Climate Knowledge Brokers Group Workshop Report

23–24 June 2015

UN City, Copenhagen, Denmark

About this publication

This report summarises the discussions and conclusions from the 2015 Climate Knowledge Brokers (CKB) Group workshop, held 23–24 June 2015. The workshop was jointly organised by the Renewable Energy and Energy Efficiency Partnership (REEEP), which is running the CKB Coordination Hub, and the Climate and Development Knowledge Network (CDKN). It was hosted by the Climate Technology Centre and Network (CTCN) in Copenhagen, Denmark.

Information on funders

This workshop was made possible through the support of REEEP and CDKN, with funding from the UK Department for International Development and the Ministry of Foreign Affairs of the Netherlands. Additional support was provided by our reporting sponsor Green Ink and corporate sponsors DNV-GL and the Semantic Web Company.

Disclaimer

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

Further information

Find out more about CKB online at www.climateknowledgebrokers.net or follow us on Twitter @ckbrokers and #ckbrokers. You can also reach us by email at info@climateknowledgebrokers.net.

About CKB

The Climate Knowledge Brokers Group (CKB) is a network of organisations and professionals focused on improving the quality and use of climate-related knowledge in decision-making. The focus is primarily on those initiatives that play an explicit knowledge brokerage role, rather than simply communicating the organisation's information.

By design, CKB cuts across different sub-sectors within the climate sphere: adaptation, mitigation, climate finance, energy, agriculture and broader climate compatible development issues. The aim is to encourage productive links between these different fields of activity.

This is aligned with the concept of a 'Climate Knowledge Grid': developing this grid is one of CKB's primary aims. Users are often disconnected from the information they need and overwhelmed by 'portal proliferation syndrome'; it is easy to find a lot of information but not necessarily the right information that the user needs for a specific task or decision.

As its main objective, CKB 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 users' needs** as well as a **strong, complete and usable information base** to support users in their decisions.

History

CKB was established in 2011 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 ensuring that people and organisations are not creating something new when 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. CKB meets annually to take this agenda forward, with previous workshops held in Eschborn and Bonn, Germany, as well as Brighton, UK, and Washington, DC, USA.

CKB has grown steadily and now includes many of the leading global and regional online knowledge players. Since April 2014, its activities have been supported by a Coordination Hub, which is run by REEEP. For more information and reports on earlier workshops, see the CKB website (www.climateknowledgebrokers.net). This includes 'snapshot' presentations on the initiatives involved.

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Abbreviations and acronyms

BRACED	Building Resilience and Adaptation to Climate Extremes and Disasters Programme
CAIT	Climate Analysis Indicators Tool
CCAC	Climate and Clean Air Coalition
CDKN	Climate and Development Knowledge Network
CEO	chief executive officer
CKB	Climate Knowledge Brokers Group
COP	Conference of the Parties to the UNFCCC
CTCN	Climate Technology Centre and Network
DFID	UK Department for International Development
DNV-GL	Det Norske Veritas and Germanischer Lloyd
GGGI	Global Green Growth Institute
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ICF	International Climate Fund
ICIMOD	International Centre for Integrated Mountain Development
INDC	Intended Nationally Determined Contribution
JIN	Joint Implementation Network
KNOWFOR	International Forestry Knowledge
LEDS	Low Emission Development Strategies Global Partnership
M&E	monitoring and evaluation
MRV	measuring, reporting and verification
NGO	non-governmental organisation
NREL	National Renewable Energy Lab
R4D	Research4Development
REEEP	Renewable Energy and Energy Efficiency Partnership
REN21	Renewable Energy Policy Network for the 21st Century
SEI	Stockholm Environment Institute
TNA	technology needs assessment
TT:CLEAR	a technology information system developed by UNFCCC
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WRI	World Resources Institute

Executive summary of the 2015 CKB workshop

Workshop objectives

The 2015 workshop had one clear objective: to road-test the new CKB Manifesto, which will be used to explain to various audiences – donors, users of climate information and knowledge brokers who are not yet part of CKB – why the climate knowledge brokering role is so important and what CKB is.

The Coordination Hub organised several sessions for participants to break down various aspects of the Manifesto, covering: what users need; how we can play the knowledge broker role better; and the draft principles underpinning the Manifesto. Through group discussions and plenaries, the participants provided constructive feedback on these core elements, rather than editorial details. The Coordination Hub will use all this feedback to finalise the Manifesto well ahead of COP21 in Paris.

The knowledge broker clinics, a regular feature of CKB workshops since they began, continued in earnest. Due to demand from 'patients', 13 clinic 'consultations' were held, proving invaluable feedback for different knowledge brokers to take back to their offices.

In total, 58 people took part, making this the largest workshop yet held. And a live-streamed panel discussion beforehand also increased awareness of CKB and its activities.

There is a video record of the workshop available at:
www.climateknowledgebrokers.net/recording-of-the-2015-ckb-outreach-event/

Key outcomes

The most important outcome of the workshop was the wealth of feedback received on the draft Manifesto. This ranged from high-level strategic advice on how the Manifesto could and should be used, to suggestions about using more active language and even the suitability of the name itself. This will now be synthesised and used to refine the Manifesto before it is launched.

Another significant, if less tangible, outcome was the ongoing support felt by CKB members. Many of the new participants commented that they enjoyed the format of the workshop, which is based upon peer support and collaboration rather than promoting their individual websites. The workshop also marked a significant milestone, as CKB reached its fifth year of activity, and a shift to the future as plans began for regional workshops, a more diverse membership and what will happen once the Manifesto has been launched.

Creating a Climate Knowledge Grid

Outreach Event, 22 June 2015

The meeting began with an Outreach Event to raise awareness of CKB and its activities. This started with four 'elevator pitches' – a 2-minute summary of who they are and what they do – to provide some examples of what a climate knowledge broker looks like.

Following this, Geoff Barnard from CDKN hosted a panel session to discuss 'How do we create an effective grid for climate knowledge?'. The panellists – Jukka Uosukainen (CTCN), Helena Molin Valdés (CCAC), Martin Hiller (REEEP), and Ari Huhtala (CDKN) – gave their thoughts on a series of issues about the knowledge broker role, and then fielded questions from the audience. A blog post about the discussion can be found on the CKB website.[1]

The purpose was to raise the profile of CKB and the role of the climate knowledge broker. As well as the 50-plus people gathered in the auditorium, many from UN agencies, an online audience of 112 had pre-registered to follow the event online. And the discussion also generated a following on Twitter, with several tweets sent during the event.

After the panel discussion, a knowledge fair was held at the UN building. This proved popular, with some attendees remaining for several hours to learn about the different CKB organisations that had displayed posters and provided examples of their work.

As well as creating a chance for networking, holding this session before the main workshop provided a second purpose – ticking the promotional 'box' early. At previous workshops, CKB members have highlighted how much they appreciate the focus on collegiate and interactive sessions, rather than presentations about individual platforms. Keeping the promotional side of the event to one session at the start frees people up during the rest of the workshop to focus on collaborating and supporting each other, rather than feeling they have to keep promoting their own organisation or platform.

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1   www.climateknowledgebrokers.net/plugging-into-the-climate-knowledge-grid

Introduction to the workshop

Day 1, Session 1

Welcome from CTCN and to new participants

Jukka Uosukainen opened the workshop by introducing CTCN as hosts, and providing some encouragement for the attendees: "I wish you luck and expect you will find a common base as a society to help developing countries in responding to climate change."

> "This is our fifth birthday, but climate information years are like dog years; we are actually about 35 and figuring out what we want to do with ourselves."
>
> *– Geoff Barnard, CDKN*

At this point, the Coordination Hub took over proceedings. The first of many important points made during the workshop was the increased size of CKB. Geoff Barnard noted that 22 organisations had been represented at the first meeting in Eschborn in 2011; since then, around 150 have been involved at some point. Around two-thirds of participants in the room were at a CKB event for the first time. "We must be doing something right," noted Geoff.

But while this rapid growth is welcome, it presents a challenge for the workshops. In the past, these have been run in a 'collegiate atmosphere', with interactive sessions rather than presentations, and a collaborative approach throughout. They have also previously all been held at weekends, when there are fewer distractions. The facilitation team hoped this larger group would be able to maintain this way of working.

At that first meeting in 2011, the participants asked themselves: are we, as online information portals, competing with each other? Can we do this better if we work together? The answers were unanimous – no, we should not be competing and yes, we can be better through collaboration.

And this has played out in the intervening years, with some important milestones:

- In 2011, CDKN provided funding for collaborative projects and invited proposals for these.
- By 2012, seven projects were in operation including the Climate Tagger and the Climate Knowledge Navigator.
- In 2013, the focus shifted towards raising the profile of knowledge brokering, for example at COP19 in Warsaw. That year also saw the initial steps for more structured coordination. The Coordination Hub was established with REEEP taking the lead.
- In 2014, CKB was again at COP20 in Lima and held its first regional workshop in Latin America. This concluded with the aim to set up a new network in Latin America – but as part of the wider CKB network.
- And in 2015 CKB has written its draft Manifesto.

![CKB Climate Knowledge Brokers logo]

Introducing the CKB Manifesto

Reviewing and revising the draft of the new CKB Manifesto was the main objective of the workshop. Florian Bauer from REEEP explained that the Manifesto was written in a collaborative way: "The contributors talked to more than 80 people, with interviews done by 15 CKB members. We went to a diverse selection of people and asked: what do you actually need in terms of climate information?"

The contributors then met in Vienna for a 2-day editorial conference, feeding back from the interviews and sketching out the draft, a summary of which was handed out at the workshop (the full draft was circulated online to participants in advance). Florian explained: "We are here in Copenhagen to think about what's in there, what's not, maybe refine it and then create the 'final' version."

James Smith from REEEP, who facilitated the workshop, explained that the sessions were built around getting feedback on the Manifesto, and testing the principles and thinking behind them. "This is not a meeting to edit the Manifesto by committee; we are looking to road-test the ideas and principles on which it is based."

Thoughts from Ari Huhtala, CDKN's deputy CEO for policy and programmes

"One of CDKN's focus areas from its birth was climate knowledge brokerage. Our name reflects that: we are, primarily, a network. But we now play a mixture of roles – a broker, a user and a producer of climate information. We now have content of our own to share, as well as from others.

We have been involved with CKB since the start; in fact we helped to set it up. CKB's main achievement, I think, is getting 150 organisations to work in the same space, to be aware of each other, to commit to avoiding duplication. The widgets, such as the Climate Tagger, are also a significant accomplishment.

What CKB now needs to do is emerge 'over the radar', especially in COP processes. This will help the COP Member States to understand the knowledge broker role and not try to reinvent the wheel. There's a particular opportunity with the INDCs [Intended Nationally Determined Contributions]. Every country will be making statements on these and there is a clear need for knowledge sharing around their implementation at the country level."

What do different users need from climate knowledge brokers?

Day 1, Session 2

For this session, the facilitators identified five categories that reflect users' different needs in terms of climate information, depending on the problems they face with accessing information. This represents a new way of thinking about who these people are; usually, users are discussed in terms of their job, their location, etc. This approach puts their problems at its centre, which will hopefully lead to more appropriate solutions.

The participants organised themselves into five groups (one for each category) depending on where they saw their own users sitting. They then discussed who the users were, and ranked their users (on a scale of 1 to 5) according to the following questions:

- Are these users proactive or reactive in finding information? Are they just receiving it or going out to find it?
- How receptive are these users to new information? Are they closed or open?
- How clear are the climate information requirements for these users? Are they vague or certain?
- How detailed are the climate information requirements for these users? General or specific?

Following the discussions, all participants reassembled for a plenary and to share the main findings.

Category 1: Unaware users

Facilitator: James Smith, REEEP

Examples of people in this category could include:

- siblings in Ethiopia due to inherit the family farm, but unaware of how climate change might affect them in the future
- a city counsellor in Indonesia who doesn't think climate change is relevant to their work
- someone working for an NGO not in the climate change sector.

The group had difficulty in categorising these users beyond these examples, due to the huge variety in this user group: who are these people? They are different people in different situations. There was a suggestion that this category might need further dividing. Generally, the discussion group felt that these users are:

- more reactive than proactive
- either closed or open.

And their information needs are:

- more certain than vague
- more specific than general.

> "The unaware group is difficult; how to reach people that I can't reach at the moment is a really hard thing to tackle."
>
> – Johannes Friedrich, WRI

Category 2: Ignored users

Facilitator: Florian Bauer, REEEP

These users could be:

- people at the grassroots level who don't get information tailored to their needs
- a minister in Ethiopia who wants to set up a financing framework but doesn't have the information they need
- a private-sector entrepreneur who finds that climate information is tailored to the public sector.

This user group is also very diverse: some of them could be highly reactive, others highly proactive. But generally, the discussion group felt that these users were:

- both reactive and proactive
- more open than closed.

And their information needs are:

- both certain and vague
- more specific than general.

Category 3: Users without access

Facilitator: Jon Weers, NREL

These users could be facing problems such as:

- a lack of internet access
- a language barrier – climate information is not in their native language
- too much technical jargon that they don't understand
- the information they need is not discoverable – i.e. not picked up by Google
- information is trapped in people – they don't know the right people, or are not part of the right networks
- unaffordable fees for subscribing to the journals that contain the information they need.

These users are:

- much more reactive than proactive – but once something triggers them to find out, they become more proactive
- more open than closed.

And their information needs are:

- more certain than vague
- more specific than general.

Category 4: Users without time

Facilitator: Sigmund Kluckner, REEEP

These users could be:

- someone having to give an urgent presentation and thinking 'I need information for this – and quickly'
- negotiators at a COP meeting thinking 'I need information for the next session in half an hour'
- the advisors who support these COP negotiators, to whom this task is allocated.

Using the COP negotiators/advisors as a case study, these users are:

- more reactive than proactive
- both closed and open – often closed to new sources, defaulting back to what they know.

And their information needs are:

- more certain than vague
- both specific and general.

Category 5: Overwhelmed users with too much information

Facilitator: René Freytag, CTCN

These users feel that they get too much information, but feels under-informed at the same time. It's not possible to wade through it all, but they cannot identify what is relevant. Why is this?

- They have difficulty finding trustworthy sources. For example, a middle manager in the energy sector might receive a lot of propaganda from BP or Shell, but doesn't know about renewables or REN21.
- The complexity of the information.
- Time: often this task falls to just one person in an organisation.
- The overlapping of sources makes it harder to choose the information you need.
- It is hard to find specific information: a lot of it is too broad.
- It can be hard to make sense of the bigger picture, as there is a lack of cross-cutting knowledge for poorly educated users.
- 'TLDR': too long, didn't read.
- How much information is enough? People feel they need more and more information to make a decision, but how far down to people need to draw?
- Challenges with different types of knowledge: there is not just written information; people have too many meetings to attend.
- Senior-level people have too many balls to juggle. They are overwhelmed in a way that many users aren't. They need more assistants, not more websites.

This user group again varies hugely, but generally they are:

- more proactive than reactive
- more open than closed.

And their information needs are:

- both certain and vague
- more specific than general.
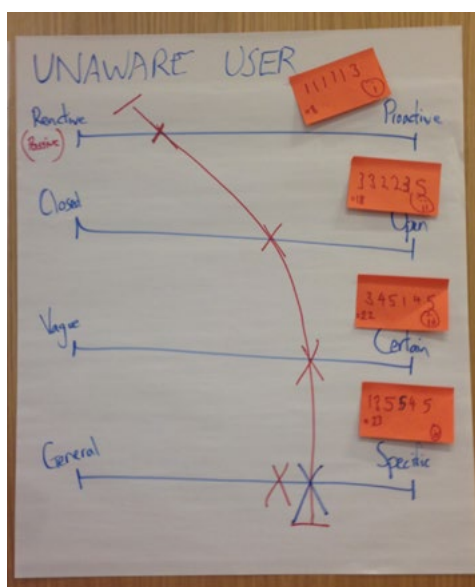
Each discussion group plotted their responses along a spectrum, from 1 to 5, creating a curve that represents where these users 'sit'. This is the curve for the ignored users.

Some notes on the process

To conclude the session, James Smith asked: was it a useful exercise? Yes, but… many of the discussion groups felt the categories were not definite; people could be at any point along the scale. As a result, most people tended towards the middle with their rankings, due to the extremities within their own users. However, while the answers were not scientifically rigorous, the process was seen as useful.

> "These typologies are useful for stimulating thinking, although they need more work. But we've taken a huge step from saying 'who are our users? Oh, it's policy-makers'. Just breaking out of the idea that there is one big audience is a great stride forward."
>
> *– Jane Clark, DFID*
>
> "We're testing these categories, we're testing the ideas. If the feedback is 'this is hard [to give a rating],' that's very useful."
>
> *– James Smith, REEEP*
>
> "We mustn't lose the dynamism aspect in this. People move from box to box throughout their careers."
>
> *– Jane Clark, DFID*

![CKB Climate Knowledge Brokers logo]

Knowledge Sharing Clinics

Day 1, Session 3 / Day 2, Session 2

Knowledge Sharing Clinics have been a popular feature since the first workshop in 2011. They are designed to provide focused practical advice to '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 teams of 'doctors' who rotate around all patients. This capitalises on the fact that so many brokers are in one place and at one time and can give direct feedback to those experiencing problems.

> "I find these sessions much more rewarding than presentations about best practice. We are here to share and learn, not promote."
>
> *– Bettina Koelle, Red Cross/Red Crescent Climate Centre*

This workshop featured 13 clinics – which highlights the great demand for these sessions within CKB. Two are described in detail on the following pages; the other clinics held were:

- Mairi Dupar and Anna Hickman, CDKN: How do we create a set of websites – global and regional – for the LEDS global partnership that are coherent, not confusing?
- Sven Egbers, GIZ: The International Partnership on Mitigation and MRV has a lot of information, but it's widely distributed across numerous platforms. How do we improve the documentation of good practice?
- Anja Møller, ICIMOD: With regard to the 'Knowledge Into Use Framework' – how can we work with climate change research into policy and into practise for three different climate change adaptation programmes?

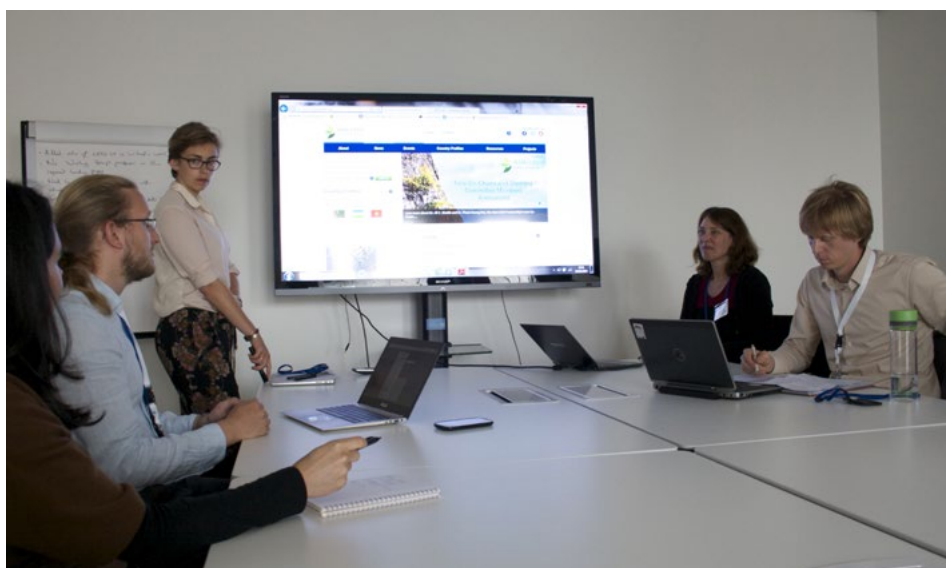*Thoughts from Karina Larsen, CTCN's knowledge and communications manager*

"We have been involved with CKB since CTCN started and this engagement has really benefitted us. We were 'patients' in two clinics, and CKB members helped us to design our own knowledge management system. We also built the Climate Tagger into our website.

CKB brings together like-minded people and organisations to share their ideas, not hoard them. This is a major achievement and will be even more important in the future.

All users have specific needs and we are all trying to meet those, and by sharing information we can make sure more of it gets to the right people."

- Kristine Smukste, CCAC: Seeking input on further refinements and upgrades to CCAC website.

- Johannes Friedrich, WRI: Seeking input on stakeholder motivation, user needs, information presentation, methodology to data issues for a new platform – the CAIT Climate Data Explorer – which provides transparent information on national, city and business emissions and climate action.

- Carina Bachofen, Red Cross/Red Crescent Climate Centre: What ways are there to share learning across space, and tools that enable knowledge exchange across distances and with diverse partners?

- Andrea Egan, UNDP, and Erwin Hofman, JIN Climate and Sustainability: Seeking input on the challenge of tailoring generic clean technology descriptions in ClimateTechWiki to individual developing country contexts.

- Anneli Sundin, weADAPT/SEI: How can a platform like weADAPT measure impact (especially on decision-making processes)?

- Michael Müllneritsch, Aracuba: What are the best ways to reach small businesses, individual experts, students and interested lay people from developing countries? What are the best practices, the main barriers and the mistakes to avoid, and who are possible cooperation partners?

- Meghana Sharafudeen, WIPO: Seeking input on possible approaches to harnessing untapped potential contributions from partners.

- Orestes Anastasia, GGGI: How can I persuade people that knowledge management is important and a good idea? How can I engage people and revitalise the organisation to recognise the value of knowledge management?

Knowledge Sharing Clinic – Practical Action

Patient / challenge	Key advice
Rob Cartridge, Practical Action We are part of a global alliance that tries to help people be more resilient to flooding, together with the Red Cross and two think tanks. Practical Action has to a deliver a digital 'Flood Solutions Catalogue'. How do we add value to what there is already out there on flooding and resilience? We have done some user studies and people want some very specific solutions (e.g. a list of boats available locally), but this is time-consuming. I worry that we will end up producing another website that doesn't add value, rather than something that is really different and relevant to a practising audience.	*Resources:* • The WMO does a lot of work on community management in flooding and it has published a series of useful data. • Don't just include best practices but also bad practices. People want to know what went wrong in order not to repeat it. • The society response is much better than one from the government. Their knowledge base is available. *Tailoring information architecture and resources:* • The department of hydrology in Nepal (as an example) may have internet access but you need to produce a plan that reflects that they are not so web literate. • Maybe only half of the 1000+ documents will be relevant to the users. The information should be synthesised for users, instead of just 'dropping' data into the website. • Focus on the key messages and what users really need out of the platform. • Not all publications are created equal; you need some sort of filtering mechanism in place before you place the data into the catalogue. • Less is more – rather than having too much and irrelevant information, go for less but very specific. • Focus on the back end and getting the data architecture right, as this needs to be longer term. The 'shop window' websites will be regularly changed. • For flooding, it's important to get a precise idea of the needs of users before you start categorising the solutions. • If looking for a good model, weADAPT has a very good one.

Feedback from Rob

"It seems my problems are of my own making. I feel very well supported and it's good to know that people have been through the same problems."

Patient/ challenge	Key advice
Asher Lessels, UNFCCC secretariat	*How to introduce knowledge management systems to donors:*

Asher Lessels, UNFCCC secretariat

We are seeking input on how to effectively share the information reported by developing countries on their climate technology needs, as contained in technology needs assessment (TNA) reports. These include TNA technology action plans, which are nationally developed roadmaps for implementing climate technologies. This information is held in an online database called the Technology Portal, available on the UNFCCC secretariat technology website TT:CLEAR (www.unfccc.int/ttclear). It needs sharing with key stakeholders that could support these countries with implementing climate technologies.

This information is unique and not held in any other location on the web. Furthermore, we believe this information is valuable, as it is nationally determined by a country's ministry and under the umbrella of UNFCCC.

The UNFCCC secretariat wants to broker this information. We have built a database that allows you to easily search and find technology action plans and project ideas that fit your context.

The key audience is donors who are looking to invest in developing countries and looking for technical solutions and projects they would like to support. Other audiences could be the country focal points to the CTCN (national designated entities), the CTCN itself, implementing agencies, UNEP, etc.

How to introduce knowledge management systems to donors:

- Conduct further analysis to be sure of who your key audience is. Then, find out their needs and how they search for information. Find out how the key audience supports project implementation – understand the process.
- Provide standard information to all partners to inform them about the database and ask for feedback on the resources provided.
- Raise awareness: mention the database in the signature line of emails, write a newsletter, etc.
- Pre-cluster the projects tailored to users' needs – but to do so, you have to correctly anticipate these needs.
- Donors like DFID would use these cases as an idea, but they would still go through their own project design processes. DFID funds three types of projects, and it goes through its own channels, through its own representatives who communicate with governments. So, rather than sending information notes to donors, it's more important to develop relationships, discover who the shakers and movers are, and engage with them.
- Consult with donors about their funding priorities to see if the TNA database has recommendations that meet their needs, in terms of countries, technology types, etc.
- Ensure that the format of the information provided is suitable for the key audience.
- Find out who is using the site. Know your audience, based on web statistics.
- Collaborate with key partners such as CTCN.

How can we play the climate knowledge broker role well?

Day 1, Session 4

For the final session of the day, the groups from Session 2 reformed to examine another core feature of the Manifesto: how can we play the knowledge broker role well? The discussion groups undertook a similar ranking exercise, placing the climate knowledge broker's response to the needs of each category of users on a scale of 1 to 5 for a series of questions.

- How should we, as knowledge brokers, react to this category of user? Reactive – Proactive
- How close are knowledge brokers to these users? Direct – Down a chain
- What is the level of intensity between the knowledge broker and the user? Low – High
- What scale of information is offered to this user? Mass – Boutique
- What level of pre-analysis is required before communicating with these users? Raw information – Interpreted information
- Should knowledge brokers provide information or advocate? Provide – Advocate

Many participants felt that drawing strong conclusions from these numerical results was not possible – on top of the fact that, as Session 2 had established, each user category is extremely diverse and individuals can change over time – the results are based on such small samples. Rather, it was the discussions themselves that provided the value.

> "We all do a fair amount of 'broadcasting' of our stuff; it shows who you are and raises your profile. But the richest brokering is more tailored, working with smaller groups."
>
> – *Geoff Barnard, CDKN*
>
> "We're always dealing with numbers. 'Have I reached 10,000 clicks?', rather than 'Have I actually helped 12 people this week?'"
>
> – *René Freytag, CTCN*

Category 1: Unaware users

The discussion group felt that knowledge brokers need to be more proactive than reactive with this user group, but there were no clear extremities with the other categories. With such a wide variety of people falling into this category, this is not surprising but people did feel that:

- Provision to advocacy is not a useful continuum; they are too distinct from each other.
- There are lots of issues around ethics (although there are principles for CKB in the new Manifesto).
- For a number of these questions, the needs of an individual user can vary greatly – over time, in relation to different issues, etc.
- A knowledge broker might use different methods that fit into the extremes of each category – but this also varies.
- The availability of resources is an issue: you need a direct, exploratory approach to be effective, but that requires more resources. Can you afford to provide a direct, bespoke service to a large number of potential users?

Category 2: Ignored users

The biggest issue this discussion group saw was in the level of interaction needed between users and knowledge brokers. This is based on the ability of the user to define their own needs: if they can communicate that, then only low interaction might be needed.

Category 3: Users without access

Climate knowledge brokers need to play the more proactive role here; users without access will struggle to overcome this problem. Our role as knowledge brokers is to get people as close to the information as possible and overcome the barriers to access.

> "What doesn't show up on the list of questions is that the best way to engage users is when the ideas come from them."
>
> – Bettina Koelle, Red Cross/Red Crescent Climate Centre

The type of information needs considering here: generalised information is less likely to be hard to find, so access issues are likely to be with the more specific information.

Category 4: Users without time

Almost all the answers were: "It depends". Every question comes with caveats. But knowledge brokering needs to be proactive to catch time-poor people. We need to be as direct as possible: passing information through a chain takes time, and this is what they don't have. So you need direct contact. The intensity comes not just with passing on information, but in building the relationship.

> "Knowledge brokering can be really personal, through direct contact with users; sometimes you become Facebook friends with government ministers."
>
> – *Victoria Healey, NREL / Clean Energy Solutions Center*

In terms of mass information versus boutique, the question needs reframing: do we provide shallow or in-depth information? Often, time-poor users want the main findings, not the raw data. But most of all we need clear guidance on what they want, so that they use their time (and we ours) effectively.

Category 5: Overwhelmed users with too much information

One conclusion was that it's extremely resource-intensive to reach these users. Is the presence of too many brokers a reason why they are overwhelmed, or at least a factor? Is what they really need a helpdesk that they can turn to for tailored responses to specific questions?

The principles of CKB and its Manifesto

Day 2, Session 1

The first task on day 2 was to dissect the six principles that underpin the Manifesto. The brokers were split into three groups, each allocated two principles. James Smith clarified the task: "These principles are relatively loose because of the diversity of CKB members and viewpoints. We aren't looking to rewrite them now, but want to ask: What is missing? Can we go further?"

An important precursor to the discussions was to clarify the target audience. This could be:

- **climate knowledge brokers** interested in joining CKB, who want to know what to expect when they engage with us
- **donors** looking to fund brokering activities – having something crisp and compelling is very useful for getting such funding
- **users** looking for a stamp of quality on information – being signed up to the CKB Manifesto demonstrates being part of something bigger and adhering to its principles, which should reassure users.

> "The Manifesto is a response to having to keep explaining what knowledge brokering is. Virtually everyone – from donors to our grandmas – asks this question. The Manifesto helps to clarify the role for everyone."
>
> *– Geoff Barnard, CDKN*

Feedback on the six principles

1. "We believe that understanding the multiplicity of user needs is the starting point for effective climate knowledge brokering."

- Is the language of this principle a good balance between punchy and open? The word 'believe' is not strong enough for a Manifesto; we should be prepared to stand for something. All six principles need to be stronger in the language they use: 'We know…', 'We understand…', 'We address…'. We need to use verbs not nouns.
- But it is important to retain the crispness of the prose and avoid gobbledegook or management-speak. For example, 'multiplicity' is overly complicated; 'diversity' is a better word. This could even be redundant: is the diversity of user needs implicit?
- 'Respecting' users is part of understanding them. This element is missing.
- We need to keep the users in as the first principle – this is what we do.

2. "We champion the importance of the climate knowledge broker role in ensuring those needs are met."

- Showcasing good examples is important, but it's hard to stay neutral. Can we champion the role of climate knowledge brokers, rather than individual initiatives?
- As part of the championing role, is it possible to create a seal of approval within this principle? It's not clear how we could do this immediately.
- There is a cross-sector component missing: we are not too techie, for example; we are open to a broad range.

3. "We recognise that climate knowledge brokers need to work in a range of different ways appropriate to different circumstances and user needs."

- This had the weakest language of all six principles. We need specific actions. 'We recognise' sounds a little weak.
- What does 'appropriate' mean? How do you measure if something qualifies as 'appropriate'?

4. "We are committed to learning to be more effective together."

- This is strong, tight statement that captures what CKB has been about since the beginning.
- Is it too self-interested? It suggest our focus is on our learning, not that of others. It doesn't capture that we learn from each other – a crucial element.
- The statement is the tip of the iceberg and a lot lies under it: What are we learning? How? Why do some things works and others not?
- Could it be sharper? There is a risk of using 'happy-learning' speak.
- Linking learning to a strategic outcome is critical, i.e. we have internal learning, but also encourage learning among everyone working on climate change.
- 'Knowledge' is used more than 'learning' in the draft Manifesto, but knowledge is passive, it can just 'sit there'; learning implies action. This word might need adding in other places.

- It needs to reflect the many different types and paths of learning that happen in CKB: from each other, from the outside world, and the different ways it happens.

5. **"We aim to apply open knowledge, sharing and collaboration as standards in our work."**

- Quality is missing, and also ethics. Just having the principles of being open and sharing are not enough.
- Do we have an advocacy role? Being open is relative to others' ability to be open.
- We could reword this to show the benefits rather than just saying "it's our principle".

6. **"We seek to extract maximum benefit from digital technologies to enable transfer of climate knowledge."**

- The word 'appropriate' is missing: we use appropriate technologies…
- 'Digital technologies' doesn't reflect print and other media. And isn't it clear in this day and age that we use technology? Do we really need to state that?
- Yet in 5–10 years, we'll have a generation for whom digital is as commonplace as books and face-to-face meetings are today. We can't rush to lose 'digital'.
- But there is an argument for keeping digital in. It's exciting, people really need help in the digital mire; other fields of knowledge are maybe clearer. Digital is where the maze lies.
- It also needs to be about strategies, not just technologies. The right tool might be a high-tech online gadget, but it could also be a strategic relationship that makes things happen.
- Could we lose number 6 altogether? The final principle should be the strongest. The list should end with the reader asking – should I be part of this? How will it help me have impact?
- There is some word confusion; is 'extracting maximum benefit' clear? Benefit to whom? The broker, user or organisation?

Overall comments

Several of the discussion groups also considered the principles more widely: how they work as a set and how they should be presented, for example.

Contents

- Can the principles say something about quality? It's very easy to state, but tricky to do well – it needs a lot of effort and resources, as well as tough decisions. It would have a strong impact on what CKB needs to do going forward.

- The principles lack a focus on sharing high-quality information. Part of the problem in our sector is bias and poor-quality information. We should be explicit that our knowledge brokering is of high quality.

- We could have the six punchy principles, but more detailed explanations later in the Manifesto (but – the Manifesto is already long; we don't want to add more text).

- The multidisciplinary aspect of climate knowledge brokering needs reflecting, as well as the fact that there is internal and external learning.

- There is a lack of emphasis on collaboration; this should be a priority.

Style, language and format

- It's easy to add in more words, but the trick is to keep the statements short. The more detail we add in, the less punchy they are.

- The principles could be a little more direct. Not 'we' at the start, but start with the focus of each principle.

- Could one active word capture the essence of each principle: User, Learning, Monitoring? These could be in bold in the Manifesto to show the flow through the principles, to tell the story of what knowledge brokering is.

- Impact could be the final word, with the others building towards this. What is the impact of all this? What are you trying to change? Donors will want to see this.

- We could finish on a principle that demonstrates impact – but that's the hardest thing to do. Is 'maximising impact' a safer bet?

- Or should it be 'change'? Donors always want to see impact, but we know that is hard to prove. We should use the language that reflects what we do, not mirror the language that donors use.

- Each principle should stand on its own, not just as part of a set.

Use

- It should be a live document, one that is always open to updating. This is already in the plans and the Coordination Hub is committed to fluidity and feeding it back into what we do. CKB is a space for reflection, which is really important.

- We should set a date on which to review them once launched, not treat them as a live document. Maybe after three years?

- Can we ask people to actually commit to these principles, or are they just a steer? To what extent are these principles for climate knowledge brokers in general, or CKB alone?

- They need to be operating principles – the what and the how; there could be a separate set of strategic principles – the why.

- These were written in the honeymoon phase; what happens down the line if someone starts doing something that challenges these principles? If the statements are too weak, it's harder to hold people to them.

The Manifesto will now be finalised over the coming months, with all the feedback reviewed carefully by the writing team. Updates can be found at: http://manifesto.climateknowledgebrokers.net/

What's in a name?

One discussion point during the workshop was: Is the name 'Manifesto' too radical? In some countries – most notably the USA – this word is associated with radicalism and left-wing viewpoints (as noted by Ari Huhtala from CKDN).

The brokers discussed whether this is what we actually want – this **is** a call to action – or whether the term could dissuade potential funders or members. Alternative titles, such as 'Standards and principles' and 'Declaration' were put forward as less threatening terms. However, the word 'Manifesto' is edgy and not widely used – maybe it makes CKB distinctive and makes a strong statement. Where do we want to place ourselves on the bland-to-edgy continuum?

Thoughts from Jane Clark, Head of Learning: Climate Change at DFID Climate and Environment Department Policy Division

"The ICF [International Climate Fund] is a £3.8 billion climate fund that supports over 200 projects. These include knowledge broker initiatives, such as CDKN, BRACED and KNOWFOR, as well as research into climate change. We want knowledge and learning to support the three thematic areas:

- Adaptation: helping poor people adapt to the impacts of climate change on their lives and livelihoods
- Mitigation: supporting developing countries to reduce emissions and move to low-carbon development pathways
- Forestry: protecting forests in developing countries from deforestation and degradation.

There are already knowledge brokers within DFID, such as those involved with R4D [Research4Development], and we will need to define this clearly within the ICF as well. Knowledge brokering is a strategic role; it's not just pushing paper from one place to another, but rather listening to both providers and consumers, pulling them in and engaging with them.

CKB can help the ICF by raising the profile of knowledge brokering and emboldening those who play it. It can also help to raise the standards of what a strategic knowledge broker does, in the ICF and in all climate projects."

The future: where do we take CKB?

Day 2, Session 3

James Smith framed the final discussions for the workshop as follows: "We [the Coordination Hub] are not looking for a giant wish list; a lot of CKB activities are done voluntarily. We should think about the realities of collaboration; people can spend time collaborating on things that meet their priorities, e.g. securing funding. But CKB is not currently able to write cheques for lots of different activities."

The participants divided into two groups, to discuss two aspects of CKB's collaborative work: technology and people. Following an interactive exercise to generate and prioritise ideas, the group discussing people split further to discuss different themes: working groups ('nodes'); communication; monitoring and evaluation (M&E) and learning; and workshops. The conclusions of each discussion are summarised below.

Nodes ('working groups')

At each workshop, there are ideas to take forward but it's not clear who will do this or the timeline involved. This discussion group suggested creating 'nodes', i.e. working groups to take forward particular themes. At each subsequent workshop, each node could decide whether to continue that line of work or that it has reached a conclusion. Nodes could be regional as well as thematic.

Workshops could be restructured to allow time for the nodes to interact. Each node would also report back to the wider group about progress, and feed back to the Steering Group regarding who is involved, whether it is continuing, etc.

When new members join CKB, they could be directed towards a node relevant to their interests. Existing members would join on the basis of their interest, so there is some proactivity; it wouldn't be compulsory. Also, coordinating/hosting a node would not need a person to be the most knowledgeable on that subject, but be passionate about the theme to keep it going. And workloads in between workshops should be light, as everyone is very busy.

Communication

This breakout group raised fundamental questions about who CKB's members are and what we want to communicate to whom. The conclusion was that there are three main targets:

1. **Climate knowledge broker initiatives** that are not yet engaged with CKB. We discussed whether, and how quickly, we want to grow. The conclusion was that organic growth via word of mouth is sufficient for our current requirements and considering resource constraints. People who are already engaged can, and do, mention CKB to other climate knowledge brokers that they meet. This could be supported by making a simple information pack available, including a template email, which they could send as a follow up, e.g. after meeting someone at a conference.

2. **Organisations that *are* already involved.** The discussion group felt that internal communications is an issue. We need to understand what the impact of CKB is for other members. M&E is important as a basis for communication, and the LinkedIn group is a good potential channel, but we need to give it more life.

3. **Potential funders.** We want to communicate to funders the impacts that the climate knowledge broker role has. Again, M&E will be important.

There was also some discussion about the issue of credibility. Could CKB provide a label of approval, like an international standard? This could be a powerful communications tool, but would require a lot of work.

M&E and learning

M&E is a big issue for many CKB members. How can we prove the impact of knowledge brokering? We all want to learn from each other, and showing that we learn from each other is impact in itself. So, what is the first step? We all have our own internal methods for M&E, so we can share what works and what doesn't more widely. But we need an online space to share this outside of the workshops. One option is a listserv, which would then be analysed, synthesised and shared with the rest of CKB. A working group around this theme could even be the first node. M&E is part of Quinn Reifmesser's role for Coordination Hub, and a co-host who is not part of the Hub could help with this.

The Red Cross/Red Crescent Climate Centre suggested exploring partnerships in the M&E node and taking the next steps with CKB. All participants agreed that M&E and learning – and the dissemination of these lessons – is a key priority in their own work. It was established that we all have an immediate need to collaborate and learn from each other for our own work and for CKB – this is a clear mutual benefit.

Quinn Reifmesser from REEEP will look into how an M&E node can be supported. She will also summarise the session in more detail and reconnect with all the participants of this breakout session.

The mutually agreed long-term goal was to help individuals in CKB to demonstrate the impact of their work. And by improving our individual M&E and learning processes through shared learning, we will demonstrate the impact of CKB as a group. The process will begin by generating 'how to' products, lessons learned from mutual collaboration and sharing, as well as best practice guidelines. These will be shared throughout CKB in various formats, and the impacts of this shared knowledge will be monitored and evaluated. There is a huge demand for this and it is a great opportunity, but we will need resources and funding to succeed.

Workshops

Everyone likes these workshops, but they are too European. This has been mainly a funding issue – people from further afield have been deterred by the costs of international travel. So how do we make it more international? We could:

- Move the workshop around more – maybe to North America? This should gain more Americans but might lose some Europeans. A travel budget to diversify the membership would also be useful.

- We can take this workshop format to the regions – it should work in Africa, in Asia – but this needs a regional partner who is already 'part of the family'. At regional workshops, there could be 'ambassadors' from the core group to provide some cross-fertilisation. Any regional events should have local facilitators.

- Expanding the workshops needs buy-in, especially from directors. Rather than trying to persuade your boss about of the importance of a stand-alone knowledge broker workshop, maybe we could piggyback on existing networks and conferences that already have high-level buy-in, and add a knowledge broker component to these.

The main issue, however, is that holding bigger, more varied workshops needs a budget to match. We will need to fundraise for these events post-COP21. The first step is to discuss with the African participants what an African workshop could look like: when and where it could happen, who would attend, what would happen. These discussions had already started before the workshop ended.

Technology

One of the main ideas up for debate was to map what each platform is doing. We can then offer platforms for sharing new content rather than building a new platform each time. Donors often want a new platform, but the support of CKB could make a stronger case for directing resources to what's already out there.

The group then discussed the existing tools: what do we have and what do we need? Several points were raised, including:

- There are a lot of M&E documents out there; these would merit a new set of terms for the Climate Tagger so that M&E documents can be more accurately tagged.

- Standards for data management would be useful, so we can exchange data more easily.
- We need to maintain the database of who does what, and who needs what.
- To make better use of the LinkedIn group, there could be a rotating admin or chair for discussion topics (some people volunteered for this). And they should be text-based, not video-based. This could be an online form of the 'clinic' sessions at the workshops. People have a week to pop in and out of the clinic. People would raise a topic for the week and see who responds (this would correspond loosely to Stack Exchange's way of solving programmer's issues).

Ideas for new tools included:

- An 'ask an expert' button – this could be accessible from all websites involved in CKB, so users could tap into a wider pool of experts. This is where the knowledge grid comes in.
- An overarching CKB analytics tool – portal administrators could see from which CKB platforms their traffic comes, and thus have some quantitative evidence that participating in CKB is beneficial. These statistics could also be used throughout CKB, should all initiatives be able to provide some.

Wrap up

Day 2, Session 4

So, what did people think of the workshop?

> "We had 38 people at the end out of 55 who started – that's an engaged group."
>
> *– James Smith, REEEP*
>
> "This group was twice as big as we have had before, but it was amazing: people were so engaged. We will do another one!"
>
> *– Florian Bauer, REEEP*
>
> "We've only just started to see what's ahead of us. This is a challenge that we recognise, but there's more of us now: we'll get there faster doing things together. Let's see what we can do."
>
> *– Geoff Barnard, CDKN*

List of participants

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