The Purpose, People, Process and Products of ECOS:
the UNFCCC Education, Communication and Outreach Stakeholder Community

An Organizational Guide

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BACKGROUND AND APPROACH

The Education, Communication, and Outreach Stakeholder Community (ECOS) is a recently formed community that is recognized by the United Nations Climate Change Secretariat. ECOS supports effective, innovative efforts to build the capacity of individuals, communities, and organizations (both non-government and government) to make informed climate decisions. As a "network of networks", ECOS aspires to become a forum and clearinghouse for those involved with Action for Climate Empowerment (ACE) and the original goals of Article 6 of the UNFCCC, which call for public involvement in developing meaningful and constructive responses to climate change. In addition, ECOS aims to serve the needs of communities and organizations, as those needs are identified and prioritized.

The process of organizing ECOS activities and goals and the products and services offered will evolve over time. Initially the ECOS community is dedicated to surveying existing efforts to build capacity for climate action by identifying effective practices and addressing key opportunities and constraints.

This guide is organized according to the dimensions of the Collaborative Alignment Framework (CAF). The CAF features four dimensions – purpose, people, process, and product -- of an organization that, when aligned, are essential to that organization's effectiveness.

Following is a summary of the initial proposed purpose, people, process and products of ECOS. The ECOS Organizational Guide is a dynamic document; one that is designed for continuous improvement. Consequently, comments and feedback on this material is valued.

PURPOSE(S)

ECOS aims to optimize the potential for safe, just, regenerative climate action through an integrated, methodical approach to fostering climate literacy, communicating relevant, time sensitive information, and inspiring action through outreach and messaging. One member of ECOS who has worked for decades to encourage understanding and action on climate change said "I was so glad to discover ECOS and look forward to helping make it a success since all too often confusion about the causes, effects, risks and range of responses to climate change are not being effectively addressed."

As part of the global effort to reduce the anthropogenic causes of climate change and to support multi-scale actions to minimize the harmful impacts of climate change through resilience and adaptation, the ECOS Community advocates for (1) climate change education (lifelong learning and climate literacy), (2) climate change communication (information sharing and stakeholder interaction for sound decision-making), (3) climate change outreach (inspiring innovative ideas and actions through meaningful messages, (4) climate change participation (stakeholder voice as part of collaborative, pluralistic climate governance), (5) climate change training (improve capacity in any and all relevant areas of climate science and policy, especially in education), and (6) climate change engagement and empowerment (promoting activities to increase awareness and mobilize action). These purposes are connected, comprising a system as the following figure illustrates.

The ECOS ECO-System
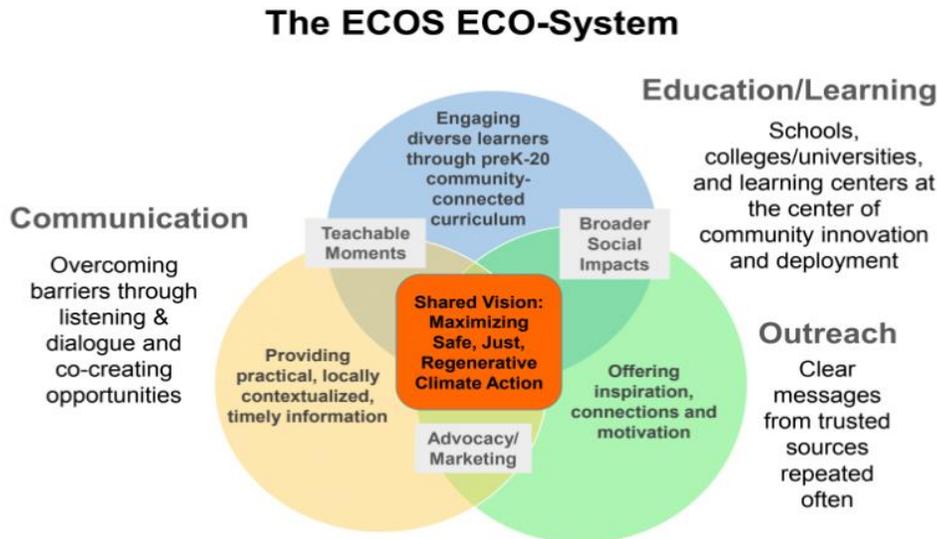
ECOS offers an integrated, systems approach to effective climate education, communication and outreach.

PEOPLE

The "People" component of the Collaborative Alignment Framework can be viewed as the participants in ECOS and parties related to the organization. Parties can be individuals, groups, or organizations.

Central to the purpose of ECOS is the goal of bringing people together who share an interest in and commitment to informed climate action and innovation. This includes teachers and learners who are in schools and education institutions, as well as other learning organizations, including governments (whether large or small), businesses, community organization, religious organization or fellowships, recreational activities, social clubs, neighborhood or community associations, special interest groups, or any individuals or groups who are concerned about climate change and would like to support informed climate decision-making.

ECOS was developed to help serve as a "network of networks" and link individuals and organizations to support these original goals of the Convention and help build the communities and capacities needed to reduce climate risks and maximize our collective resilience. People Ultimately, 100% of humanity today and into the future should have the knowledge and know-how to make informed climate decisions, so in that sense everyone is meant to benefit from the activities and actions of ECOS.

On a more practical level, ECOS intends to support and increase the effectiveness of all who are directly involved with fostering climate literacy and informed action through related education, communication and outreach. Existing ACE focal points can both benefit from and contribute to ECOS efforts, but many of those who are actively involved, who struggle with limited resources, who are looking for high quality resources, collaborative partners, or who would like to share their own experience or ask a question for a community of other professionals, are welcome to join the ECOS community.

As the name implies, ECOS members are stakeholders who are directly or indirectly involved with climate education, communication and outreach. ECOS members share a common vision of maximizing safe, just, regenerative climate action through effective, innovative learning and engagement strategies. ECOS welcomes formal classroom teachers, science education coordinators, professors and researchers, corporate sustainability officers, activists and advocates for a sustainable future. Participants in the ECOS community may lead organizations or work at the grassroots level to address immediate climate impacts.

PROCESS

Membership and Leadership
ECOS is an accessible, inclusive, and relatively flat organization. Anyone can join. The contributions of all ECOS members are welcomed and valued.

A coordinating committee leads the ECOS Community, The committee includes representation from different regions of the world and both the Global South and Global North.

Civility and Philosophy
ECOS members are committed to and practice civility. They listen to one another with respect, value different points of view, and work through disagreements constructively.

The uniqueness of people provides richness in the diversity of ideas and opinions as they strive together for a shared purpose and vision, however, that same uniqueness can also provide an environment for disagreement, divisiveness, and chaos. Effective collaborative groups have developed a system of governance regarding how they will work together. Governance elements include a wide variety of numerous considerations. Everything from the nuts and bolts of meeting logistics, to how decisions will be made, and behavioral principles and guidance are all part of process. The process agreements reached by those who are participating in the ECOS collaborative effort, become the "rules of the road" that will serve the group of people as they work together.

Communication and Participation
Collaborative participation in ECOS stakeholder conference calls is a primary way to contribute to ECOS during the periods between face-to-face sessions at the annual COP. ECOS stakeholder conference calls are scheduled and announced early enough to allow broad participation across different time zones. Depending on stakeholder participation and time zone consideration, calls can be scheduled to allow for most participants to meet during regular waking hours. Small ad hoc drafting or editing teams may schedule sessions with as little as 1-week notice.

Participation is also possible through social media. ECOS is on Facebook as a Public Group called "ECOS Community." As a Public Group, anyone can join and post messages and material.

Forming Consensus
Consensus is formed when an agreeable course of action is chosen after deliberations of options. Consensus does not require unanimity, yet always seeks to build a stronger understanding by deliberately discussing the breadth and range of stakeholder options

including complimentary or alternative proposals. Consensus decision-making can increase accuracy and integrity of decision-making. Team dynamics can be strengthened through active listening to alternatives. This requires time to consider multiple perspectives and measured discussions with a facilitator-style session leader so that decisions are made within timeframes that make sense for the communities that ECOS serves. Consensus is reached when participating stakeholders either agree on a path forward or do not stand in opposition to the decision. A vote may be used as a last resort if three or more stakeholders continue to object after an hour of facilitated discussion at a scheduled session with a 2-week notice of the topic to be addressed.

Draft Contributions
ECOS develops sets of deliverables to present to each other as stakeholders, and to present outward to appropriate communities and organizations, as noted in the People Section of this organizational guide. The drafting, development, and implementation of ECOS projects are accomplished through collaborative interaction of ECOS members and ECOS partners. Drafts may be formed by contributors in ad hoc editing teams. Drafts are reviewed by the Coordinating Committee or ad-hoc working groups.   Where feasible, archival material that is useful as reference documentation will be maintained.

Maximizing Collective Impact
Many public-private partnerships, community and international collaborations have found the five principles of the Collective Impact model helpful as they combine forces with other individuals and organizations to optimize their efforts. In terms of ECOS alignment, the five principles can be summarized as:

1) Shared Vision (which ECOS will continue to develop through stakeholder engagement)
2) Measures of success (meaning common metrics to evaluate the effectiveness of our efforts)
3) Continuous Communication (including regular calls, discussion forums, and when appropriate face to face meetings)
4) Mutually reinforcing activities (such as special events at COP and other conferences)
5) Supporting backbone (which the core ECOS team will provide, evolving as the organization grows.)

PRODUCT(S)

As originally conceived, ECOS Is meant to support the UNFCCC (now called UN Climate) and related United Nations-led efforts, such as CC:Learn, but to also reach beyond the formal roles to include others who are not part of the official process, such as non-state actors and other stakeholders. One of the inspirations for ECOS is the Climate Literacy & Energy Awareness Network or CLEAN, which was established in the United States a decade ago to support teachers and learners as they build their understanding and capacity to share with others essential climate and energy concepts. CLEAN is both an online clearinghouse of information, all vetted by climate and energy experts, as well as a virtual community.

In general, ECOS aims to provide products and services that relate to awareness raising, educating, tutoring, providing and sharing information, youth empowerment and capacity building In order to determine how best to serve the ECOS community, ECOS deployed a survey in 2018 to learn what the biggest challenges or obstacles are for those involved with climate education, communication and outreach. The findings are summarized below. The lack of funding has been historically and continues to be a major barrier to being able to move forward, and ECOS will make it a priority to explore ways to address this long-standing challenge.

Through the survey and meetings, members have generated a variety of ideas about activities ECOS could pursue; "products" that could be offered to the ECOS Community and its networks. The following list provides examples and is not exhaustive. Products will be developed and shared in an on-going basis as part of a dynamic organization. ECOS will continually assess the climate situation at every scale and be involved in projects and products that respond to the needs and interests of stakeholders.

Possible products/activities:

- Systems for Knowledge Exchange (online and when appropriate face to face events)
- Communication/education kits for different audiences (ages and languages/cultures
- Hosting and promoting special events and initiatives to promote climate literacy and action
- Regional Nodes and contact directory
- Online resources including illustrations and other visualizations, where language is more of a supplement, helping make important tools, such as Sankey diagrams or Sendai framework, more accessible
- Strategies and systems to promote the knowledge and expertise of members of community

- Guide to relevant acronyms
- Clearinghouse for peer learning community to share ideas, resources and experiences similar to "C4D" Communication for Development
- Summarizing translate the outcome of COPs and related events to educators
- Blog that includes postings from teachers and learners
- Organizational chart of different entities and their relations
- Face to Face training
- Webinars

PERFORMANCE

Collectively, the 4 Ps of Purpose, People, Process, and Product generate organizational performance. An organization performs well when it pays attention to all the Ps and when the 4Ps are well-aligned.

Establishing Milestones and Taking Stock
Collaborative groups that meet simply to share information with one another do not last long. People all have lives to lead with many demands on their time. If the collaborative effort is not producing actual outcomes, other demands for a person's time and energy will begin to take higher priority. When a collaborative group shares a purpose, the group needs to know how to measure their progress in achieving that purpose. Just as mile markers on a highway inform the driver of the progress they are making toward their destination, milestones of accomplishment inform the collaborative participants of their progress in striving toward their vision of purpose. The identification of product milestones is important to allow collaborative partners know the progress they have made, celebrate accomplishment, and inform them how much further they must go in achieving their vision and purpose. The following figure provides a way to identify, from a systems perspective, a variety of actions and their intended impacts.

ECOS LOGICAL FRAMEWORK FOR PLANNING INPUTS, ACTIVITIES, OUTPUTS, OUTCOMES AND IMPACT

A New "Network of Networks" to Maximize Collective Impact & Innovative Solutions for Climate Action
Launched at COP22 - Supporting UNFCCC and Related Constituencies & Organizations
Capacity-Building Through Effective Education, Communication & Outreach

ECO-System	Education	Communication	Outreach
Inputs Financial, human and materials resources	Funding and support for educators, train-the-trainers, clean technology including renewables and energy efficiency	Funding and support for reporting and research, viable channels for disseminating information, interested audiences	Funding and support for social media experts and trusted messengers
Activities Tasks and actions taken	Professional development, networking, effective practices and resources, monitoring and assessment	News and information gathering; writing of articles and news; press conferences and releases	Development of time sensitive messages and strategic campaigns to engage, inspire and convey key information and actions
Outputs Delivery of product or service	Needs assessments; learning goals; curriculum; metrics and strategies to deploy and measure learning; deployment of renewable energy on schools & communities	Articles, programmes, films, web resources and other forms of information delivery through appropriate channels	Social media, presentations, advertising and promotion, and face-to-face conveyance of information
Outcomes Measurably increased ability to make informed climate decisions	Climate literate individuals and communities taking informed action; schools and communities as living laboratories and energy hubs	Robust information sharing to reduce risks and maximize sustainable practices	Inspired and motivated individuals empowered to take climate action
Impact Reduced risks and increased resilience	Global community working together to achieve climate action on local to planetary scales		

The UNFCCC Education, Communication & Outreach Stakeholders Community

ECOS

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APPENDIX A. The Roots of ECOS

The original vision of the United Nations Framework Convention on Climate Change (UNFCCC) was very people-focused. In Article 6 of the Convention, renamed "Action for Climate Empowerment" or ACE in 2015, the parties agreed that education, public access to information, training for relevant professionals, and international collaboration and cooperation would allow the public to be directly involved in developing adequate responses to climate change. But many parties did little to fulfill their commitments to inform and engage the public and professionals, and efforts to build literacy and the capacity for people to make informed decisions was left largely to motivated individuals and organizations to tackle on their own, often with little support. While there have been some important success stories, they have been the exception rather than the rule.

Recognizing that this important aspect of the Convention was largely being neglected, the Doha Work Programme was developed in 2012 at COP18 that called on the UNFCCC to step up its activities through annual Dialogues. Focal points to lead the national-level initiatives were appointed by some of the parties, but many of the larger nations did not have any formal role to coordinate international cooperation, even if they had some education and communication initiatives of their own.

The "One UN Climate Change Learning Partnership" known as UN CC:Learn was established in 2011 and has had some success in connecting UN organizations and supporting developing nations build their own capacity around these issues, but neither the Secretariat nor UN CC:Learn are able to serve hubs for all the non-UN organizations and non-state actors who are directly or indirectly involved with climate education, communication and outreach.

APPENDIX B. Collaborative Alignment and the 4 Ps

The 4-P foundation for Collaborative Alignment works well for both newly forming collaborative groups as well existing groups that seem to be losing effectiveness. Alignment needs to occur within the organization as well as with potential partner organizations. The following are the weblinks to several collaborative groups with overlap to the ECOS goals and mission that will require strategic alignment with:

- One UN Climate Change Learning Partnership: https://www.uncclearn.org/
- RINGO- Research and Independent Non-Governmental Organizations: https://ringosnet.wordpress.com/
- YOUNGO- Youth Constituency to the UNFCCC: http://www.youthpolicy.org/
- CLEAN- Climate Literacy and Energy Awareness Network- https://cleanet.org/index.html
- UNFCCC- What is Education and Outreach: https://unfccc.int/topics/education-and-outreach/the-big-picture/what-is-education-and-outreach

Participants in aligned groups have a clear line of sight about what needs doing, how to do it, who to do it with, and what the outcomes will likely be.
The hallmarks of aligned groups are:
1. Consistently deliver measurable progress in the attainment of objectives;
2. Participants are satisfied and stay involved;
3. The organization and its members make a positive difference and meet or exceed expectations.

A way to understand this concept of alignment is to compare it to the alignment of the tires on a truck or car. When all four tires are perfectly aligned, they are all working with one another to assist the vehicle to run straight down the road effectively and efficiently. The ride is smooth, the steering is easy, the tires last longer, and the fuel efficiency increases.

Effective Alignment
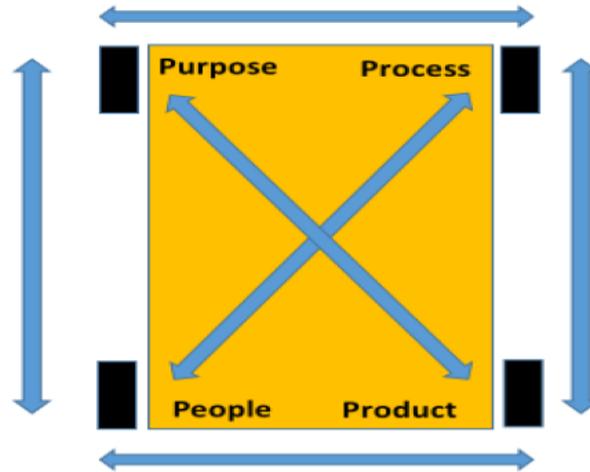### The Twelve Point Alignment

Figure by Gary Severson and Gregg Walker

However, gradually over time the tires begin to get out of alignment with one another due to road conditions, climate, and the wearing of parts. The misalignment usually occurs so gradually that it is imperceptible to the driver. Eventually, the driver may notice signs that things aren't quite right: the car or truck pulls to the left or the right, the tires are wearing unevenly, and the ride isn't as smooth as it once was. The driver finally decides that it is time for an all-wheel tire alignment to get the vehicle running correctly again, so the driver takes it to a tire alignment facility and a technician runs a 12-point check, identifies the problems, and corrects them putting the tires back into perfect alignment.

The same can be said of collaborative groups. Usually the misalignment of the four foundational building blocks of the collaborative group occurs so gradually that it is imperceptible to the participants, until the sign of wear begins to show and the participants notice that things don't seem quite right. When that happens, it's time to perform a 12-point check on the alignment of the 4-Ps.

Understanding the alignment among the 4Ps can begin with asking the sort of questions shown below:

1. Are the desired Products aligned with the Purposes?
      • Does a product contribute to a larger plan?
      • Does a product address fundamental needs regarding the purpose, or merely symptoms/indicators of it?
2. Are the People who are participating aligned with the Purposes?
      • Have the purposes been clearly communicated?
      • Are some people ideologically opposed to some of the purposes?

• Are some people or organizations threatened by the purposes?

3. Is the Process aligned with achieving the Products?

    • Are the resources adequate?

    • Are the deadlines realistic?

    • Is there enough time for meaningful learning about the complexity of the situation?

    • Is the staff support and facilitation sufficient?

4. Are the Products aligned with the skills, experience, and authority of the People?

    • Do participants have the skills needed to achieve the products?

    • Are there adequate linkages to authority outside the group?

5. Are the People aligned with the Process?

    • Is there buy-in to the operating rules guiding the process?

    • Are the various roles clear?

    • Has leadership been clearly assigned and constructively employed?

Proper alignment is important to the effectiveness and efficiency of the collaborative group. Periodic checks, perhaps annually, are as good an idea to collaborative groups as periodic tire alignments are to the car owner.

Adapted from Gregg Walker and Gary Severson, "Collaborative Alignment and the 4 Ps," A Collaborative Learning Program and National Collaboration Cadre Working Paper, 2019; and Gregg Walker and Gary Severson, " Collaborative Alignment: A Framework for Community-Based Collaborative Action for Adaptation" a Marketplace presentation at CBA 12 – Community-Based Adaptation Conference, Lilongwe, Malawi, June 2018.

Planning for one year- Plant rice-
Planning for 10 years: -Plant a tree-
Planning for 100 years: -Educate children-
Planning for 1000 years: -Inform, inspire, engage and transform society
.. and plant really big trees

Appendix C: Collaborative Practice and Data Protection

ECOS aligns its use of data and privacy protocols established by the UN Global Pulse. The report, "Data Privacy, Ethics and Protection, Guidance Note on Big Data for Achievement of the 2030 Agenda" was authored by the Global Pulse for the UNDG. As noted in the Guidance Note on page 2, "The guidance described in this document acknowledges and is based on the UN Guidelines for the Regulation of Computerized Personal Data Files, adopted by the UN General Assembly resolution 45/95".

The **UN Global Pulse**'s guidelines, "*Harnessing big data for development and humanitarian action", may be found here (*https://www.unglobalpulse.org/privacy-and-data-protection). Below is the excerpt of Principles.

Our Data Privacy & Data Protection Principles

Purpose of use
We access, analyse or otherwise use data for the purposes consistent with the United Nations mandate and in furtherance of the Sustainable Development Goals

Right to use
We access, analyze or otherwise use data that has been obtained by lawful and fair means, including, where appropriate, with the knowledge or consent of the individual whose data is used

Purpose compatibility
We ensure to the extent possible, that all of the data we use for project purposes is adequate, relevant, and not excessive in relation to the legitimate and fair purposes for which the data was obtained

Individual privacy
We do not access, analyse or otherwise use the content of private communications without the knowledge or proper consent of the individual

We do not knowingly or purposefully access, analyse, or otherwise use personal data, which was shared by an individual with a reasonable expectation of privacy without the knowledge or consent of the individual

We do not attempt to knowingly and purposefully re-identify de-identified data, and we make all reasonable efforts to prevent any unlawful and unjustified re-identification

Data security
We ensure reasonable and appropriate technical and organisational safeguards are in place to prevent unauthorised disclosure or breach of data

Risk and harm assessment and risk mitigation
We perform a risk assessment and implement appropriate mitigation processes before any new or substantially changed project is undertaken

We take into consideration the impact that data use can have not only on individuals but also on groups of individuals

We ensure that the risks and harms are not excessive in relation to the positive impact of the project

Data sensitivity
We employ stricter standards of care while conducting research among vulnerable populations and persons at risk, children and young people, and any other sensitive data

Data minimisation
We ensure the data use is limited to the minimum necessary

Data retention
We ensure that the data used for a project is being stored only for the necessary duration and that any retention of it is justified

Data quality and accountability
We design, carry out, report and document our activities with adequate accuracy and openness

Our collaborators
We require that our collaborators are acting in compliance with relevant law, data privacy and data protection standards and the United Nations' global mandate.