



MFF Regional Knowledge Management and Communications Strategy 2012-2013

MFF document version and history

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Purpose	Define the regional knowledge management and communications strategy for Mangroves for the Future activities
Summary	This document articulates the background, aims, audiences, approach, timeline of activities, monitoring and evaluation of MFF's knowledge management and communications strategy. It also includes a glossary defining the terms used in the strategy.
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MFF Regional Knowledge Management and Communications Strategy 2012-2013

Scope and introduction

Mangroves for the Future is founded on the principle of making knowledge available for empowering institutions and people, thereby enabling them to participate more effectively in decision-making for sustainable coastal management. MFF supports this principle by linking the functions of communications, outreach, knowledge management, and capacity development. Together these functions define the MFF's Knowledge Platform – a hub that integrates the capture, refinement and dissemination of information, lessons and experiences from all MFF activities.

MFF's Knowledge Platform currently emphasizes information management and communications. This strategy identifies approaches for managing information, especially documenting and sharing MFF products, activities and experiences at regional, national and project level. This strategy also gives priority to communications, and enumerates ways of delivering MFF products, activities and experiences to specific audiences. Since information management and communications play a critical role in managing MFF's Knowledge Platform, the regional strategy stresses a more robust online 'web capacity' using the MFF website to ensure that information is immediately available for MFF's diverse audiences. This web capacity will allow regional and national coordinators to contribute content directly online, as well as to link with all MFF institutional partners and other relevant global online knowledge platforms.

MFF recognizes that this regional strategy has a strong emphasis on information management and communications. As MFF's Knowledge Platform progresses, however, MFF will identify specific measures for managing knowledge found in people participating in critical aspects of the initiative. Hence, this strategy is entitled "MFF Regional Knowledge Management and Communications Strategy" to accommodate the progression of MFF's Knowledge Platform towards full knowledge management.

Roles and responsibilities

At a regional level the MFF Secretariat is responsible for coordinating and synthesizing information and delivering it to its respective audiences. National Coordinators (NCs) are responsible for coordinating and facilitating communication flows from the Secretariat to their respective NCBs, and for capturing and collecting information from project results and lessons at the national and project levels. The MFF Secretariat, together with National Coordinators, will screen information for quality and consistency, and package it for sharing across MFF audiences.

Each MFF country will have a knowledge management and communications strategy either incorporated into the NSAP or developed as a separate document, at the discretion of each NCB. The national strategies should reflect the regional strategy with respect to specific approaches and audiences. MFF countries undertake quarterly and annual reporting of national knowledge management and communication activities. National Coordinators assist the National Coordinating Body in their respective countries in drafting and implementing the national knowledge management and communications strategy based on their National Strategic Action Plan (NSAP).

MFF objectives

Overall, MFF's objectives for Phase 2 are designed to strengthen the focus on helping coastal communities to utilize coastal resources sustainably and to build resilience to the growing threats from climate change and natural disasters. To place knowledge management and

communications activities in perspective within this strategy, MFF's objectives are outlined below.

1. Improve, share and apply knowledge to support the conservation, restoration and sustainable use of coastal ecosystems.
2. Strengthen Integrated Coastal Management institutions and empower civil society (including local communities) to engage in decision-making and management that conserves, restores and sustainably uses coastal ecosystems.
3. Enhance coastal governance at all levels (regional, national, provincial, district and community) to encourage integrated management programmes and investments that are ecologically and socio-economically sound and promote human well-being and security.

Knowledge Management and Communications objectives

The aims of the Regional Knowledge Management and Communications Strategy are designed to complement and assist delivery of the Programme objectives. The aims listed below are designed for the purposes of the Regional Secretariat. Each knowledge management and communication activity will have its own purpose, target audience/s and objective defined in line with the following overall aims.

1. Establish MFF as a leader in sustainable coastal ecosystem practices, within its defined geographic and thematic priority areas;
2. Secure additional funding and investment in MFF activities;
3. Document, share, and promote results from MFF projects for transfer and replication; and
4. Build an active network of organizations and individuals to implement the MFF objectives.

Approach

MFF recommends actions and responsibility for regular programme and project activity at the national and regional level to facilitate knowledge management and communications. The annex includes detailed guidelines for the following:

Programme:

- Online activities
- Events
- Promotional products
- Photography
- Publications and printed material
- Audio-visual material (films, audio recordings)
- Media activities
- International days

Project:

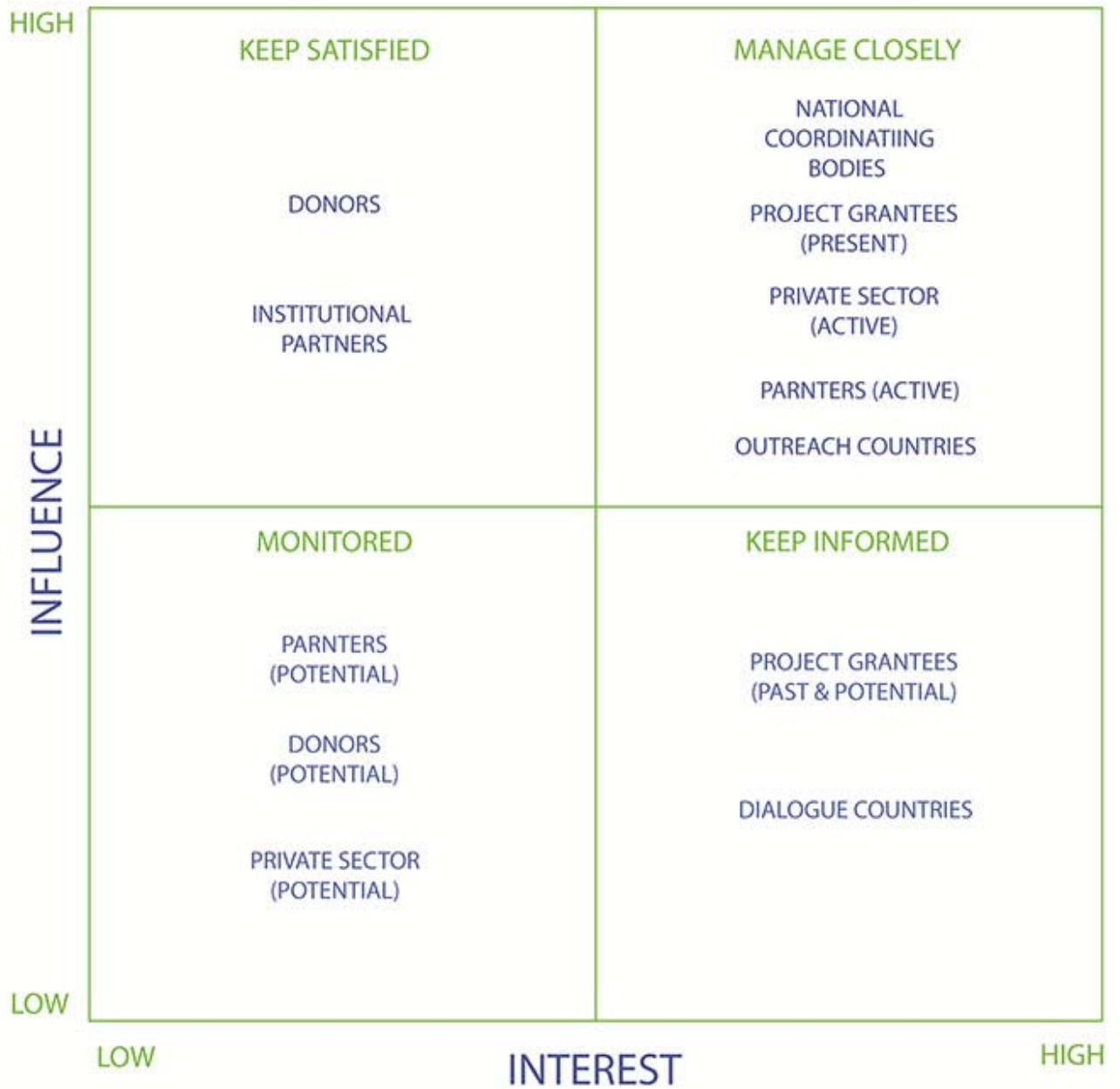
- SGF projects
- Medium and Large Projects
- Regional projects

Target audiences

MFF's stakeholders and audience groups are mapped according to their level of interest in MFF and their level of impact/power on MFF. Audiences with a state of high interest in MFF (where they will be interested enough to commit and take action) and a level of high impact (where they will use their position of power to influence and/or effect change in MFF) are managed closely. Audiences with a high interest and medium to low level of impact are kept informed. Those with a medium to low interest and medium to low level of impact are monitored. The MFF audiences and the actions associated with each are:

1. National Coordinating Bodies - from the eight member countries (India, Indonesia, Maldives, Pakistan, Seychelles, Sri Lanka, Thailand, and Viet Nam) and the four outreach countries (Bangladesh, Cambodia, Myanmar, and Timor Leste) are managed closely. The three dialogue countries (Malaysia, Kenya, and Tanzania) are kept informed.
2. Institutional partners - include IUCN, UNDP, FAO, UNEP, CARE, and Wetlands International. All Institutional partners are managed closely.
3. Project grantees - include the active, potential and completed grantees (SGF, large/medium projects, Regional Initiatives/Studies). Active grantees are managed closely. Past and potential grantees are kept informed.
4. Donors - include Sida, Norad, Danida, and other national/co-finance donors. Active donors are managed closely while potential donors are kept informed or monitored.
5. Private sector - include contacts from IUCN BBP, CSR Asia, NCBs are managed closely, while potential companies are monitored.
6. External partners - include regional programmes such as BOBLME, PEMSEA, SEAFDEC, COBSEA, Regional Climate Change Adaptation Knowledge Platform (AKP); media partners such as Media Summit; educational institutions such as Asian Institute of Technology; national universities; potential partners met during networking events; and regional academics, experts, consultants, and coastal managers. Active external partners managed closely while others are monitored.

Figure 1. MFF Stakeholder Map.



MFF audiences and actions

The table below provides a communications plan specific to each audience group.

Audience	Objective	Action	Frequency	Responsible
NCB (full members)	Reinforce commitment to MFF	<ul style="list-style-type: none"> ▪ Regular meetings ▪ Highlight achievements in newsletter and web ▪ Secure press exposure ▪ Speaking opportunities ▪ Other activities 	<ul style="list-style-type: none"> ▪ Quarterly ▪ Quarterly ▪ Ad-hoc ▪ Ad-hoc ▪ Ad-hoc 	NC
Outreach and dialogue countries	Ensure understanding of MFF objectives, activities, and benefits	<ul style="list-style-type: none"> ▪ Regular meetings ▪ Invite to join MFF activities ▪ Join the MFF newsletter ▪ Host outreach country web pages in MFF website 	<ul style="list-style-type: none"> ▪ Quarterly ▪ Ad-hoc ▪ During meetings ▪ Quarterly 	MFF Outreach coordinator
Grantees (completed projects)	Demonstrate MFF results	<ul style="list-style-type: none"> ▪ Document results that were replicated or transferred ▪ Exposure visit ▪ Engage as MFF champions for speaking opportunities etc. 	<ul style="list-style-type: none"> ▪ On project completion ▪ As needed ▪ When opportunity arises 	NC, Regional KMC
Grantees (ongoing projects)	<ul style="list-style-type: none"> ▪ Reinforce MFF brand in project implementation ▪ Capture product or activity in digital format (e.g. video, photo, pdf, audio recording, scanned news article) and post on website 	<ul style="list-style-type: none"> ▪ Scripted communication ▪ Project reports (progress and final) ▪ Project fact sheets ▪ Visual and written documentation ▪ Highlight achievements in newsletter and web 	<ul style="list-style-type: none"> ▪ At inception and site visits ▪ Quarterly and at project completion ▪ At project completion ▪ At site visits ▪ Quarterly 	NC, SGF Manager, Regional KMC
Grantees (potential)	<ul style="list-style-type: none"> ▪ Attract strong project proposals for MFF grants 	<ul style="list-style-type: none"> ▪ Advertisements ▪ Communications session during Project Cycle Management courses ▪ Good examples of projects exist in MFF website and newsletter ▪ Subscribe to MFF newsletter ▪ Invite to meetings 	<ul style="list-style-type: none"> ▪ Call for proposal ▪ During appraisal ▪ Quarterly ▪ During PCM courses ▪ Ad-hoc 	NC, SGF Manager, Regional KMC
Donors - Sida, Norad, Danida	<ul style="list-style-type: none"> ▪ Reinforce commitment to continue supporting MFF ▪ Secure additional funding 	<ul style="list-style-type: none"> ▪ Ensure subscription to MFF newsletter ▪ Cross-link websites ▪ Send digital and hard copies of MFF products 	<ul style="list-style-type: none"> ▪ Annual subscription drive for the MFF Newsletter ▪ Annual update of MFF website 	Regional KMC, MFF Coordinator

Audience	Objective	Action	Frequency	Responsible
	<ul style="list-style-type: none"> ▪ Establish contact and promote MFF (for potential donors) 	<ul style="list-style-type: none"> ▪ Invite to events ▪ Meetings and interactions ▪ Annual report 	<ul style="list-style-type: none"> ▪ On product completion ▪ Ad-hoc ▪ Ad-hoc ▪ Annually 	
Donors (National and/or co-finance)	<ul style="list-style-type: none"> ▪ Reinforce commitment to continue supporting MFF ▪ Secure additional funding ▪ Establish contact and promote MFF (for potential donors) 	<ul style="list-style-type: none"> ▪ Ensure subscription to MFF newsletter ▪ Cross-link websites ▪ Send digital and hard copies of MFF products ▪ Invite to events ▪ Meetings and interactions ▪ Document co-financing contribution in MFF financial report 	<ul style="list-style-type: none"> ▪ Annual subscription drive for the MFF Newsletter ▪ Annual update of MFF website ▪ On product completion ▪ Ad-hoc ▪ Ad-hoc ▪ Quarterly and annually 	NC, Communication focal points (in MFF national office), Regional KMC, MFF Coordinator
Institutional partners (IUCN, UNDP, FAO, UNEP, WI, CARE)	<ul style="list-style-type: none"> ▪ Ensure MFF's work is shared at all levels (e.g., natl, regional, global, members, commission) 	<ul style="list-style-type: none"> ▪ Promote MFF newsletter ▪ Stories and products on institutional partner websites ▪ Participate in institutional partner meetings ▪ Invite institutional partner to MFF meetings 	<ul style="list-style-type: none"> ▪ Annual drive for MFF newsletter ▪ Upon product completion ▪ Ad-hoc ▪ Ad-hoc 	NC, Regional KMC, MFF Coordinator
Private sector	<ul style="list-style-type: none"> ▪ Engage as grantees (when appropriate) ▪ Engage as partners and potential partners ▪ Channel through IUCN BBP and CSR Asia 	<ul style="list-style-type: none"> ▪ Promote activities and achievements on MFF website ▪ Promote meetings and events at national and regional level ▪ Keep IUCN BBP and CSR Asia informed 	<ul style="list-style-type: none"> ▪ Quarterly ▪ Ad-hoc 	IUCN BBP focal point, CSR Asia, MFF Coordinator, Regional KMC
External Partners (AIT, BOBLME)	<ul style="list-style-type: none"> ▪ Reinforce commitment to continue supporting MFF 	<ul style="list-style-type: none"> ▪ Promote ICM course activities and results on website and newsletter ▪ Co-host media activities ▪ Contribute to ICM course sessions 	<ul style="list-style-type: none"> ▪ During course cycle 	Regional KMC, MFF Coordinator
External Partners (COBSEA, PEMSEA, SEAFDEC, National Universities, AKP, Academics, experts, consultants, coastal)	<ul style="list-style-type: none"> ▪ Keep informed of MFF activities ▪ Share their activities in the MFF network 	<ul style="list-style-type: none"> ▪ Ensure subscription to MFF newsletter ▪ Cross-link websites, where appropriate ▪ Invite to events ▪ Meetings and interactions 	<ul style="list-style-type: none"> ▪ Annual drive ▪ Annual drive ▪ Ad-hoc ▪ Ad-hoc 	Regional KMC, MFF Coordinator

Audience	Objective	Action	Frequency	Responsible
managers)				
External partners (potential partners, Media summit)	Establish initial contact	<ul style="list-style-type: none"> ▪ Ensure subscription to MFF newsletter ▪ Invite to events ▪ Meetings and interactions 	<ul style="list-style-type: none"> ▪ Annual ▪ Ad-hoc ▪ Ad-hoc 	Regional KMC, MFF Coordinator

Timeline of activities 2012-2013

Activities	2012												2013												
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			
Month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Knowledge Management and Communications																									
Strategy development ¹	■	■	■										■	■	■										
MFF Website re-design and content improvement		■	■	■	■	■								■	■										
MFF Newsletter				■			■			■			■			■			■			■			
Large/Medium project case studies ²				■	■	■													■	■	■				
SGF Project Fact Sheets							■	■	■								■	■	■			■	■	■	
Climate Proof and PLI tool kit production ³				■	■	■																			
Digital content management and national coordinator support		■				■		■		■			■				■			■			■		
Mid-Term Review 2012							■	■	■																
Production of "Voices from the Coast" media series other materials on coastal management ⁴				■	■	■	■	■									■	■	■	■	■				
Media events									■	■												■			
Film production				■	■	■	■	■									■	■	■	■	■				

KNOWLEDGE PLATFORM

NB: SMART Objectives, must inform the indicators of success--i.e., all activities must have outputs/products that will directly contribute to the Knowledge Platform

¹ Includes identifying groups who require access to MFF products; which products will have the biggest impact on MFF stakeholders; and how to make those products reach those target groups. Could be in the form of "newsletter survey" (part of redesigning MFF newsletter production and dissemination)

² featuring accomplishments in PoWs and cross-cutting themes (Climate Change and Gender Equality)

³ review the content, edit, layout, and print the updated document

⁴ Consider in-country FLIP videos of coastal managers (Voices from the Coast); coffee table book; photo competition; SGF awards/ceremonies

Activities	2012												2013												
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			
	Month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Capacity Development																									
Gender appreciation analysis and development of action plans (national level)																									
AIT ICM Cycle 1 course completion																									
Next cycle of AIT ICM courses																									
National Project Cycle Management courses																									
Regional events																									
Planning session with NCs for the 2012 national KMC strategies (Thailand)																									
BOBLME FAO Partners meeting (Thailand)																									
IUCN BCR Coastal Forum (Thailand)																									
Climate Change Forum (Thailand)																									
Global coast (Tanzania)																									
Rio + 20 (Brazil)																									
PEMSEA (Korea)																									
MMM3 - Meeting on mangrove ecology, functioning, and management (Sri Lanka)																									
Regional workshop: Sharing Lessons on Mangrove Restoration (India)																									
IUCN World Conservation Congress 2012 (Korea)																									
Eleventh Convention of Biological Diversity Council of Parties (India)																									
MFF Regional Steering Committee 9 (Pakistan/Viet Nam)																									

KNOWLEDGE PLATFORM

NB: SMART Objectives, must inform the indicators of success--i.e., all activities must have outputs/products that will directly contribute to the Knowledge Platform.

Monitoring and Evaluation

Activity name ⁵	Activity type ⁶	Audience ⁷	Time frame	Date to be completed	Output delivered to Region	Responsibility ⁸	PoW addressed ⁹	Charge code
Knowledge Management and Communications								
Strategy development ¹⁰	Document/printed material	NCB, Project grantees, Institutional partners, Donors	2012: Q1 2013: Q1	Jan- March Jan-March	Strategy developed	MD, JE	3 (3.4)	MFF 015
MFF Website re-design and content improvement	Online	NCB, Project grantees, Institutional partners, Donors	2012: Q2-Q3 2013: Q1	Feb-June Feb-March	Website re-designed	MD, JE	5 (5.2)	MFF 015
MFF Newsletter	Online	NCB, Project grantees, Institutional partners, Donors, Private Sector, External Partners	2012: Q1-Q4 2013: Q1-Q4	Quarterly	Newsletter released	MFF Regional Communications officer	6 (6.1)	MFF 015
Large/ Medium project case	Publication/printed material	NCB, Project grantees, Institutional	2012: Q2 2013: Q3	April-June July-December	Publication	MD, JE	5 (5.3)	MFF 015

⁵ Provides full title and brief description of activity. One activity per row.

⁶ Based on defined approaches at project, national, and regional levels

⁷ As per stakeholder map

⁸ JE = Jana Esteban, MD = Michael Dougherty, MN= Maeve Nightingale, RM = Ranjith Mahindapala, SC = Steen Christensen, TBD = to be determined

⁹ Refer to Mangroves for the Future: A plan for action. <http://www.mangrovesforthefuture.org/Assets/documents/MFF%20Action%20Plan.pdf>. Note that even if PoW 5 is now re-worded as "Applying a Monitoring, Learning and Evaluation (MLE) approach to accelerate knowledge dissemination", the original Actions/Outputs per PoW identified in the reference document are still applicable.

¹⁰ Includes identifying groups who require access to MFF products; which products will have the biggest impact on MFF stakeholders; and how to make those products reach those target groups. Could be in the form of "newsletter survey" (part of redesigning MFF newsletter production and dissemination)

Activity name ⁵	Activity type ⁶	Audience ⁷	Time frame	Date to be completed	Output delivered to Region	Responsibility ⁸	PoW addressed ⁹	Charge code
studies ¹¹		partners, Donors						
SGF Project Fact Sheets	Publication/ printed material	NCB, Project grantees, Institutional partners, Donors	2012: Q3 2013: Q2-Q3	July-September May-July	Publication	MD, JE	5 (5.3)	MFF 015
Climate Proof and PLI tool kit production ¹²	Publication/ printed material	NCB, Project grantees, Institutional partners, Donors	2012: Q2	April-June	Publication	MD, JE	9 (9.1)	MFF 015
Digital content management and national coordinator support	Online	NCB, Project grantees, Institutional partners,	2012: Q1-Q4 2013: Q1-Q4	Quarterly	Digital content systematized	JE, MD	1 (1.3)	MFF 015
Mid-Term Review 2012	Document/print ed material	NCB, Project grantees, Institutional partners, Donors	2012: Q3	July-September	Mid-Term Review documentation available	SC, RM, MD, JE	5 (5.1)	MFF 015
Production of "Voices from the Coast"	Audio-visual, Online	NCB, Project grantees, Institutional	2012: Q2 2013: Q3	May-September May-	Audio-visual media series produced	MD, MFF Regional Communication	6 (6.1)	MFF 015

¹¹ Featuring accomplishments in PoWs and cross-cutting themes (i.e., Communications, Climate Change and Gender Equality)

¹² Review the content, edit, layout, and print the updated document

Activity name ⁵	Activity type ⁶	Audience ⁷	Time frame	Date to be completed	Output delivered to Region	Responsibility ⁸	PoW addressed ⁹	Charge code
media series other materials on coastal management ¹³		partners, Donors, Private Sector, External Partners		September		s officer, JE		
Media events	Media	NCB, Project grantees, Institutional partners, Donors, Private Sector, External Partners	2012: Q3-Q4 2013: Q4	September- October October	Media event held	MFF Regional Communication s officer	6 (6.5)	MFF 015
Film production	Audio-visual, Online	NCB, Project grantees, Institutional partners, Donors, Private Sector, External Partners	2012: Q2-Q3 2013: Q2-Q3	May- September May- September	Films produced	MD, MFF Regional Communication s officer	6 (6.1)	MFF 015
Capacity Development								
Gender appreciation analysis and develop-ment of action plans at national level	Document/print ed material	NCB, Project grantees, Institutional partners, Donors	2012: Q2	May	Gender analysis documented	JE, MD	14 (14.1)	MFF 014

¹³ Consider in-country FLIP videos of coastal managers (Voices from field/coast); coffee table book; photo competition; SGF awards/ceremonies

Activity name ⁵	Activity type ⁶	Audience ⁷	Time frame	Date to be completed	Output delivered to Region	Responsibility ⁸	PoW addressed ⁹	Charge code
AIT ICM Cycle 1 course completion	Event, Document/printed material	NCB, Project grantees, Institutional partners, Donors, Private Sector, External Partners	2012: Q1	January-March	AIT Course materials collected	JE, MFF Regional Communications officer	7 (7.4)	TBD
Next cycle of AIT ICM courses	Event, Document/printed material	NCB, Project grantees, Institutional partners, Donors, Private Sector, External Partners	2012: Q2-Q3 2013: Q2-Q3	May-August May-August	AIT Course materials collected	JE, MFF Regional Communications officer	7 (7.2)	TBD
National Project Cycle Management courses	Event, Document/printed material	NCB, Project grantees, Institutional partners, Donors, Private Sector, External Partners	2012: Q1	January-March	PCM materials packaged and distributed during courses	JE, MFF Regional Communications officer	7 (7.4)	TBD
Regional events¹⁴								
Planning session with NCs for the 2012 national KMC strategies	Event, Document/printed material	NCB, Private Sector	2012: Q1 2013: Q2	February February	2012 national KMC strategies drafted	MD, JE	3 (3.4)	MFF 021, MFF 015

¹⁴ These events are being tracked by the MFF Regional Secretariat. For events marked as "TBD", attendance is yet to be decided.

Activity name ⁵	Activity type ⁶	Audience ⁷	Time frame	Date to be completed	Output delivered to Region	Responsibility ⁸	PoW addressed ⁹	Charge code
(Thailand)								
BOBLME FAO Partners meeting (Thailand)	Event	Institutional Partner (IUCN) , External Partners	2012: Q1	January	Event documentation provided	MN	13 (13.4)	TBD
IUCN BCR Coastal Forum (Thailand)	Event	Institutional Partner (IUCN) , External Partners	2012: Q1	March	Event documentation provided	JE, MD, MN	6 (6.4)	MFF 013
Climate Change Forum (Thailand)	Event	External Partners	2012: Q1	March	Event documentation provided	JE	6 (6.4)	MFF 013
Global coast (Tanzania)	Event	Institutional Partner (IUCN) , External Partners	2012: Q1	March	Event documentation provided	MN	13 (13.4)	TBD
Rio + 20 (Brazil)	Event	External Partners	2012: Q2	June	Event documentation provided	TBD	6 (6.4)	TBD
PEMSEA (Korea)	Event	Institutional Partner (IUCN) , External Partners	2012: Q2	July	Event documentation provided	MN	13 (13.4)	TBD
MMM3 - Meeting on mangrove ecology, functioning, and	Event	External Partners	2012: Q2	July	Event documentation provided	TBD	13 (13.4)	TBD

Activity name ⁵	Activity type ⁶	Audience ⁷	Time frame	Date to be completed	Output delivered to Region	Responsibility ⁸	PoW addressed ⁹	Charge code
management (Sri Lanka)								
Regional workshop: Sharing Lessons on Mangrove Restoration (India)	Event	NCB, Project grantees, Institutional partners, External partners	2012: Q3	August	Best practices documented	JE	2 (2.1)	MFF 013
IUCN World Conservation Congress 2012 (Korea)	Event	Institutional Partner (IUCN) , External Partners	2012: Q3	September	Event documentation provided	MD, Regional Communication s officer	13 (13.4)	MFF 015
Eleventh Convention of Biological Diversity Council of Parties (India)	Event	Institutional Partner (IUCN) , External Partners	2012: Q4	October	Event documentation provided	TBD	13 (13.4)	MFF 014
MFF Regional Steering Committee 9 (Pakistan/Viet Nam)	Event, Document/ printed material	NCB, Project grantees, Institutional partners, Donors, Private Sector	2012: Q4	November	Event documentation provided	MD, JE, Regional Communication s officer	3 (3.4)	MFF 002

ANNEX 1

Guidelines for Programme Activities

MFF recommends actions and responsibility for each regular programme activity at the national and regional level to facilitate knowledge management and communications.

Programme activity		Action	Responsibility	When
Online activities	MFF website	Maintain country pages, ensure all materials in the KMC strategy are uploaded and tagged appropriately	NC, Communication focal point	Quarterly
		Overall management of public pages of MFF website	Regional communications	Quarterly
		Management of documents and media files.	Regional knowledge management	Quarterly
		Management of password protected area on MFF website	Regional knowledge management	Quarterly
		Annual drive for content	NC, Communicational focal point, Regional KMC	Annually
	Newsletter	Produce newsletter and distribute	NC, Communicational focal point, Regional KMC	Quarterly
		Annual drive for subscribers and contacts	NC, Communicational focal point, Regional KMC	Annually
	Social media	Inform Regional MFF of new initiatives	NC, Communicational focal point	As activity occurs
		Proactively link to the region's social media sites and activities, and interact between countries/region	NC, Communicational focal point, Regional KMC	Ad hoc
		Always promote new additions to the website via social media (newstory, publications, films)	NC, Communicational focal point, Regional KMC	As activity occurs
Event		Early notification to MFF Secretariat	Initiating party	Pre-event
		Web, newsletter and/or printed announcement	Initiating party, NC, Regional KMC team	Pre-event

Programme activity		Action	Responsibility	When
	Participation	Use MFF identity guidelines on all products	Participant	Pre-event
		Acknowledge MFF and donors	Participant	At event
	Documentation	Photos, digital documents and/or web links produced or collected	Initiating party, NC	At event
		Newstory on MFF website, social media update		During/after event
Promotional products	Design (planning stage)	Carefully consider need and selection of item to promote MFF objectives.	NC/NCB	Planning stage
		Propose item to MFF Secretariat	NC, Regional Secretariat	Planning stage
	Production	Ensure MFF identity guidelines are followed, always include the MFF website address. Seek clarification from the MFF Secretariat as required	NC, Regional Secretariat	During production
		Control for quality and cost	NC, Regional Secretariat	During production
	Dissemination	Record how products were disseminated, how many and to who	NC, Regional Secretariat	During dissemination
		Include in annual report	NC, Regional Secretariat	Annual
Photography		Take close-up photos of people performing an action in nature, people speaking, or a posed photo of the main speaker/s or group after the event	NC	As activity occurs
		Select top 5-10 images and save (delete fuzzy, uninteresting shots)	NC	As activity occurs
		Document names of people in photo	NC	As activity occurs
		Re-label image filename as per MFF KMC guidelines	NC	As activity occurs
		Upload best photo/s to the MFF website and	NC	As activity occurs

Programme activity		Action	Responsibility	When
		tagged appropriately, (usually along with newstory)		
Publications and printed material	Design (planning stage)	Ensure publication type will effectively promote MFF objectives.	NC/NCB, Regional project managers	Planning stage
		Ensure budget is available for research, writing, design, printing, and dissemination	NC, Regional project managers	Planning stage
		Inform MFF Secretariat	NC, Regional project managers	Planning stage
	Production	Ensure MFF identity and intellectual property guidelines are followed.	NC, Regional project managers, Regional KMC as needed	During production
		Ensure material is peer-reviewed	N NC, Regional project managers C	During production
		Control for quality and cost	NC, Regional project managers	During production
	Dissemination	Document how products were disseminated, how many and to who	NC, Regional project managers, Regional KMC	During dissemination
		Digital copies uploaded to website with newstory announcing material	NC, Regional project managers	During dissemination
		Provide editable digital copy and 30 hard copies to MFF Secretariat	NC, Regional project managers	During dissemination
Audio-visual material (films, audio recordings)	Design (planning stage)	Ensure item will effectively promote MFF objectives.	NC/NCB, Regional project managers	Planning stage
		Ensure budget is available for research, writing, design, production, translation and dissemination	NC, Regional project managers	Planning stage
		Inform MFF Secretariat	NC, Regional project managers	Planning stage
	Production	Ensure MFF identity, donor and acknowledgement, intellectual property guidelines, and are followed.	NC, Regional project managers, Regional KMC as needed	During production
		Ensure material is peer-reviewed	NC, Regional project managers	During production

Programme activity		Action	Responsibility	When
		Control for quality and cost	NC, Regional project managers	During production
	Dissemination	Document how materials were disseminated, how many and to who	NC, Regional project managers, Regional KMC	During dissemination
		Digital copies uploaded to website with newstory announcing material	NC, Regional project managers	During dissemination
		Provide digital copy to MFF Secretariat in all of the following formats: Video: avi, mpeg4, wmv Audio: wav, mpeg3, wma	NC, Regional project managers	After production/recording
Media activities	Media release, articles, interviews, press conferences, press trips,	Early notification to MFF Secretariat	Initiating party	Pre-event
		Ensure MFF identity, donor and acknowledgement, intellectual property guidelines, and are followed. Include contact information.	NC, Communication Focal Point, Regional Project Manager, Regional KMC	Pre-event
		Provide draft media release/briefing notes to MFF Secretariat with adequate time for review	NC, Communication Focal Point, Regional Project Manager, Regional KMC	Pre-event
		Track and record coverage in quarterly report to MFF Secretariat	NC, Communication Focal Point, Regional Project Manager, Regional KMC	As event occurs
		Maintain a list of media contacts	NC, Communication Focal Point, Regional Project Manager, Regional KMC	As event occurs and post-event
International days		Early notification to MFF Secretariat	Initiating party	As event occurs
		Follow appropriate guidelines for events and media	Initiating party, Communication focal point	As event occurs

ANNEX 2

Guidelines for Project Activities

MFF recommends actions and responsibility for each regular programme activity at the project level to facilitate knowledge management and communications.

Programme activity		Action	Responsibility	When
SGF projects	Funding awarded	Summary newstory for MFF newsletter/website (based on newstory template)	NC, SGF manager and Communication focal point	Funding awarded
	Notable achievement	Newstory for MFF newsletter/website (based on newstory template)	NC, SGF manager and Communication focal point	Following MLE visit or as event occurs
		Where applicable, identify achievements for a regional communication product or activity, e.g. film, case study, site visit, media release/event	NC, SGF manager and Communication focal point	Following MLE visit or as event occurs
	Product planned	Work with project grantee to ensure MFF branding and other guidelines are followed	NC, SGF manager and Communication focal point	As occurs
	Product produced	Capture product or activity in digital format (e.g. video, photo, pdf, audio recording, scanned news article) and post on website	NC, SGF manager and Communication focal point	Following MLE visit or as event occurs/product produced
	Project completion	MFF SGF project factsheet completed (using template), editable digital copy to Regional KMC, uploaded to MFF website	NC, SGF manager and Communication focal point	Project completion
	Documentation and dissemination	Produce newsletter using selections from the above content	Regional KMC teamz	Quarterly
	Documentation	Synthesis document produced	Regional KMC team	Bi-annually
Medium and Large Projects	Funding awarded	Summary newstory for MFF newsletter/website (based on newstory template)	Regional KMC team	Funding awarded
	Notable achievement	Newstory for MFF newsletter/website (based on newstory template)	LP grantee	Following MLE visit or as event occurs

Programme activity		Action	Responsibility	When
		Where applicable, identify achievements for a regional communication product or activity, e.g. film, case study, site visit, media release/event	NC, LP grantee and Communication focal point	Following MLE visit or as event occurs
	Product planned	Work with project grantee to ensure MFF branding and other guidelines are followed	NC, LP grantee and Communication focal point	As product is planned
	Product produced	Capture product or activity in digital format (e.g. video, photo, pdf, audio recording, scanned news article) and post on website	NC, LP grantee and Regional KMC team	Following MLE visit or as event occurs/product produced
	Project completion	Project case study and factsheet completed (using template), editable digital copy to Regional KMC, uploaded to MFF website	NC, LP grantee and Regional KMC team	
	Documentation and dissemination	Produce newsletter using selections from the above content	Regional KMC team	Quarterly
	Documentation	Synthesis document produced	Regional KMC team	Bi-annually
Regional projects	Funding awarded	Summary newstory for MFF newsletter/website (based on newstory template)	Lead agency, project manager, Regional KMC team	Funding awarded
	Notable achievement	Newstory for MFF newsletter/website (based on newstory template)	Lead agency, project manager, Regional KMC team	Following MLE visit or as event occurs
		Where applicable, identify achievements for a regional communication product or activity, e.g. film, case study, site visit, media release/event	Lead agency, project manager, Regional KMC team	
	Product planned	Work with project grantee to ensure MFF branding and other guidelines are followed	Lead agency, project manager, Regional KMC team	
	Product produced	Capture product or activity in digital format (e.g. video, photo, pdf, audio recording,	Lead agency, project manager, Regional KMC team	Following MLE visit or as event occurs/product produced

Programme activity		Action	Responsibility	When
		scanned news article) and post on website		
	Project completion	MFF SGF project factsheet completed (using template), editable digital copy to Regional KMC, uploaded to MFF website	Lead agency, project manager, Regional KMC team	At project completion
	Documentation and dissemination	Produce newsletter using selections from the above content	Regional KMC team	Quarterly
	Documentation	Synthesis document produced	Regional KMC team	Bi-annually

ANNEX 3

A glossary¹⁵ of commonly used terms in MFF

Data	Discrete and objective facts, measurements, or observations that can be analysed to generate information.
Audio-visual material	Products such as films, animations, images, and audio recordings.
Best practice	A method or activity which has been demonstrated to be effective.
Branding and Visual Identity	A common language to describe what MFF is and what MFF does. Successful branding can reinforce our internal culture and link our diverse projects and capacities. MFF seeks to ensure the quality of the content, consistency and design of MFF reports, posters and all materials produced, including presentations. MFF provides guidelines on visual identity and branding support through provision of the <i>MFF Identity Guide</i> , templates and advice. Logo use and co-branding guidelines are for all MFF staff, members, partners, consultants, and grantees.
Capacity development	A process in which an individual or organizations skills or abilities are improved.
Capture	A method or technique to gather explicit and tacit knowledge
Communication	The act of conveying information, ideas or feelings through a medium such as speaking, writing, etc.
Cross-cutting themes	Communications, gender equality, and climate change
Dissemination	A method of communicating knowledge where messages are sent to a receiver.
Events	National, regional and global meetings, trainings, or workshops that raise awareness of MFF achievements or activities. Attendance should help realize a strategic objective.
Exchange	To trade learning or experiences. Most commonly used in the context of a learning exchange where one individual or group discusses experiences or knowledge with another individual or group.
Explicit Knowledge	Knowledge that can be codified in formal, systematic language and shared in discussion or writing. Examples include a document, publication, training course manual, a website article, or a report of research findings.
Information	Data that has been categorized, analysed, summarized, and placed in context in a form that has structure and meaning.
Intervention	To take an action which changes a context or course of events
Knowledge	A combination of data and information—to which is added expert opinion, skills, and experience—and results to a valuable asset that aids decision making. Also referred to as 'know-how'; organized information; information with judgment; or the capacity for effective action. Knowledge may be tacit, explicit, individual, and/or collective. It is intrinsically linked to people.

¹⁵ Influenced by *Knowledge Solutions (2010)* by ADB. Modified for use in the MFF context.

Knowledge Flows	The ways in which knowledge moves around, into and out of, an organization.
Knowledge Management	The systematic management of processes enabling vital individual and collective knowledge resources to be identified, created, stored, shared, and used for benefit. Effectively integrates people, process, and technology. Its practical expression is the fusion of information management and organizational learning.
Knowledge Management Tools	The methods and techniques that are used to support or deliver practical knowledge. In MFF, these include: (i) document management systems (i.e., reporting); (ii) information technology systems (e.g., website's secure access exchange area); (iii) methodologies (e.g., approaches for MFF programme activities); or (iv) human networks (e.g., external partners contact list, stakeholder map, and capacity development needs inventory).
Knowledge Platform	A hub that integrates the capture, support and dissemination of information using knowledge management and communications channels.
Knowledge Products	Any material that captures, records, and codifies knowledge. May be in the form of print documents, publications, and audio-visual materials. Can be shared in hard copies and digital formats.
Knowledge Sources	Projects; project-related activities; or people and organizations involved in project management; established processes and practice; new technology; lessons learned and recommendations that are captured during the project cycle. Knowledge from these diverse sources can be acquired in multiple ways, such as through monitoring, learning and evaluation; workshops and discussion groups; research; or through participation in events.
Large Projects	A Phase 1 MFF national project funded in between USD150,000 to USD 300,000 ¹⁶ . Replaced by Medium Projects in 2012.
Learning	The process of acquiring knowledge or modifying a behavior based on experience.
Learning Events	An activity intended to develop knowledge or improve understanding. Includes symposia, conferences, training courses, workshops.
Lessons learned	Concise descriptions of knowledge derived from experience that can be communicated through methods and techniques, such as storytelling and debriefing or summarized in databases. These lessons often reflect on what was done right, what one might do differently, and how one might improve processes to be more effective in the future
Medium Projects	An MFF national project funded to a maximum of USD 100,000.
MFF Dialogue Countries	MFF also engages with other countries and regions in order to promote an integrated ocean-wide approach to coastal resources management. Dialogue Countries receive information and advice regarding the MFF approach and they are invited to participate in MFF regional events, but

¹⁶ In MFF Phase 1 (2007-2010), Large Projects were initially funded to a maximum of USD 300,000. However, in 2010, the Regional Steering Committee (during RSC 7) decided to fund Medium Projects (see definition above) instead of Large Projects. Certain exceptions, however, were made for well-appraised and high-priority national projects approved by the NCB. These projects merited funding to a maximum of USD 150,000. Hence, some MFF Large Projects from Phase 1 that are completing in 2012 may reflect a higher funding than Medium Projects. For more information, please refer to the RSC 7 report, available at <http://www.mangrovesforthefuture.org/Assets/documents/RSC-7/MFF-RSC-7-Report-02052011.pdf>

they are not financed directly by MFF. Currently, Kenya, Malaysia and Tanzania are MFF Dialogue Countries.

MFF Member Countries	Countries which have formally joined MFF at the request of their governments. Member Countries are supported by an in-country secretariat and share in the funding available for coastal projects and other activities at national and regional levels. They are represented on the MFF Regional Steering Committee. Currently India, Indonesia, Maldives, Pakistan, Seychelles, Sri Lanka, Thailand and Viet Nam are full members of MFF.
MFF Outreach Countries	Countries which are considered most deserving of assistance from MFF because of the importance of their coastal ecosystems and their vulnerability to natural disasters and climate change. The MFF Outreach Countries are currently Bangladesh, Cambodia, Myanmar and Timor Leste. Outreach Countries are able to participate in MFF regional events, such as training courses and symposia, and they can attend MFF Regional Steering Committee meetings as observers.
MLE	Monitoring, Learning and Evaluation (MLE) is a process of project site visits to evaluate performance with the goal of enhancing learning at a regional and national level. The MLE also provides the opportunity to capture key learning from projects and other activities, which further informs the creation of knowledge products and communications activities.
Online activities	Communications using the internet; can include multi-media interfaces such as websites, email and social media.
Outreach	Extending influence or involvement with another individual or organization.
Promotional Products	Any material that promotes the MFF brand such as brochures, banners, posters, shirts, hats, pens. They are generally given away to MFF audiences.
Regional projects	Projects, initiatives or studies that span several countries to consolidate existing knowledge on best practices in coastal resource management and to conduct research on emerging issues to acquire new knowledge. Funded up to USD 200,000.
Share	To use information jointly.
Small Grant Facility	An MFF national project implemented under MFF's Small Grant Facility (SGF) with funding up to USD 25,000.
Strategy	A detailed plan that outlines how to achieve objectives.
Support	To provide a service or skill needed by another party to achieve a goal.
Tacit Knowledge	The personalized knowledge that people carry in their heads. Tacit knowledge is more difficult to formalize ('codify') and communicate than explicit knowledge. It can be shared through discussion, storytelling, and personal interactions. There are two dimensions to tacit knowledge: (i) technical dimension, which encompasses the kind of informal personal skills or crafts often referred to as know-how; and (ii) a cognitive dimension, which consists of beliefs, ideals, values, schemata, and mental models that are imagined in individuals and often taken for granted