision and common values (the WHY is key) • Have a mechanism in place to regularly check whether the partnership does add value **Getting Research out, into policy and practice** • Research results need to be in the right format to be accepted • Go bilateral with prospective users • Involve users in research process and talk to ministries too • Use the Climate Tagger (and its content pool) to make research output more accessible

Progress Update on Joint Projects

This session gave updates on select joint projects and tools developed within the CKB group. The session was aimed at showing what the group can accomplish when members work together, as well as giving background and inspiration for the sessions on joint fundraising.

In 2011 members of the CKB group had the opportunity to propose collaborative projects in the field of climate knowledge brokering, and get them funded through the CDKN program. In total, seven projects were accepted and implemented. Additionally, since the inception of the Coordination Hub, one collaborative proposal within the CKB group was created and submitted.

Knowledge Navigator

The Knowledge Navigator was a result of the first CKB workshop, with the aim of trying to tackle the 'platform proliferation syndrome' in finding out how the platforms are connected: How can we get a better sense of who's doing what? The goal was to promote CKBs, intermediaries and similar initiatives and give a

> "Once again I found it an energizing event. Once again people are going to leave with the feeling: 'I can do better in my initiative, and for sure we can do better by working together'." – *Geoff Barnard*

clearer picture of what is happening in the sector. The work strongly involved relevant stakeholders in order to bring together relevant data, resulting in a website widget and a dataset across various categories of platforms. In total, 115 platforms are included in the navigator, based on three distinct criteria:

- Platforms that bring together different sources of information about climate change
- Most of the information should be accessible through a website
- The platform should have a dedicated webmaster, who can be contacted

Where do we go from here? There is no more funding for the project, yet there are many thematic possibilities that can be explored, for example embed it in websites. However, some challenges were posed, like:

- How can it be promoted for uptake by websites?
- How can we make sure that people are not immediately taken off to other sites (amount of traffic is still key with many platforms)
- How can we use the data from the 115 organizations in the Knowledge Navigator and integrate them with other tools developed as a result of CKB?
- Could we use data from different websites and integrate this into one search over multiple sites? And can we use this data to add more value to it?

Reegle Tagging API

From a historical perspective, the Reegle Tagging API was initially developed in 2011 with the aim of refining the overwhelming amounts of information published on the web through the portal proliferation syndrome. The primary aim was to translate or pin-point this information into knowledge specific to different thematic areas within the field of climate compatible development. The Tagging API began with the creation of a standardized taxonomy covering Renewable Energy and Energy Efficiency

and has since proven its value and relevance so much that the thematic areas have been expanded substantially further into the climate compatible development field. Such expansions included Green Growth, Monitoring and Evaluation, UN-REDD and cross-cutting concepts.

One of the biggest challenges has been the "packaging" of the Reegle Tagging API when communicating the product and services to potential implementers. When explaining the functionality and benefits to potential users it often required, as is currently still the case, many follow up conversations and consultations prior to completing the implementation on a platform or website.

This is also true for the continuation of financing for the project, as a lot of organizations see the benefit of implementing the tool but would like to see additional thematic areas integrated into the thesaurus (Sustainable Land Management for example). However, many do not have in-house developers with familiarity or skills to implement it, or do not have the budget hire an external contractor. Additional challenges have been to properly manage end user expectations in finding a balance between over-simplifying the functionality or over-selling its potential – for example the many potential features require developers to implement or customize and are not yet automated through Plugins.

Since the initial project funding cycle completed, continuous improvements of the Reegle Tagging API had been funded by GIZ, BMU and recently CTCN. The recent product improvement through CTCN has made substantial improvements to the challenges faced for organizations to implement the tool on Drupal and CKAN and has provided very useful extensions and outreach material.

One of the great achievements of the CKB workshop was the rebranding of the Reegle Tagging API to the Climate Tagger. This was a result of the completion of the aforementioned recently funded project by CTCN which included the following outputs:

- Two new thesaurus extensions were developed covering the thematic areas of Economics of Adaptation, GHG Emissions in Industry
- A new Drupal Plugin module was developed and made available for free to Drupal users
- A CKAN plug in was developed and made freely available to CKAN users wanting to publish open government data on one of the most standardized platforms available to do so – also ensuring open government data is tagged with a consistent taxonomy

For the future, some challenges were mentioned to keep the Climate Tagger current and relevant, spread its implementation further and to continuously develop its functionalities:

- A broader adoption within and marketing by CKB members would be beneficial
- There is the need for funding for maintenance and improved algorithms
- There is a need to expand the functionality of the recently developed and published Climate Tagger for Drupal Plugin (e.g. to push content to the Content Pool)

- Other sectors could be included as a thematic area expansion such as Disaster Risk Management, Community based adaptation, Climate Finance, Legal and Policy, Water and Sustainable Land Management (Urban and Rural)

"It is a really inspiring space to hear about potential new ideas of what one could be doing and how one could be working. It is also sparking new ideas of things I would like to further explore and new partnerships I could start establishing. I like that there is a bit of a diverse age group here – young professional, mid professionals so there is some openness in wanting to collaborate and share. I like that space." – *Fatema Rajabali*

One of the CTCN funders in the audience of this session gave feedback on their experiences with the Climate Tagger and the collaboration with the team managing the product. For them, it is a game changer and they are convinced that the Climate Tagger will not stop when the project does, as it is openly available.

weADAPT: Integrating and Linking Platforms

The project focuses on linking together 3 platforms, building a Knowledge-sharing space for adaptation projects. The CKB group funding facilitated the bridging of the climate science community together with the adaptation and planning communities. The Climate Tagger was a huge step forward in this direction, and also towards standardization across platforms.

Linking together three platforms helped to:

- Mitigate the competition aspect and build upon a collaborative approach
- Support decision-making around the uncertainty of climate change
- Bring audiences together and cross-fertilize knowledge creation

The main results of this project were:

- Guidance about usage of weADAPT and how to use climate data for adaptation projects for non-climate-scientists
- 8-step guide on coastal zone management on Tanzania based on guidance
- Case studies and lessons learned document
- One-week training with academics, policy-makers and others using the platforms to build capacity in using climate science for adaptation projects
- 'User labs', embedded in the trainings, gave insight on usage, which was then used to improve usability

During the project, it was also found that face-to-face engagement is very important – which, for example, led to collaboration with Africa Adapt.

Joint proposal: "Closing the information gap for climate resilient agriculture in East Africa"

The first proposal that was developed with the CKB Coordination Hub functioning as the organizing body was geared towards a collaborative project in the "Future Climate for Africa" call, published by DFID and NERC in the UK.

The proposal was created by 13 partners (6 CKB members, of which 5 partners were from developing countries). Unfortunately, the proposal was not invited to submit a full proposal; however, it was proven that the CKB group can provide high quality project proposals in a short time frame.

Focus: Fundraising

The morning of the second day of the workshop focused on issues related to fundraising within the organizations and initiatives of the CKB group. To ease the approach into this sometimes difficult topic, the sessions were interactive as well as informative.

"Temperature Check" on funding and fundraising

In order to get a quick overview on the current funding situation within the initiatives as well as the experience and responsibilities of fundraising within the group, participants were asked to self-assess and then position themselves on a line within the room, answering the following two questions.

- How secure is your funding at the moment?
- How much responsibility do you have for fundraising?

As can be seen below, participants distributed fairly evenly along the spectrum with some tendency towards both ends. Interestingly, participants switched places to the opposite side of the room between the two questions: those who were fully funded do not have high responsibility to find their own funding and vice versa.
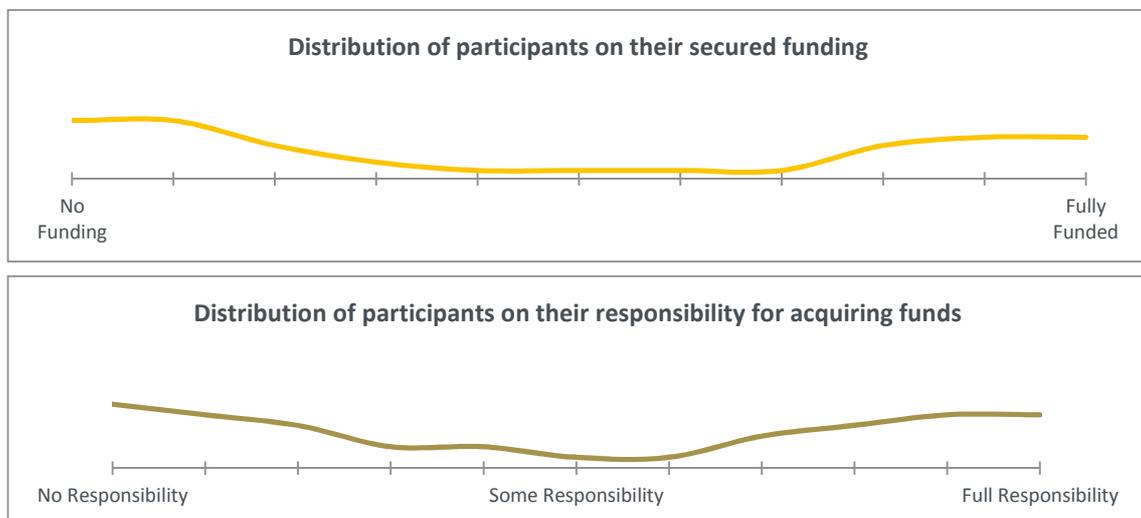
Note: The diagrams represent the distribution of participants based on their self-assessment during an interactive session and are only an indication of the group's composition rather than systematically gathered information.

A Chat with Funding Experts

To get a better understanding of the current challenges both funders and fundraisers are faced with, Ari Huhtala and Blane Harvey were invited to shed some light on this very important issue. Both interviewees are experienced on both sides of the funding process. CKB's steering group chair Geoff Barnard led this "interview style session" about their experiences, opinions and suggestions for the CKB group.

The knowledge on how to successfully fundraise is something you learn best with experience. However, there is the associated challenge of "Funding Fatigue" if you run after funds for too long. The audience broadly agreed that this is a common problem.

The current trends in available funds seem to go towards increasingly focused calls. Blane Harvey noted that not all funds are promoting their availability through the typical "Program Call" process, as success in fundraising becomes more and more personal. Additionally, the private sector is also entering this space and finding their own feet in approaching their target investments. It was noted by the interviewees that impact is in high demand, along with expectations of accountability. Contingencies are also no longer well respected. As the donors' lens is becoming more refined and interested in tangible impact from their funding, the fundraising environment is changing. The emphasis is on results leading to specific objectives – targets for funding are not as open as they used to be. Additional requirements are an improved, more detailed monitoring and evaluation of projects.

There are a few big funding pots presenting themselves on the horizon, for example the Green Climate Fund, which will distribute billions. Funding from the private sector can also be leveraged, and especially foundations from philanthropists. When the audience was asked, some CKB group members confirmed they had a few contacts with foundations, for example Rockefeller, the Hewlett Foundation and Packard Foundation and some others. The biggest challenges are the mechanisms to access these types of funds, as they may not follow the traditional process either. With foundations, it is a process with a lot of negotiations, and it is necessary to know the kind of partnership or project they are looking for very well. They do have their own staff working on these issues, who also have lawyers working with them. Therefore, personal relationships in this space are a key success factor. Patience is also a noted quality of relevance as foundations make their mark in this space, their interests can change over the course of a year.

Asked about the possibilities for "knowledge work" within our field, the consensus was that it is very important to translate outcomes (especially from research projects) into a language that is understandable for policy makers. This task should be included in the planning of projects from the very beginning, but it can be difficult because it requires researchers to change the way they work or frame the outputs and outcomes of their work differently. It has been proven that such a translation can work and policy makers will pay attention, for example in CDKN's work on the IPCC AR5 had successful results.

One caveat about funding for knowledge work is that people are applying for funding for a knowledge hub as part of a program, but they should think about how this hub could go beyond the life of the program. Ideally, we would want people to build knowledge mobilization into the program, to look for places where capacity exists within the community and leverage this to a great extent. It was agreed that CKB is well positioned to promote the consortium's capacity to put research to use through the knowledge grid. This could help solve the issue of knowledge brokering hubs ceasing to exist once the program or project funding has ended.

In recent decades, online projects were seen as innovative, but it seems this view and the role of online platforms has changed. It is now taken for granted that any new program has a good portal and online presence. Additionally, Google can do most what a new platform would be able to do, so the question anyone managing or responsible for a new or even existing knowledge portal should be asking themselves is "what can this solution do that Google cannot already do?" In light of this, knowledge managers have to ensure their platforms have impact and add a non-Google-esque value to end users. One key component and advantage to knowledge management and dissemination was identified as face-to-face relationship brokering. This will become more and more important, and not only being an intermediary of data and information. The CKB group works towards making sure development is not happening in isolation. If this is done right, it could become bigger than the single parts.

When writing proposals, there are many things to consider. The most important parts mentioned during the discussion were these:

- Clearly show the **impact** that the project will have and the **changes** it will make when finishes; **Always start with the impact of your project proposal, start with the conclusion**
- **"Elevator pitch"**: be able to state the **unique selling point** and the unique impact of the proposed project in no more than one paragraph.
- Be **part of a bigger picture**, a part of an overall strategy and demonstrate the willingness to work with others.
- **Credibility** outside the thematic "bubble", so that non-subject matter experts can understand the goal. Credibility from the inside of a consortium is not always well translated to the outside evaluator, it needs to be clearly articulated
- **Assessment of demand:** support, in the way of letters of intent or quotes from what stakeholders said about the project proposal, can underpin the need for this project. Also, provide backup and **contextual evidence** to perceived needs.
- Fulfil the **minimum requirements**, as most funders filter by how many requirements you actually met. And if not, make sure you explain why you opted to do something else, and explain why this is better – but be very careful with the wording! If you are going to take a risk and apply for something where you don't meet all requirements, clearly articulate why you knowingly did this – your transparency and confidence may win you the funding (just like such an approach may win you a job, even when you don't fully qualify or fit into it at first glance)
- In general, projects in our field should focus more on **climate compatible development**, as Donors have a strong focus on aid effectiveness and impact.

Increasingly, there is also the need for a more sustainable funding, avoiding the need to raise funds through a row of short-term projects. Especially in the knowledge management field, this could be done by reserving a certain amount in big projects, as KM-only projects are very rare. Unfortunately, donors mostly like to fund new things rather than support "old" ones. Perhaps the CKB group can find a business model that doesn't involve going back to funders and regularly ask for money – for example, to look at strengths, the target market and become a service provider in the knowledge field.

When assessing consortium proposals, the panelists mention that they looking for a few key competencies in collaborative projects. First and foremost, the leadership of the consortium needs to be strong, since they will need to be able to deliver outputs and bring people together. In project calls that are targeting developing countries, it is very important to include voices from North and South, and have a good number of local organizations involved (i.e. from the target region of the project). The leader's clear connections to the target audience as well as the consortiums track record were

mentioned as helping significantly. The CKB can use its unique situation of a group of multi-disciplinary initiatives, organizations and research institutes from around the world with a great set of complementary skills who have gotten to know each other in workshops, looking for ways to improve their work both individually and mutually for over three years now. This shows a big diversity and interest to work together on pressing issues.

Good personal contacts are just as important as good proposals – to the project consortium and the funders. Besides getting information about the calls, this can also help to influence funders and calls before they come out. Additionally, knowing influencers that speak on your behalf is a very helpful tool to raise awareness.

Session on joint fundraising

Participants were invited to suggest topics or project ideas as potential future joint projects on which the CKB Group can conduct a joint fundraising exercise. Four topics were selected and the group leaders (those who suggested the project) made a pitch to the rest of the participants, who then elected to join one of the four groups for discussion.

> "The benefit of the group is creating partnerships. It is also allowing for different organizations to link together. It promotes distribution so through linking up, your organization has more visibility and outreach." – *Michele Lopez*

Thinking Big: What is the problem, and how are we offering a solution? Are we crazy to think this big?

This group opted for a 'walkshop', taking advantage of the sunny weather and direct access to the beautiful South Downs. We started with a static intro then walked in small groups, discussing ideas and coming together at different points to discuss them as a group.

We can think in different levels of projects: at organizational level, CKB joint project level, or of more massive initiatives with billions of dollars involved. This last kind of initiative could unlock a whole new type of resources. Should the CKB group be looking for a way of funding knowledge work for the long term? What would this really mean for the group, and what is the selling point, how would deliverables look? Do we, as a group, have a credible story to tell to these big initiatives?
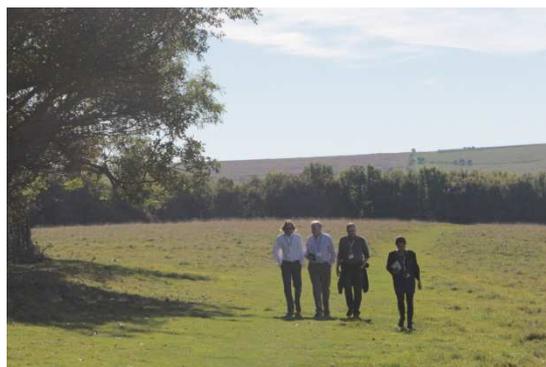
Are we crazy to think this big?

- Thinking big is essential for initiatives and ideas like ours; however, to be able to get through with it there is the need for political endorsements
- The Green Climate Fund (GCF) is currently looking for good ideas and we need to take them to Lima (COP20). It is harder to spend money on topics like adaptation than renewables. GCF is looking for country driven ideas, following a 'bottom up' approach, but in reality countries have

limited capacity, which might end up in a call for trusted international consultants. Also, there can be direct access through regional intermediaries. The idea is viable if it is a good one.

What is our proposition?

- It looks like, in the case of GCF, that they are not sure exactly what their need is or at least they have not communicated this. We know that portal proliferation is not working.

- GCF will be talking in terms of what can be done to help key clients, who will most likely be under-resourced, especially in terms of strong, fast and stable internet connection, which also makes the CKB core asset not completely fitting for their need. However, there is a huge need for knowledge management, but is hindered by a possible lack of support and understanding from management.

- But do we want to even create another knowledge platform to articulate the benefits of CKB to potential donors or as a result of our donor demands? Many have a mandate to do so, but how do we "sell" a new one, or even the existing ones.

- To propose a viable project by the CKB group, we need to know what the CKB group can offer as a whole. A mapping of the CKB group and its advantages is already planned, which can then be leveraged as part of the "sales pitch" towards bigger initiatives. Based on this, a service portfolio could help the understanding.

- Could the CKB group propose to "give us money and we will deal with knowledge management"? The board would probably be happy with that if we convinced someone that we can be trusted – they would find it easier to only deal with one entity. Either way, delivery of services then need to be assured – otherwise they can go to a big player, even if they are more expensive as they are proven to deliver whatever it takes.

What would it look like?

- It is important to get a clear message from the UNFCCC secretariat that it is good to save some money for knowledge management. On the other hand, there is also the need for a key lead to speak on behalf of the CKB.

- The idea could be pitched as a service role. We can make sure the things created are connected and that there is a quality control element. There needs to be a governance mechanism to ensure that it is done in a way which is solid, democratic and reliable.

Knowledge Navigator

The original value proposition for the CKB jointly developed tool "Knowledge Navigator" was that there are countless climate compatible development portals popping up every year, and it is getting harder and harder to know what organizations are already out there, what they are doing and which information they have. The goal of this session was to find possible ways forward with the knowledge navigator and to carve out the benefits and values to joining the navigator universe.

How can we improve the outreach for the knowledge navigator?

- Make sure we firstly understand what the tool does and we get the message right ("the tool that helps you explore", "the idea of what is out there beyond the group")
- Increase the exposure of the Knowledge Navigator by having it featured on many web sites, especially those who use it
- We need to enhance the understanding of the users – why the Knowledge Navigator provides a useful service on their end and make sure this is true (own content always comes first; "these are the most reputable climate-sites on the web" and are CKB-trusted results from members)
- Since there is a certain competition on the web (think: Google), we need to provide a very strong unique selling point and do things differently. Ideas involve a "CKB stamp of approval" (to indicate high quality), to include and encourage niche data that hardly anybody has (Sea level data from Barbados), to give people the information they need (even though they didn't know they would need it) or to add value to a bigger solution and thus be of great necessity for many

What are current issues with the navigator and the ecosystem around it?

- We might be measuring the wrong things to decide success and failure of web portals: through evaluating page visits, hits, and time spent on web sites we are discouraging cross-platform searches and are thus decreasing the amount of people that could be learning linked content; other indicators could include the usefulness of a site or the relevance of the cross searchers from the users' point of view
- It might be helpful to deeper analyze the information we already have and make sure it is helpful to current users - fidelity is a very important metric

How can we develop the Knowledge Navigator further and make sure we have funding for it?

- Create other tools that expand the functionality
- Look for alternative funding, like the Oak Foundation, Rockefeller etc. are usually happy to start with a small project and go from there
- Investigate the user needs and challenges as well as their experiences and opinions to come up with a tool that is widely accepted
- Currently, the Knowledge Navigator functions as an archive of data – so what can we do with the database and the archive of information we already have? We can use this data to create more information products that could turn out very helpful to users, but we need to put effort into investigating this option
- Include a strong quality assessment of organizations that are featured on the Knowledge Navigator (e.g. by a set of minimum criteria that needs to be fulfilled) and promote and leverage this fact to the advantage

Addressing the problem of quality of research and designing programs for that

The aim of this group was to find a project and possible collaboration on working on the improvement of research publications. As an example, in Bangladesh a lot of national research does not get published because of the poor quality of the writing and plagiarism.

What will the project do to address the challenge?

- The goal is to develop a membership program at IIED/ICCCAD in Bangladesh, from proposal writing to publication
- One important question in this project needs to be "what is excellent research?" The quality which is standard for the global North might not be applicable for the South; therefore, the focus should be on whether the research was picked up in local development or if it has the capacity to influence the policies
- A project aiming at improving research could provide services, for example to:
    o Provide the ability to influence policy
    o Reach other platforms
    o Spread the research within a bigger network
    o Meet the demand side of research
    o Put together a team who would bring research work from the ground to national to international level
- Especially making the knowledge available and to distribution research outcomes is a challenge, since there are hardly any networks of southern groups

How to get funds/budget and what can the CKB do to support this project?

- As ongoing projects produce reports, it would be beneficial to allocate some of the project funding to dissemination of reports and capacity building for recipients of information (this will require standards for high quality reporting to be used as the premise of communication and capacity building)
- CKB could take the role of a secretariat by helping in documenting, updating, and showing impact of the published works; it could add value by creating statistics

Funding Possibilities and Business Plans for Services and Products of the CKB Group

In this session, it was suggested to think differently on possible sustainable ways for funding the group or at least parts of the common activities.

A Common Fund by CKB Members

CKB organizations generally work through well defined, funded projects. Some of these projects end up with not having spent all the money, which could be used to finance a common "CKB Fund" (in agreement with the funding entity). Alternatively, future applications to joint funded projects could include an item that pays into this fund, and in return the project can use some CKB resources (e.g. the logo or even joint tools, as well as the dissemination power of the group). Such a fund could then be used to finance mentoring relationships in the climate knowledge brokering field, or to finance joint projects and tools for the CKB members (for example to bring members' platforms up to a certain CKB-standard, install and use the Climate Tagger). The outcomes of these joint projects could then in turn be used in future projects with the funders, or use the fund to allow for a better co-financing situation in 3rd-party financed projects.

Such a fund could be managed for example by the CKB Coordination Hub hosted by REEEP, as they already have the infrastructure for managing funds. Of course, such a fund would require a financial agreement between all CKB members.

Additionally, the governance and selection process, as well as the monitoring and evaluation of such a fund and the funded projects need to be worked out and described in detail.

The "CKB-Business Cases"

One way of funding the activities of the CKB group, especially the collaboration between the members, would be to see the CKB Group as a collaboration of organizations with a lot of experience and expertise in a niche field. Thinking like a business and creating a business case from it, the expertise could be used to fund joint projects by consulting others with the knowledge and experience. There needs to be, however, a very strong value proposition and a clear definition of what the CKB can offer. One example that was mentioned could be some sort of label of approval or certifications with a CKB logo, e.g. for knowledge platforms.

Session on CKB Group Development

As this year is the first with the new CKB Coordination Hub in place, it was important for the Hub to get feedback from the whole group on the future strategy and work plan priorities, internal and external communication plans as well as how to implement a Monitoring and Evaluation (M&E) strategy within the group. In specific, the group was split into three subgroups covering one aspect each:

- Strategy and Work Plan of the CKB Group and the Coordination Hub
- Communications, outreach and marketing plan
- Monitoring and Evaluation (M&E) Indicators

Strategy and Work Plan of the CKB Group and the Coordination Hub

This subgroup focused on the current and future strategy of the CKB group as a whole, and how the CKB Coordination Hub can support this overall goal and its visions. The main agreement was that there is the clear need to establish the CKB group as a self-sustaining network of Knowledge Brokers. To get there the main tasks will be to:

- Establish a CKB brand
- Secure funds for the Coordination Hub
- Acquire funding for joint projects
- Improve communication and coordination between knowledge brokers

The discussion led to a variety of topics to be further elaborated, which are summarized below.

Collaboration within and external communication about the CKB group

It was brought up that the members of the CKB group are keen on working together more closely, as well as to increase the communication within the group. This was particularly mentioned in terms of increasing the frequency of communication and exchange within the group, as currently many members go to the CKB workshop once a year, but there is not much activity in between. There was the clear wish towards the Coordination Hub to involve members in more activities, and to inform members more regularly about happenings in the field of climate knowledge brokering (including funding opportunities, joint projects, recent news from the network, etc.)

Communication should, however, not only go from the Coordination Hub towards the group, but the network should become a very collaborative and sharing community. This would especially be helpful in terms of meeting a part of the group more often, for example at conferences in the field. It could be very beneficial to know about the attendance of CKB members at workshops in order to promote the CKB idea, to meet up or to relay messages through that member. One simple suggestion could be a shared calendar with the dates of conferences and the names of attending CKB members.

Another suggestion from the group was for everyone to get to know the members and their initiatives better. This could be done through an updated mapping exercise, which collects information about skills, unique selling points, resources, fields of work etc. about each member in the network, and in turn sharing this information with the network.

Through knowing who is doing what, working together or even re-using already existing solutions to common problems would be much more likely, given that there is a trust between the members. Such trust could be built by peer-assessments, self-assertions and reports, as well as gaining reputation within and outside the network.

This also affects the message that each CKB member will communicate to their peers and the broader public. Having a CKB logo present should be a seal of quality or a global set of standards. For this, there is the need to implement a quality assessment for existing and new members.

Membership in the CKB Group

Currently, the CKB group consists of many organizations based in the developed / Global North. Participants mentioned the need to further include organizations from the Global South in the group, and to make sure their opinions and voices are included in the overall group. This could also open up new possibilities and even markets, as many organizations (for and not-for profit) are increasing their work there.

Information, Data and Technology

One focus of the group should be set on enabling access to existing data to members of the CKB group, in developed and developing countries, and bring data providers from all countries together. There are platforms available for data sharing, most of them originated as grassroots movement in organizations from developed regions of the world. The same idea could also benefit developing countries.

The need for increasing the scope, away from technology only, was mentioned during the discussion. Mostly, this refers to include organizational change and including the values of the organizations behind the technology and data. However, it is important to understand what data is important to the CKB group, where it can be sourced and that it can be trusted.

There might be some sources that the group has not yet included in its efforts. For example, developing countries might have their data and might even have it open source, yet they are not heavily represented in the group and therefore not yet included in all of the necessary discussions. This is especially true for information that might not have yet been digitized, which bears the question if the CKB group is focusing too much on the online space.

Additional mentions were made towards openness of data, information and knowledge, as well as the big data movement, which will have an impact on the climate data sphere as well. This will become especially important as more and more data is released openly by governments and organizations worldwide.

Work Plan of the Hub

There were no direct comments on the Coordination Hub Work Plan. However, it was briefly discussed that – even though most of the member organizations are working in the field of international development – the development aspects are not very prominent in either the Theory of Change and the Work Plan.

Communications, outreach and marketing

The question underlying this session was the "marketing" aspect of the CKB group, how we represent CKB, how we pitch the idea, and how we sell the group to other knowledge brokers.

Before the workshop, the CKB Coordination Hub had prepared a two-page briefing note, which was the basis for an exercise with different personas (groups of people who are assumed to be of major importance to the group). Six personas were identified with certain characteristics. Based on these characteristics, the two-pager was analyzed on appropriateness.

Overall, some general comments were raised about the briefing note:

- There is a clear need to tailor messages to the different audiences
- We need to show that we are the only cross-sector network
- We need stronger inclusion of the development focus (with the emphasis on collaboration)
- The wording "Users are disconnected" is not true - maybe unsure but not disconnected
- Tagging API needs to be changed to "Climate Tagger" beyond the walls of this workshop and needs to be explained better
- It is not only about collaborative tools, but also includes the broader spectrum of services that the CKB group can provide
- Additionally, the CKB group and the Climate Knowledge Grid can be thought of as the overall infrastructure needed for effective knowledge brokering, exchange and management

The following sections describe the personas of target communication audiences and how they could perceive a Climate Knowledge Grid or CKB Value Proposition briefing note in more detail.

Potential CKB Member

About the persona:

This persona represents a person or organization who is generally interested in joining the CKB group, being a knowledge broker themselves.

Need-to-know by the persona:

- What is the overall goal, vision and mission of the group? Do they align with mine?
- What benefits does the CKB group bring to my work?
- What are the projects and tools that are offered?
- What are the requirements to join?
- What are the roles and responsibilities within the group, and how would I fit in?
- What is the governance structure? Can the members influence anything?
- Is there an annual fee to join?

Suggested improvement on the briefing note for this persona:

- It could better to be call it Climate Knowledge Brokers – not 'group'
- Condense the note with the first section on vision then the second on mission
- In the first paragraph, the bullets seem negative – should talk up more; the third bullet point is good in terms of presenting the challenge
- Make tools for continued conversations and support clearer

- Climate Tagger and Knowledge Navigator mentioned more than once – seems like it's all we have
- The text needs to be shorter, and more visuals are needed

Overall, this document would have already helped new members to prepare for the workshop.

Boss / Manager

About the persona:

"The person you need to convince it's worth it and for you to be able to come to the workshop." Also, the one deciding on how much time and resources can be spent on this.

Need-to-know by the persona:

- Who are the CKBs?
- What organizations are in there?
- Are we in good company?
- What is the benefit of joining?

Suggested improvement on the briefing note for this persona:

- Illustrating more how they can benefit from it – give examples on the positive impact for individual organizations
- Clearly state that it's already part of their work, and its supporting them in their work
- Make sure to not only point out what organizations are doing wrong but more what it will be doing for them
- It's not clear that membership is free of cost, so there is no money to be spent upon joining
- The description of 'how' is missing

National UN Counterpart

About the persona:

This persona is working for a United Nations agency or other international organization, interacting with local governments and organizations in the field of climate knowledge.

Need-to-know by the persona:

- How can the CKB Group help in my job?
- How can the group support me with tools and experience for my local knowledge brokering work?

Suggested improvement on the briefing note for this persona:

- It might make sense to change the thought structure – state challenge in a more succinct way
- Include a short vision and mission statement, then explain the "how"
- Make the note more visual (e.g. use the ocean picture)
- Make examples clearer

Funder

About the persona:

This persona is in the position to provide monetary support to the CKB Group, in terms of funding for joint projects within the CKB Group as well as funding for the CKB Coordination Hub and dissemination of climate knowledge as a whole.

Need-to-know by the persona:

- What is knowledge brokering and what are its benefits (very clearly stated)
- Where is the gap that the CKB Group fills?
- What is the result for the end user?
- What is the Climate Knowledge Grid?
- What is the product?
- Definition on joint tools (i.e. what do Knowledge Navigator or Climate Tagger do, what are the benefits and impacts)

Suggested improvement on the briefing note for this persona:

- Make the message more positive: ''making your historic investments go further'' rather than the "where we are" paragraph
- Include quotes and testimonials from end users, maybe with a picture?
- We need to add more images, pictures, graphics or visuals
- The parts that resonate the most could be more concise
- The part on "Why CKB" should come earlier
- Include an explanation *how* the CKB Group is going to stop portal proliferation?
- Funders may not recognize 'portal proliferation' as a challenge – or see it as the *main* issue to tackle; they might recognize the 'ocean of information' more
- Elaborate on how this group and its efforts will make things more efficient in climate knowledge brokering and for end users
- Explain what 'intelligently connected' means
- How does it help funders to make better policy and investment decisions? How does it help anyone else?

Overall, the briefing note might need to be tailored depending on the funder and its goals.

End User

About the persona:

This is a persona that uses the information and knowledge provided by the members of the CKB group,

e.g. policy makers, practitioners or government analysts. They are incorporating the knowledge into their day-to-day operations.

Need-to-know by the persona:

- What does the CKB Group and its members do?
- How can it make my life easier?
- What can the group expect from me?
- Which knowledge do they provide, what is useable for me?

- How can I get in contact with them, how can I request support?
- How can they understand the CKB brand? How can they know that the data / source of information can be trusted?

Suggested improvement on the briefing note for this persona:

- If they are interested in something, they will probably be looking for more information – include LinkedIn group with the website address
- In order to build trust, some information about transparency in how data is collected would be needed; also, an explanation about the processes would be helpful
- Testimonials would be good

Monitoring and Evaluation Indicators

In this group, the forward planning of Monitoring and Evaluation within the CKB group was raised. The discussion was guided by the main question on how we can measure the success of the CKB group efforts and its member initiatives.

It quickly became apparent that there is a need to ensure the overall mission, vision, objectives of the CKB are agreed upon by members and become well defined in order to fulfill the Indicators exercise properly. The goal was to revisit and define the Indicators as put forward by the CKB Coordination Hub in its work plan for 2014/2015. The group brainstormed Indicators with the acknowledgement that the exercise was not fully robust in the absence of well-defined objectives for the CKB Group and Members. As a result of this exercise, three distinct areas of M&E could be defined:

- The performance of the group as a whole: working together, sharing knowledge, participating (Calling this **MP - Membership Performance**)
- The performance of the hub facilitating the group and providing the space for members to work together and find opportunities for mutual benefit (Calling this **HP - Hub Performance**)
- The impact of the group itself as a result of 1 and 2 above: the collaboration, the result of the member participation and the hub coordination - the impact of joint projects, tools, brand standards, etc. (Calling this **CI - CKB Impact**)

After the brainstorm and discussion session, the following indicators were suggested. The following list of Indicators is a combination of CKB Hub Recommended Indicators with the group exercise. It turns out that although the overall objectives for the Hub and members were not fully defined for the exercise, there was a lot of overlap and complementary Indicators between the contract and the group session.

Category	Indicators - Original Contract and Workshop Input Combined	M&E of Hub, Member or End User
Membership / Outreach	Number of Southern and Northern memberships / Number of CKB members from developing countries	Hub
Membership / Outreach	Maintaining current membership numbers	Hub
Membership / Outreach	Increase of CKB members	Hub

Category	Indicators - Original Contract and Workshop Input Combined	M&E of Hub, Member or End User
Membership / Outreach	Evaluation of potential members (criteria for eligibility) - not an indicator, rather a responsibility, perhaps can report on the quality / reputation of members but this will be in the annual report	Hub
Membership / Outreach	Availability of map and clear understanding of members strengths and priority areas	Hub
Membership / Outreach	Number of female members in the steering committee	Hub
Membership / Outreach	Evaluation of what CKB members need - this CKB Member needs assessment to be collected up front and then monitored and evaluated along the way	Hub
Membership / Outreach	Satisfaction of members needs	Hub
Communication	Number of communications sent to the CKB Members via a joint mailing list	Hub & Members
Communication	Do we have a joint vision and mission?	Hub
Communication	Value and relevance of information being received from the hub	Hub
Networking	Number of tweets and re-tweets of CKB	Hub
Networking	Number of visits to LinkedIn and CKB pages	Hub
Networking	Number of times CKB has been mentioned offline and online / Instances of CKB promotion at important events - i.e. COP 20 Lima	Hub & Members
Participation	Number of members who have a profile on ROCKS	Hub & Members
Participation	% of members who have used ROCKS	Hub & Members
Participation	How frequently have CKB members used ROCKS	Hub & Members
Climate Knowledge Grid	Number of links and connections between CKB Portals	Hub
Climate Knowledge Grid	Number of members using joint services such as the Climate Tagger	Hub
Climate Knowledge Grid - Collaboration	Number of instances of use of services provided by a member to another member	Members
Events	Number of CKB events and training held	Hub
Events	Positive feedback on CKB events held	Hub

Category	Indicators - Original Contract and Workshop Input Combined	M&E of Hub, Member or End User
Impact	Have you been influenced by a CKB discussion? How many times has your work been influenced by CKB? User feedback on the influence the data, information and knowledge for climate knowledge brokers has on their decisions (qualitative)	Hub
Impact	Are CKB outputs being taken on by the external users / organizations - IMPACT	Hub & Members
Impact	Number of Knowledge Clinics held	Hub & Members
Impact	Number of new members being patients in Knowledge Clinics (note - Quinn thinks this would be very interesting to qualify the impact of these clinics - what has occurred as a result? what were the outcomes?)	Hub
Impact	Number of issues solved by the CKB clinics	Hub
Impact	Number of times CKB members have come together to solve an issue and or challenge (pink) - think of UNISDR Sarah Wade and Craig bringing members onto a call	Hub & Members
Impact	Number of times 'knowledge' is shared between members Number of times 'data' is shared between members Number of instances of data and information use provided by a member to another member	Members
Impact	Number of needs assessment indicators/ Surveys / needs assessments being undertaken / Number and range of user needs assessments carried out by members	Members
Impact	Number of results of stakeholder surveys shared with members	Members
Projects Funding	Amount of joint projects run and completed	Hub
Projects Funding	Amount / volume of funds raised / Number of funding opportunities presented to the group by CKB Hub / Funding available for climate knowledge brokers activities	Hub
Projects Funding	Number of members responding to project opportunities put out by CKB Hub	Members

Category	Indicators - Original Contract and Workshop Input Combined	M&E of Hub, Member or End User
Projects Funding	Number of funding opportunities presented to the group by CKB Members	Members
Projects Funding	Projects undertaken in and between Southern and Northern organizations (CKB members) / Amount of joint projects undertaken with members from developing countries	Hub & Members

Thinking outside the Box

With this last session, a new format was introduced to the CKB workshop: "self-organized sessions". The participants of the workshop were asked to propose topics of interest for the session and post them on a flipchart during the first day of the workshop. Out of all the proposals, three were selected and presented very shortly to the whole group. The participants chose the topic of highest personal interest and split up in groups.

A CKB Regional Hub for Latin America and the Caribbean

With establishing the CKB Coordination Hub and the extension of the CKB Group, regional-specific coordination also became an issue. As part of the CKB Strategy, the CKB Group will reach out to knowledge brokers in Latin America and the Caribbean. To get a better understanding, Jorge Villanueva asked the group how this could be implemented, how such coordination would look like and if it makes sense to re-use existing networks in the region.

It was quickly established that there is a need to take special care about the differentiation within Latin America between the Spanish speaking Caribbean and the English speaking Caribbean, as well as other languages, as – out of experience – they are not as well connected to each other.

In Latin America there are two big platforms in the field of climate change: the Latin American Climate Platform with more than 23 member organizations and the Regional Centre of Climate Change and Decision Making, run by UNESCO and Avina Foundation. A lot of these organizations are doing knowledge brokering without necessarily being called knowledge brokers. In addition, the Global Adaptation Network (GAN) runs a Latin American network called REGATTA, which in itself consists of regional centers of expertise and knowledge. Their regional centers focus on a few countries and work in the local language – in Latin America, mostly in Spanish.

It could be a good opportunity to reinforce these organizations, take the vision of the CKB and use these two platforms as a regional hub. The big idea would be to join them instead of having a separate, new hub. CKB could try to establish cooperation with them and use them as a CKB multiplier.

Additionally to organizations (UN, non-profits) dealing with climate change, it is important to deeply involve universities. Even though they might not be considered a knowledge broker on first thought, they do convey knowledge from professors to students. Also, their research is important but might not be targeted to the audience that needs it – i.e. policy makers.

Some of the main aspects and tasks of the CKB and its regional hub in the Latin America and Caribbean should focus on and support the following:

- Bring organizations closer together
- Look for funding for organizations and their collaborative work as well as travel between organizations to learn from each other
- Create a publishing service for projects to get their information out
- Link between scientific language and political language
- Help organizations to work together more closely, and quickly make connections with other projects – also in terms of bringing together organizations from different cultural backgrounds in the area.

- Support for translation activities between the regions' languages in order to be able to learn from each other's experiences

Barefoot Brokering, Community Building and Keeping Engagement Up

This session asked the question on how to keep the users engaged at a very direct level. Some of the CKB member organization's target audiences are individuals that use knowledge for their everyday work, which makes it important to keep up the activity and the engagement with them and to nourish the community. In addition, many organizations work in environments where online communication is not the only (and often not the primary) way of communication. A lot of information is available offline before it is online.

Several key questions were brought up in this context:

- What is the benefit for the user is to stay engaged?
- What would make them interested and willing to participate?
- Could it help to bring them recognition through and within the community (e.g., if they can show themselves as experts?)
- Can they learn themselves whenever they engage with this community?

An active moderator might be able to help with keeping the community active. Some other suggestions were that – even with the possibility of losing users – a cross link to more detailed information on other platforms might help build up and engage the community.

> "The relationships that we have made over this weekend will help us to further develop certain projects that we have – especially one project that we are working on to develop more data or research material from the smaller Caribbean islands so we can further focus on that or expand on that." – *Michele Lopez*

Crowdsourcing: What to say at the Zero-Zero Event at COP?

With the possibility to raise awareness about the CKB group at several events, Geoff Barnard asked the group for support. In particular, Geoff will represent the CKB group on several panels, one of which will be a high level panel during the Climate and Development days. The main question of the panel will revolve around how to combine the climate target and the poverty target simultaneously. On the panel, CKB should try to make the case for bridging the gap by connecting knowledge between poverty, sustainability and climate. To represent the CKB according to the members' views and opinions, ideas were collected:

- ' There is no time for silos'
    - The CKB community approach is a prime example of breaking silos which can be highlighted
    - Create a 'story' by putting someone in the front and providing tangible examples where silos were broken down (use examples from CKB), identify champions who have linked their silos
    - There is a need for common language; CKB can help in creating common language (for example, linking Climate Change Adaptation and Disaster Risk Reduction fields)
    - Joint projects can help break down silos. Examples are the CKB projects, but also projects dealing in the cross-cutting theme of the water-energy-food nexus
- Sustainable Development is a goal for both communities – there is no conflict between poverty reduction and climate change

- Highlight cross-cutting subsectors in climate knowledge: health, agriculture, vulnerability
- One cannot make informed decisions without looking through both lenses (see Rachel Kyte's World Bank report on Poverty and Climate Change)

Our Challenge: how to scale up the CKB approach?

Annex I – List of Participants

First Name	Last name	Organization
Geoff	Barnard	Climate and Development Knowledge Network (CDKN)
Florian	Bauer	Renewable Energy and Energy Efficiency Partnership (REEEP)
Timo	Baur	Caribbean Community Climate Change Centre (CCCCC)
Sukaina	Bharwani	Stockholm Environment Insititute (weADAPT) (SEI)
Alice	Caravani	Overseas Development Institute (ODI)
Miquel	Carbo	SAP
Craig	Duncan	United Nations International Strategy for Disaster Reduction (UNISDR)
Mairi	Dupar	Climate and Development Knowledge Network (CDKN)
Sven	Egbers	Gesellschaft für Internationale Zusammenarbeit (GIZ)
Quinn	Reifmesser (Ferguson)	Renewable Energy and Energy Efficiency Partnership (REEEP)
René	Freytag	United Nations Environment Programme / Climate Technology Centre and Network (UNEP/CTCN)
Surabhi	Goswami	United Nations Environment Programme / Danmarks Tekniske Universitet - Partnership (UNEP/DTU)
Amy	Hall	Institute of Development Studies (IDS)
Blane	Harvey	International Development Research Centre (IDRC)
Robert	Heine	Energypedia
Ari	Huhtala	Climate and Development Knowledge Network (CDKN)
Sigmund	Kluckner	Renewable Energy and Energy Efficiency Partnership (REEEP)
Timo	Kouwenhoven	Climate Technology Centre and Network / Det Norske Veritas & Germanischer Lloyd (CTCN / DNV GL)
Eelco	Kruizinga	Climate Technology Centre and Network / Det Norske Veritas & Germanischer Lloyd (CTCN / DNV GL)
Bronwyn	Lo	University of Oxford
Michele	Lopez	Caribbean Community Climate Change Centre (CCCCC)
Victor	Low	United Nations Environment Programme (UNEP)
Xianfu	Lu	United Nations Framework Convention on Climate Change (UNFCCC)
Pierre-Philippe	Mathieu	European Space Agency (ESA)
Jamal	Maxey	University of Sussex
Amanda	McKee	Green Growth Knowledge Platform (GGKP)

First Name	Last name	Organization
Hung	Ngo Xuan	Fairventures Worldwide gGmbH (FVW)
Fatema	Rajabali	Institute of Development Studies (IDS)
John	Rogers	World Bank (WB)
Samantha	Shuchismita	University of Sussex
James	Smith	Renewable Energy and Energy Efficiency Partnership (REEEP)
Alan	Stanley	Institute of Development Studies (IDS)
Clare	Stott	International Center for Climate Change and Development (ICCCAD)
Anneli	Sundin	Stockholm Environment Insititute (weADAPT) (SEI)
Kseniya	Temnenko	Global Environment Facility (GEF)
Martina	Ulrichs	International Institute for Sustainable Development (IISD)
Felicitas	van der Plaat	United Nations Environment Programme (UNEP)
Catherine	Vaughan	International Research Institute for Climate & Society (IRI)
Jorge	Villanueva	Sociedad Peruana de Derecho Ambiental / Climate and Development Knowledge Network (SPDA / CDKN)

Annex II – List of CKB Steering Group Members

First Name	Last Name	Organization
Geoff	Barnard	Climate and Development Knowledge Network (CDKN)
Florian	Bauer	Renewable Energy and Energy Efficiency Partnership (REEEP)
Sukaina	Bharwani	Stockholm Environment Institute (SEI)
Dennis	Bours	Global Environment Facility (GEF)
Ana	Bucher	World Bank (WB)
Daniel	Buckley	United Nations Development Programme (UNDP)
Minh	Cao	Gesellschaft für Internationale Zusammenarbeit (GIZ)
Craig	Duncan	United Nations International Strategy for Disaster Reduction (UNISDR)
Andrea	Egan	United Nations Development Programme (UNDP)
Blane	Harvey	International Development Research Centre (IDRC)
Michael	Hoppe	Gesellschaft für Internationale Zusammenarbeit (GIZ)
Timo	Leiter	Gesellschaft für Internationale Zusammenarbeit (GIZ)
Fatema	Rajabali	Institute of Development Studies (IDS)
Jorge	Villanueva	Sociedad Peruana de Derecho Ambiental (SPDA)
Jon	Weers	National Renewable Energy Laboratory (NREL)
Steve	Zwick	Ecosystems Marketplace

Annex III – List of Acronyms

Acronym	Meaning
API	Application Programming Interface
BMU	Bundesministerium für Umwelt, Naturschutz, Bau und Reaktorsicherheit
CCCCC	Caribbean Community Climate Change Centre
CDKN	Climate and Development Knowledge Network
CKAN	Comprehensive Knowledge Archive Network
CKB	Climate Knowledge Brokers
COP (20)	Conference of the Parties (COP 20 started on December 1, 2014)
CTCN	Climate Technology Centre and Network
DFID	Department for International Development
DNV GL	Det Norske Veritas & Germanischer Lloyd
DTU	Danmarks Tekniske Universitet
ESA	European Space Agency
FVW	Fairventures Worldwide gGmbH
GAN	Global Adaptation Network
GCF	Green Climate Fund
GEF	Global Environment Facility
GGKP	Green Growth Knowledge Platform
GHG	Greenhouse gas
GIZ	Gesellschaft für Internationale Zusammenarbeit
ICCCAD	International Center for Climate Change and Development
IDRC	International Development Research Centre
IDS	Institute of Development Studies
IEG	(World Bank) Independent Evaluation Group
IIED	International Institute for Environment and Development
IISD	International Institute for Sustainable Development
IPCC AR	Intergovernmental Panel on Climate Change Assessment Report
IRI	International Research Institute for Climate & Society
KM	Knowledge Management
LAC	Latin America and the Caribbean
NERC	Natural Environment Research Council
NGO	Non-Governmental Organization
ODI	Overseas Development Institute
REEEP	Renewable Energy and Energy Efficiency Partnership

REGATTA	Regional Gateway for Technology Transfer and Climate Change Adaptation in LAC
ROCKS	REEEP Online Collaboration and Knowledge System
RSS	Rich Site Summary
SEI	Stockholm Environment Institute
SPDA	Sociedad Peruana de Derecho Ambiental
UN	United Nations
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNISDR	United Nations International Strategy for Disaster Reduction
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation
WB	World Bank