

CLIMATE INVESTMENT FUNDS

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Joint Meeting of the CTF and SCF Trust Fund Committees
Manila, Philippines
March 16, 2010

CIF KNOWLEDGE MANAGEMENT - CREATING THE CAPACITY TO ACT

Proposed Decision of the Joint Meeting of the CTF and SCF Trust Fund Committees

The Trust Fund Committees, having reviewed document CTF-SCF/TFC.4/4, *CIF Knowledge Management – Creating the Capacity to Act*, welcome the proposed knowledge management program. The Committees note that it covers capturing and sharing of lessons learned at the project, country program and CIF program levels and is integrated with CIF's results management, stakeholder outreach, and private sector engagement activities. The Committees endorse its demand and stakeholder driven nature. The Committees look forward to early implementation of the program and request that the emphasis on country level activities supported by grants be included in the CIF project funding packages. The Committee further notes that the proposed CIF FY11 Budget for Administrative Services covers the projected activities of the CIF Administrative Unit and the MDBs under the program.

Part A: Introduction

Background

1. To initiate the development of a CIF knowledge management strategy and program, the paper “Toward a CIF Knowledge Management Program, A Discussion Paper” (CTF-SCF/TFC.2/5) was presented to the Joint Trust Fund Committees (TFCs) for consideration at their May 12, 2009 meeting. It outlined possible elements of a framework for CIF knowledge management, including objectives, elements of contents, audiences, and modalities for capturing and disseminating lessons.

2. The Joint TFCs supported the proposed framework and requested that a comprehensive CIF Knowledge Management Program be proposed for its review. Such a proposal should take into account a number the following factors: (a) the results framework needs to be built into the CIF from the start; there needs to be agreement on what to communicate, why and when; (b) the process for sharing information with the UNFCCC and other international environmental conventions should be clarified; (c) the program should contribute towards sharing knowledge among recipient countries; (d) one aim of the program should be to "market" the CIF and its outcomes; (e) the program should address how civil society organizations and the private sector can contribute information to the learning process".

3. In responding to the request and guidance from the Joint-TFCs, this paper starts out by suggesting a conceptual framework for the design of a knowledge management program, defines objectives and core principles for CIF knowledge management and clarifies the relationship of CIF knowledge management to other thematic CIF programs (Part A). It proceeds to present the proposed CIF Knowledge Management Program, emphasizing its demand driven character, summarizing activities at the country program, project and CIF governance levels, outlining the modalities for capturing and sharing CIF related knowledge, explaining the envisaged implementation and monitoring arrangements, and concluding by discussing the estimated cost of executing the proposed program (Part B). Applying core principles of design, individual knowledge management programs are proposed in draft form for CTF and PPCR for the period FY10-13 (Annexes I and II). In the same vein, knowledge management programs for FIP and SREP will be developed as these programs move into operational mode later in 2010.

Clarifying the concepts

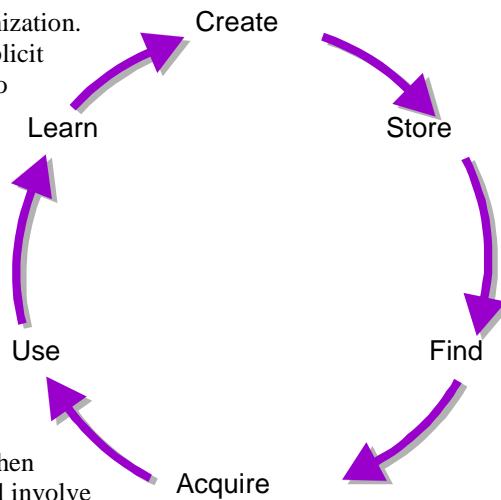
4. “Knowledge” is frequently understood to mean familiarity, awareness, or understanding gained through experience or study. As such, it constitutes an organization’s intellectual capital. While information gives answers to the questions “what, who, when and where”, knowledge addresses the question “how”.

5. Access to information, therefore, is a necessary condition for knowledge to form. Dissemination of information related to the CIF's mission, their operations and results, therefore, forms an integral part of a knowledge management strategy. With this in mind, this paper frequently refers to "information and knowledge". However, it does not address the question of how the communication of CIF related information should be handled. This will be the task of a CIF communications plan, the preparation of which will be initiated next fiscal year.

Box 1 – The Knowledge Life Cycle

Knowledge in business can be seen to have a lifecycle of its own.

- It must be **created** either within or outside the organization. This is typically comprised of iterative tacit and explicit loops until the knowledge is ready for distribution to those outside the creating group.
- It can then be **stored** somewhere, either tacitly or explicitly so that it is accessible for others to find and use.
- Those who need the specific knowledge must then **find** out where it is, when they need it, by searching in the right places and / or asking the right people.
- Once the knowledge source is found, the user will then go through the act of actually **acquiring** it. This will involve gaining personal knowledge from other humans or documented sources.
- Once acquired, the knowledge can be put to **use** towards some productive purpose.
- Having been used, perhaps repeatedly, the user will **learn** what worked well and not so well as a result of applying the knowledge gained. This can then be taken as significant input into further iterations of the knowledge creation and distribution process.



A key contributor to the management of this cycle is the concept of learning. Without the learning component, the cycle is devoid of knowledge. It merely, becomes an information delivery strategy, which becomes disconnected from the leverage of more effective human experience. The application of the delivered knowledge to operating the business (Find, Acquire and Use) will have some initial value but the delivered knowledge will be immediately out of date unless continuously renewed with the latest lessons learned from the application of the delivered knowledge (Learn, Create and Store). (Source: "The Knowledge Management Toolkit", Ovitz, Taylor and Gates 2006)

6. Knowledge can be "tacit" or "explicit" in nature. *Tacit knowledge* is embedded in your mind and hard to capture. *Explicit knowledge* is codified, for example in the form of memos, manuals and handbooks, procedures, guidelines, lessons learned and good practices. Tapping into tacit knowledge generated by CIF operations and making it explicit and available to stakeholders are key instruments for achieving CIF's objectives.

7. Knowledge is *dynamic* in nature (see Box 1). As we learn from the

application of knowledge gained, new knowledge is created and stored for further use and learning and so on in an iterative cycle. The initial development of strategic country programs for use of CIF resources will be based on what has been learned at the country and MDB levels from past activities of a similar nature. The application of this knowledge through early “joint-missions” will generate experiences that, once captured and stored, can be accessed and applied by future “joint-missions”. This, in turn, will give rise to a growing and richer understanding of what works well and what does not work well in the design and implementation of joint missions.

8. To industrial organizations and business enterprises, the emphasis of knowledge management is on creating environments for its employees to create, leverage, and share knowledge. The same holds true for the CIF, except that here, *the target is the wide range of stakeholders and their capacity to actively participate in climate change activities* with the purpose of delivery of results towards climate change goals. To reach it, CIF knowledge management activities have to effectively help reduce the barriers and impediments to effective capturing, storage and sharing of knowledge at all levels in their operations.

Integration with other thematic CIF programs

9. CIF knowledge management activities are closely linked to CIF’s work on monitoring, including results management, partnerships and stakeholder outreach, and private sector engagement.

10. KM and M&E. The overall purpose of CIF’s monitoring and evaluation will be the measurement and assessment of performance under the CIF programs and projects in order to more effectively manage outcomes and outputs. More specifically, evaluation at various points in time will attempt to systematically and objectively assess progress towards and the achievement of outcomes embedded in results frameworks at the project, country program and CIF program levels. In this context, there are two clear linkages between the CIF KM and M&E programs.

- Firstly, knowledge management activities involve identifying, creating, organizing, sharing and using lessons learned, and good practices in CIF country programs and projects. They will be driven by the need to facilitate implementation and replication of CIF operations. In so doing, they will also provide knowledge useful to the evaluation of CIF programs or projects. They will shed light on factors that may explain progress that has been made, or the lack of thereof, towards envisaged results and outcomes for such programs and projects.
- Secondly, CIF’s knowledge management activities have themselves to be targeted towards a set of envisaged outcomes (see Section on Monitoring and Results Management at the end of the main text). Such outcomes have to be reflected in the results frameworks for CIF’s thematic programs or sub-programs i.e. CTF, PPCR, FIP and SREP, currently being completed and harmonized.

11. KM and stakeholder outreach. A major objective of the CIF stakeholder outreach program and its activities is to provide stakeholders the opportunity to give voice to their interests and needs for information and knowledge. Stakeholder outreach, therefore, is a means to better understand the knowledge needs among various stakeholder groups and to plan how best to meet such needs. At the same time, stakeholders possess knowledge (explicit or tacit) that may be highly relevant to the design and implementation of strategic country programs or projects, and stakeholder outreach can provide the opportunity to capture such knowledge. For example, at the country level, local CSOs have information and knowledge that is essential for understanding how to craft CIF interventions that promote sustainable development in local communities. Outreach to such CSOs will help develop such understanding.

12. KM and private sector engagement. Effective engagement with the private sector is essential to CIF's mission and its global replication goal. To obtain it, CIF must be prepared to both listen to the private sector's views on how they may contribute to CIF implementation and to share CIF related information and knowledge with private sector business or trade associations or individual companies as potential investment project sponsors. Incorporating relevant experience from the private sector could for example be done by establishing under a CIF knowledge management program a platform to include lessons from various private sector initiatives such as the WBCSD Cement Sustainability Initiative, World Steel Association's Carbon Emissions Initiatives, etc.

Part B - Proposed CIF Knowledge Management Program

13. This section of the paper begins by setting out a proposed set of objectives for CIF knowledge management and six core principles for the design of a program to address them. It proceeds to summarize how the key features of the program are intended to address the objectives.

Objectives, core principles and instruments

14. The overarching goal of the CIF knowledge management program is the realization of the potential multiplier effect of CIF funded investments on GHG mitigation and reduced climate vulnerability at the national, regional and global levels. In addressing it, the two specific objectives of the program are to:

- (i) facilitate effective stakeholder participation in the development and implementation of CIF funded operations and activities; and
- (ii) support national, regional and global replication of approaches to, and outcomes of, CIF funded activities.

15. In addition, the pursuit of the above two objectives will serve to inform ongoing

and future efforts on the design of a global architecture for financing climate action.

16. The above objectives can only be achieved if capture and sharing of knowledge occurs as a continuous process from the very start of CIF's mission. Waiting for programs and projects to be completed before asking the question "what have we learned" or "where can I get help with my problem" is not an option. A major challenge for managing knowledge under the CIF, therefore, is the capture and sharing of early experiences and lessons and feeding them back in a timely manner into further program and project design and implementation.

17. **Core principles for program design.** Given the above objectives and the guidance provided by the Joint TFCs, the design of the proposed CIF knowledge management program is based on the following six core principles:

- (i) The focus and process for capturing and sharing information and knowledge will be driven by the needs and priorities of the stakeholders, and knowledge products will, wherever possible, be co-developed with interested stakeholders.
- (ii) The capturing and sharing of knowledge will be a continuous process through country programming into project design and implementation; in each phase, early experiences and lessons will help inform further operations and activities.
- (iii) Talking about and documenting failures is going to be as important as capturing successes. Stakeholders will be encouraged to talk openly about challenges and failed programs and projects with the aim of informing future activities.
- (iv) Innovative and creative approaches to knowledge management will be adopted with the aim of increasing impact on the ground and generating cost-effective ways of sharing knowledge among stakeholders.
- (v) To effectively meet the needs of various stakeholders, knowledge products will involve a combination of real-time capturing and sharing of "tacit" knowledge and ex-post explicit and structured products in the form of studies or reports.
- (vi) Knowledge management cannot be an unfunded mandate. Proposed activities will require dedicated CIF funding at all levels.

18. **Summary of key instruments.** The instruments chosen to achieve the two program objectives are described in subsequent sections. They are summarized here with reference to the program objectives.

Table 1 Key Instruments for CIF Knowledge Management and Their Relationship to Program Objectives

Key Instruments	Program Objectives	
	Effective stakeholder participation in CIF operations	Local and global replication of CIF lessons learned
1. CIF grant financed learning components in all projects	x	x
2. Regular partner country meetings to share lessons	x	
3. Partnership Forum as a platform for stakeholder knowledge exchange	x	x
4. Innovative real-time capture and sharing of knowledge relating to country programming or project design and implementation	x	
5. Interactive web-based tools for communications between CIF country teams.	x	
6. Virtually accessible “source books” co-developed with partner country teams	x	x
7. Global Support Program support to partner country teams	x	
8. Disseminating cross-country lessons and “good” practices on key aspects of country programming.		x
9. Disseminating cross-country lessons and “good” practices on key aspects of CIF project implementation.		x

Meeting stakeholders’ needs for knowledge

19. CIF knowledge management has to ensure that an iterative process of learning functions by facilitating the capture of existing and to-be-generated knowledge, and the sharing of it in a timely and effective manner. This process has to be based on a clear understanding of who the audiences are and what information and knowledge they need. This in turn can only be learned through listening to the stakeholders through continued outreach and engagement. Their needs evolve over time. In responding, the implementation of the CIF KM program has to be agile and alert. A first listing of what these needs are likely to be is shown below (Table 2). A fuller understanding of these needs will develop as stakeholder outreach broadens and deepens.

20. At a very fundamental level, all stakeholders require information on the nature, scope, and early results of CIF activities in order to determine where, when, and how they can participate and contribute to such activities. Going beyond that, stakeholders that are directly involved in the development and implementation of CIF operations need access to “how to” knowledge that is already available or will become available as CIF operations start up in a “learning-by-doing” mode. Other stakeholders, not directly involved in CIF programs and operations but interested in the outcome of the CIF

mission for purposes of potential replication, will look for lessons learned and “good” practices emanating from the way the CIF have functioned and the design and implementation of programs and projects that the CIF have funded.

Table 2 An Illustration of CIF Stakeholder Knowledge Needs

Stakeholders	Knowledge Needs
Government agencies	How to access CIF resources? How have others approached the design, preparation and implementation of CIF country strategic frameworks? How to effectively engage local stakeholders in the process? How to share our lessons locally and globally?
Private sector	What are the CIF's' objectives and priorities? What can CIF do for us? How can we best have a voice in this process? How do we access CIF funding, on what terms and conditions? What are the results, experiences and lessons from ongoing CIF operations that involve the private sector?
UNFCCC	What have been the results, experience and lessons learned from CIF implementation of alternative approaches to financing mitigation and vulnerability reducing investments? How do results and lessons from the implementation of the CIF governance framework help inform further developments in the global architecture for climate financing?
UN Partner Institutions and bilateral donors	Where, when and how to engage in country programming exercises, and support CIF country programs? What lessons learned in CIF operations (country strategic programs and projects) can help us expand and mainstream climate financing in the programs and operations of our respective institutions?
NGOs and Civil Society	What are the CIF all about? How can CIF funding help promote sustainable development in our communities? How can we get a “voice”, share our experiences, in the programming and the use of CIF funds, locally and globally?
CIF TFCs and SC members	What works well, and not so well in the development and implementation of country strategic frameworks for programming CIF resources? How have countries addressed CIF criteria for design of such frameworks and investment projects? What lessons can we pass on? Is the adopted CIF governance framework effective in promoting CIF objectives? Does it need adjustment?
MDBs	How can we best collaborate in supporting country-led efforts to program the allocation and use of CIF resources? What experience and lessons learned in ongoing CIF operations (country strategic programs and projects) can help broaden/mainstream climate financing in our respective institutions?

21. The CIF program of knowledge capture and sharing will initially concentrate on the needs within the 30-40 countries expected to benefit from CIF funding. Simultaneously, however, a program needs to be developed and implemented for sharing experiences and lessons learned among stakeholders who potentially can influence or make decisions on replication locally, regionally or globally.

Knowledge management at country program and project levels

22. The need for capturing and sharing of knowledge arises in all areas of CIF operations and activities. To help structure the CIF knowledge management they can be grouped into two broad areas:

- (i) the *development and implementation of country-led strategic programs* for the use of CIF resources i.e. CTF Investment Plans (IPs), PPCR Strategic Programs for Climate Resilience (SPCRs), FIP Investment Strategies (ISs), and SREP Investment Plans (IPs); and
- (ii) the *development and implementation of CIF funded projects*, i.e. investing in the application of low carbon technologies with potential for long term GHG emissions saving (CTF), or piloting innovative approaches to responding to the challenge of climate change through SCF's targeted sub-programs (PPCR, FIP, and SREP).

Table 3 Summary of Knowledge Management Activities at Country Program and Project Levels.

Area of CIF operations	Early Experience → <i>Early Stage</i>	Lessons Learned → <i>Implementation</i>	“Good” Practice <i>Final Stage</i>
1. Design and implementation of country strategic programs	Joint mission post-mission reporting by MDBs; knowledge exchanges involving country partners, MDB task teams, and other stakeholders.	Systematic capture and documentation of country lessons in applying CIF design principles with MDB support; sharing lessons with all stakeholders through a variety of knowledge exchange and direct dissemination mechanisms.	Distilling lessons learned into emerging “good practice” or tool kits, for sharing through dissemination and knowledge exchange.
2. Piloting of innovative approaches under CIF projects and programs incl. financing modalities, incentive structures, private sector engagement, institutional arrangements, stakeholder involvement and lessons sharing.	Capture and sharing of early experience in design and implementation through MDB supervision, knowledge exchanges between partner countries, and direct dissemination.	Capture country specific lessons through MDB supervision and mid-term reviews, and country case studies; sharing lessons learned through partner country exchanges and direct dissemination; communicating lessons to UNFCCC, Adaptation Fund and other development partners.	Consolidation and sharing of country lessons on specific thematic topics (financing modalities, incentives, stakeholder engagement etc); wide dissemination; communications to UNFCCC, and other development partners.

23. Efforts to capture and share knowledge related to the *design and implementation of CIF country programs* will initially be looking for effective means for getting the country-led country programming underway. The focus is on early experiences from country leadership, coordination with development partner agencies, engagement with NGOs/CSOs, and the private sector, and on MDB collaboration in supporting country-led

processes (Box 1). Early feed-back helps make ongoing efforts more successful and informs the design of future activities. As the preparation of country strategic programs is completed, attention turns to lessons that can be learned from these exercises at the country level, and in particular to the experience gained in the application of agreed design principles for country strategic frameworks under the various CIF programs. Such lessons may then lead to the identification and sharing of “good” practice in development and implementation of country programs in support of replication inside and outside CIF partner countries.

Box 1 - Early Lessons from Joint Missions for Country Programming of CIF Funds.

The sharing of experiences and early lessons from joint-missions under the CTF and the PPCR is ongoing. The process has so far been largely informal, involving task teams within the six MDBs through debriefing of missions, exchanges between MDB teams working together on joint-missions, and the MDBs’ respective focal points serving as main “repositories” for this emerging knowledge and sharing it through their outreach to technical staff.

Effective government leadership. The most effective joint- missions have been those which have benefitted from a strong lead ministry, an inter-departmental coordination structure, and a clear vision of how CIF funding can help implement transformational national strategies. Where governments have a robust program to build on, the joint missions have been naturally focused.

Cooperation and coordination with other development partners such as UN agencies and bilateral donors, works well in countries where established donor coordination processes exist and where one or more of MDBs have a strong presence. - The nature and scope of *local civil society stakeholder* involvement varies considerably between joint missions and reflects the state of dialogue between government and CSOs as well as the extent to which joint-missions have deliberately sought to pursue such engagement. Where such engagement has occurred, the factors contributing need to be better understood and models for future missions shared.

Involving the private sector has led to a more complete understanding of the strengths and weaknesses of the enabling environment for private sector investments. Local financial institutions have frequently shed light on the sources of financing barriers, while companies have offered critical perspective on the regulatory barriers that would need to be addressed in a CTF program if scaled-up investment is to be realized. In the context of the PPCR, the role of the private sector remains less obvious. Yet engagement with the private sector on missions has highlighted the innovation, resources, and agility the private sector has to offer.

Pre-mission preparation among the MDBs is essential for mission success. Developing a common understanding among the participating MDBs on the broad scope and scale of possible CTF funding, and the division of labor among the staff from the various MDBs have been key ingredients in positive mission outcomes.

Resourcing. The MDBs’ engagement with Government and local stakeholder engagement goes beyond the originally assumed single joint mission. Under the CTF it was early realized that two missions are required supplemented by continuous engagement by MDB operations staff. Experiences under initial PPCR missions identified a similar but even more resource intensive extended engagement need. - Effective engagement of Governments requires up-front access to PPCR funds for in country-preparatory work (cannot wait until first joint mission has resulted in request for Phase 1 TA grant). - Transactions costs for regional PPCR pilots are high and delays inevitable, requiring adjustments to budgets for MDB support. All of the above, have raised MDB costs for supporting country programming.

24. Similarly, the *design and piloting of innovative approaches under CIF funded projects* has its logical sequence of knowledge management activities. Some 130-140 investment projects are expected to be developed for CIF funding between 2009 and 2014. These projects will either contribute to demonstration, deployment or transfer of low carbon technologies with a significant potential for long term GHG emissions savings, as under the CTF, or pilot innovative approaches in responding to climate change under SCF's three targeted programs.

25. Finding out what works and what does not in the design and implementation of these projects cannot wait for the project completion report and the final project evaluation. A systematic effort, initiated early, to draw out and share experiences from projects under implementation is critical to the continuous strengthening of the knowledge base for further CIF project design work. As implementation progresses and the overall portfolio matures, it becomes possible to start capturing and sharing lessons from individual projects covering inter alia choice of modality for transfer of CIF funds to project beneficiaries, other incentives, engagement of the private sector, and the sharing of information and lessons from the project. Again, this may then be followed by the distillation and sharing of elements of "good" practice, flowing from the various pilots, to support replication at the local and higher levels.

Knowledge management, CIF governance and MDB collaboration

26. The CTF and the SCF have adopted Governance Frameworks that reflect the principles for the organization of the funds established in the CIF design documents. How these principles and frameworks have served the CIF mission and its implementation, what worked well and not so well are questions of interest to parties involved in the process of crafting a global architecture for climate finance. Answers will need to wait until sufficient operational time will have lapsed to enable a meaningful evaluation.

27. Independent evaluations of the operations of the CTF and the SCF and the impacts of their activities are, according to the founding documents, to be carried out after three years of operations by the independent evaluation departments of the MDBs. Question relating to governance and its operational impacts may be expected to be addressed as part of these evaluations. Meanwhile, the TFCs as a result of early experiences in executing their responsibilities have found it desirable to make adjustments to these frameworks and their associated operational procedures. Most notable is the decision to invite civil society organizations, indigenous peoples groups and the private sector to be represented as observers at the TFC and Sub-Committee meetings.

28. The TFCs as governing bodies are serviced by the MDB Committee which inter alia proposes programs and projects for CIF funding, reviews program criteria and priorities, monitors implementation progress and acts as forum for operational coordination and exchange of experience among the six participating MDBs. A key aspect of such coordination is the collaboration amongst the MDBs in supporting country

programming of CIF resources through joint missions.

29. Capturing early experience in MDB coordination and collaboration is important to ensure effective delivery of responsibilities. To this end knowledge management will include the following activities: (i) capturing lessons on MDB collaboration from joint missions under CTF and each of the three SCF Sub-programs based on joint mission post-mission reporting and discussions with MDB task teams (FY11 for CTF and PPCR, FY12 for FIP and SREP) and (ii) a self- assessment of the MDB Committee's performance in executing its responsibilities including recommended actions to address areas in need of strengthening (FY11).

Modalities for capturing knowledge from CIF activities

30. Effective knowledge management relies on the capacity to continuously and in a targeted way capture and document the lessons that are being learned at the front lines of operations, that is for CIF at the individual country program and project levels. Consolidation of lessons and distillation of "good" practices can then take place at the CIF program level.

31. **At the CIF country program level** knowledge capture will fall in three categories. Firstly, existing knowledge relevant to the preparation of country strategic programs and held by local stakeholders has to be tapped. Several PPCR joint missions have stressed the importance of holding stakeholder workshops as a first step in initiating Phase 1 work. Secondly, experience and lessons learned about the process for developing strategic country programs need to be captured. Thirdly, lessons gained in the application of key design elements for country programming, laid down in the design documents of the CIF programs have to be captured and shared.

32. All these activities need to be directly linked to the local processes of developing and implementing strategic country programs. They should be managed by partner country institutions, supported by participating MDBs, and have local stakeholders involved.

- (i) *MDB post-joint mission reporting.* As per MDB Committee agreement, all MDB joint-missions will submit post-joint mission reports to the Committee summarizing lessons coming out of the joint mission process, covering coordination among the participating MDBs, government leadership, coordination with development partners, and involvement of NGOs and greater civil society organizations (see Box 3). A summary of the mission's main findings, next steps and nature of consultations with stakeholders will be placed on the CIF website.
- (ii) *Local stakeholder workshops to capture and share early experiences and lessons from the preparation of strategic country frameworks.* CIF technical assistance grants to pilot countries for preparation of country strategies and programs under SCF's three targeted programs will help meet the costs of

workshops.

- (iii) *MDB task team support to country-led efforts* to capture and document lessons from strategic country programming will be required. While such support will draw upon the MDBs' experience and own practices in collaborative economic and sector work, it will involve additional work. Provisions to fund such incremental MDB expenditures should, therefore, be made under existing arrangements for the MDB Committee managed pool for budgetary support to country programming.

33. **At the investment project level**, knowledge capture focuses on what implementation and piloting experience can tell us about the effectiveness of various approaches for addressing key program design elements and investment criteria, e.g. choice of financing instruments, incentive structures, stakeholder (incl. private sector) engagement and institutional arrangements. Key areas for knowledge capture under the various CIF programs would include the following:

- (i) CTF- contributions to transformational change and development goals, providing positive incentives for low carbon development, creating an enabling environment for private investments.
- (ii) PPCR - demonstration of integration of climate resilience into development policies and planning, capacity strengthening, and enhanced learning and knowledge sharing.
- (iii) FIP - reductions in deforestation and forest degradation and impacts on GHG emissions, promoting inclusiveness and participation of all important stakeholders, including indigenous peoples and local communities, and partnerships with the private sector; and for
- (iv) SREP – demonstration of economic, social, and environmental viability of renewable energy, and generation of new economic activities and increased energy access.

34. Activities to capture and share lessons in the above areas should be included as part of knowledge management components of individual CIF projects¹. The development and implementation of such components requires incentives in the form of CIF grant funding as elaborated in Box 2.

35. **At the CIF program level**, the lessons learned at the country program and project levels can be aggregated across countries and consolidated along thematic lines. This in

¹ PPCR and FIP designs both mandate inclusion of learning components in funded activities; SREP objectives promote lessons sharing lessons at the national and higher levels; and CTF's program objectives include "providing experience and lessons in responding to the challenge of climate change through learning-by- doing. As pointed out in the PPCR programming guidelines "Creative ways of both capturing and disseminating lessons learned and relevant knowledge products should be piloted, building on existing country level efforts and using established mechanisms and institutions as appropriate."

turn may lead to the identification of “good” practices.

36. Program wide consolidation of lessons learned from country programming of CIF resources will be based on joint-mission reporting and individual country presentations or sharing and reporting of lessons learned. There may be a need for additional work to help clarify or deepen the lessons learned that could involve select country case studies. Such work would be managed by the CIF Admin Unit working with MDB CIF focal points and operational units and would be funded out of the provisions under CIF’s administrative budget for thematic work.

Box 2 - Grant Financing of Project-based Knowledge Management (KM) Components

One of the cornerstones of the proposed CIF Knowledge Management Program is *the inclusion of a CIF grant supported KM components in every CIF funded project*. The grant would involve a fixed entitlement under each CIF funded project (proposed at \$250,000). Its purpose is to ensure that maximum opportunity is taken at the frontline of CIF operations to capture early experiences and lessons coming out of project implementation, share such lessons with local stakeholders, and contribute to the building of CIF’s broader knowledge capital. For this to happen, partner countries have to be incentivized through dedicated grant funding.

The preparation of these KM components would be broadly defined as part of the regular project preparation process with the support of MDB task teams and with finance from the CIF project preparation grants. It would be expected to address *three basic elements*: (i) communications with local stakeholders, including CSOs and the private sector on project activities, results and lessons; (ii) capture of lessons during the project implementation process; and (iii) the sharing of such lessons with other CIF country partners.

As part of early project implementation, local project implementing agencies working with the involvement of local stakeholders with the support of from the CIF KM component grant would develop the above mentioned three KM elements in more detail. There would be no fixed model for addressing these requirements. Rather they would be determined based on local conditions and priorities. Each developed KM component should have identifiable outputs which should be included in the project’s monitoring plan.

Some of the elements of the project based KM components would need to be linked to CIF program-wide platforms for accessing and sharing information and knowledge. The Global Support Program Team of the CIF Administrative Unit would address this requirement and provide necessary guidance and training to country project teams

MDB task teams would be expected, as part of their regular project supervision activities, to review progress in the implementation of CIF project learning components and work with local project implementing entities to help these components achieve their objectives.

The implementation of these project-based KM components will by themselves generate information and knowledge on what works well and what does not. These experiences and lessons need to be captured to help inform KM design of subsequent projects. Each project team would therefore be expected to share the experiences and lessons with respect to KM component implementation with other CIF project teams. Effective mechanism for such lessons sharing would be developed for the programs of CTF and for PPCR FIP and SREP.

37. The ability over the next 3-4 years to derive with any conclusiveness lessons learned from individual CIF projects, let alone their consolidation into program wide lessons and good practice, will be limited. The portfolio by then will still remain very

young given that the average project implementation period can be expected to be in the range of 5-10 years. Hence, the emphasis by necessity will be on capturing early implementation experiences and emerging lessons. This work would be based on the MDBs' supervision reports and reviews of the results and outcomes from the implementation of learning components included in individual CIF projects. Summaries of these early lessons by thematic area possibly with illustrations of "good" practice elements will be done at the CIF program level and shared with stakeholders through the Partnership Forum platform, annual reports, and other dissemination channels.

Learning from other sources

38. As the CIF build a knowledge base to share with its stakeholders they must also incorporate lessons that come out of recent or ongoing climate financing activities. The GEF's mitigation and adaptation programs, the carbon funds of the Multilateral Development Banks, initiatives such as the UNDP Adaptation Learning Mechanism, the UNFCCC Adaptation Action Pledges plus other initiatives in the public and private sector domains all have important lessons that should help inform the design and implementation of CIF operations.

39. Consequently, high priority needs to be given at the very outset of the CIF knowledge management program to learn from external sources. To this end the CIF Administrative Unit, working in close cooperation with the MDB Committee will develop an external learning program. The specific objective would be to locate global sources of relevant knowledge and develop and implement a program for stakeholders to access that knowledge and for its integration with CIF's broader knowledge sharing program.

Modalities for sharing information and knowledge

40. Within each of the CIF programs, the sharing of knowledge needs to happen through a combination of direct dissemination activities and interactive knowledge exchange events and mechanisms. The former involve making reports on lessons learned, guidelines, good practice notes, tool kits etc. directly available to stakeholders through mail, email, posting on websites or presentations at stakeholder meetings. The latter involve interactive knowledge sharing and learning through face-to-face exchanges and a variety of web-based mechanisms for communication and interactive knowledge sharing and learning among stakeholders.

41. With this in mind, knowledge management programs for each of the four CIF programs need to include a knowledge sharing plan appropriate to its objectives and stakeholder needs. Possible elements of such a plan are outlined in the draft CIF Knowledge Management Programs for CTF and PPCR (Annexes 1 and 2). The proposed *CIF Learning Briefs* on lessons learned and "good" practices in developing strategic country programs or project implementation, will address some stakeholder needs. Other needs are best addressed through sharing tacit knowledge in real-time rather than through post-facto produced reports. Some examples of innovative and creative ways of such

knowledge sharing are given below (Box 3).

Box 3 - Finding creative ways to make knowledge sharing effective.

Share information, results and lessons learned with local stakeholders through tools appropriate to their local conditions - Country/project based mechanisms could include, for example, project blogs and videos (e.g. the Guardian's Katina project blog), locally adapted media, outreach and awareness campaigns within each country, and expert support desks.

Use web-based interactive tools for communicating among participating countries such as blogs for practitioners, online communities, interactive dashboards or a virtual help desk - envisage, for example, a website visualizing daily tweets from the various CIF projects – providing at one glance an overview of what is happening real-time on the ground.

Partner country meetings as effective knowledge exchange and learning events applying best practices of instructional design for adult learners, which emphasize simulation based, hands-on learning vs. passively listening to presentations; moreover, they could be complemented by tools that focus on capturing tacit, rather than explicit knowledge such as prediction markets (a la World Bank's CGAP programme) and idea farms (a la MIT Climate change Collaboratorium).

Provide tools and knowledge resources through evolving "source books" that should be accessible virtually, and designed in dialogue with participating countries to address issues of special importance; the source books could take the form of a wiki, based on the successful example of the World Bank's LAC region use of Wikipedia to provide country profiles.

Conduct CIF learning clinics in connection with major corporate events such as the annual Partnership Forum and the regular meetings of CIF Trust Fund Committees and their Sub-Committees

Enrich the existing CIF website by adding visualization tools and interactive dashboards that would make it easier to locate information and help generate a spirit of healthy competition (to encourage information sharing) among the projects.

Cooperate with other global learning platforms such as the Adaptation Learning mechanism (capturing and disseminating adaptation experiences and good practices via an open knowledge platform

Promote "South-South" exchanges that will permit CIF partner country implementing entities to visit other developing countries to see what they have done and how.

42. The further development of CIF program specific knowledge sharing plans requires the involvement of the stakeholders themselves. The Partnership Forum and partner country meetings under the individual CIF and SCF programs provide opportunities for discussing needs, priorities, and modalities for information and knowledge sharing with stakeholders. Most urgently, they need to involve the country partner teams responsible for the preparation of country strategic frameworks under SCF's three targeted programs. The planning of the agenda for partner country meetings during FY11 should therefore address this requirement

Program implementation

43. **Timeline.** To achieve the learning objective of the CIF, implementation requires a continuous process of capturing and sharing of lessons learned, all the way from the first joint missions to the final evaluation of the outcomes of CIF funded operations. Given current donor pledges and the CIF Business Plan to commit such resources, one can foresee that such a process will take us up to the end of the decade.

44. As indicated in Table 3 above, knowledge management activities under each of the four CIF programs should result in the completion of key knowledge sharing tools and knowledge products over the next four years. Based on the programming of knowledge management activities under CTF and PPCR proposed in Annexes I and II, and the annual targets for CTF and PPCR business development a tentative timeline for delivery of key knowledge tools and products is summarized in Table 3 below

Table 3 - Tentative Timeline for Completing Main Formal Knowledge Products

CTF	FY11	FY12	FY13-14
Web-based interactive tool for communicating among partner countries	x		
Virtually accessible and evolving “source book”	x		
Partner country reports on lessons learned in strategic programming of CTF resources	x		
<i>CTF Learning Brief</i> on country strategic programming of CTF resources	x		
<i>CTF Learning Brief</i> on early IP implementation lessons			x
PPCR			
Web-based interactive tool for communicating among partner countries	x		
Virtually accessible and evolving “source book”	x		
<i>PPCR Learning Brief</i> on early lessons in preparing SPCRs	x		
Pilot Country reports on lessons learned in developing SPCRs.	x	x	
<i>PPCR Learning Brief</i> on Phase 1 lessons and “tool kit” for strategic planning for climate resilience		x	
<i>PPCR Learning Brief</i> on early SPCR implementation lessons			x

45. **Responsibilities.** Implementation will involve all stakeholders in their capacities as consumers or providers of knowledge. As referred to earlier, the responsibilities for implementation of CIF’s knowledge management program rests with the 30-40 CIF partner countries, the six MDBs acting as CIF “implementing agencies”, the MDB Committee and the CIF Administrative Unit. Their respective roles are summarized below:

- (i) *Country partners*, as part of their engagement with the CIF, will plan and implement country based activities on capture, documentation, and sharing of lessons learned. They will be able access CIF technical assistance grants to supplement their own resources in taking on these responsibilities.
- (ii) *The six MDBs* will work with country partners and stakeholders in the

planning and implementation of country and project-based CIF related knowledge management activities. This involves MDB operational units and their staff and consultants, who are at the front-line of CIF's engagement with country institutions and their staff. It also requires the MDBs' Focal Points for the various CIF programs to engage with the MDB task teams on CIF knowledge management and to contribute to the process of consolidating lessons learned.

- (iii) *The CIF Administrative Unit working with the MDB Committee*, is responsible for coordinating the implementation of the program and for keeping the CIF Trust Fund Committees and the SCF Sub-Committees regularly informed about progress and issues in implementation. Within the Unit, the Sr. Knowledge Management Specialist takes the lead in overseeing and guiding the further development and implementation of the CIF KM program.

46. **The Global Support Program.** The CIF's Global Support Program (GSP) was established to provide the "glue" to bring together the individual country programs and promote learning among them. The GSP team, expected to be full staffed by the end of 2010, working with the Sr. Knowledge Management Specialist will

- (i) plan, organize, and manage the frequent partner country meetings for lessons sharing and learning,
- (ii) coordinate the development and management of web-based tools for communications amongst countries and project teams, accessing knowledge and expertise, and sharing lessons.
- (iii) provide help-desk services to country and project teams; and
- (iv) ensure that lessons learned and knowledge products are disseminated beyond the immediate CIF communities of practice.

47. A detailed outline of activities for the GSP and their cost implications will be developed and submitted for review by the TFCs for their November 2010 meeting.

48. **Sharing information and lessons learned with UNFCCC.** Consistent with the responsibilities assigned to the CIF Trust Fund Committees in the founding documents, annual reports, evaluations reports, and formal lessons learned documents will be transmitted to the UNFCCC. Should the UNFCCC so wish, the CIF, through the Administrative Unit and the MDB Committee, would be prepared to engage with the UNFCCC in a presentation and a discussion of such documents. Like all stakeholders, UNFCCC will continue to be able to access the above and other knowledge products relating to the CIF's broader knowledge sharing and learning agenda on the CIF website.

Monitoring and results management

49. The CIF knowledge management activities outlined above and detailed in the draft CTF and PPCR KM programs will each produce results and outputs which are expected to generate project and country level outcomes. The annexed draft CTF and PPCR knowledge management programs are starting to address these relationships. The project or country level outcomes are then aggregated into PPCR program level outcomes and so on. To illustrate, and building on the structure of the proposed CIF results frameworks (to be considered by the Joint TFCs at the March, 2010 meeting) the results chain for one of the key PPCR knowledge management activities has been set out in Table 5.

Table 5 Illustrating the Results Chain Flowing from a CIF Knowledge Management Activity

KM activity	Capturing and sharing lessons from country-led strategic planning for integrating climate resilience in national development planning
Inputs	Country team expertise, other stakeholder knowledge, MDB task teams, funding, CIF Global Support Program services
Results	Interactive communications and lessons sharing mechanisms effectively deployed ; individual country studies completed; PPCR learning brief consolidating country-lessons completed.
Outputs	Increased capacity to integrate climate resilience into country strategies
Outcome at country level	Improved integration of inclusive climate resilience strategies into country development plans (one indicator being pilot country adoption and implementation of a Strategic Program for Climate Resilience that is responsive to PPCR design criteria)
Outcome at PPCR level	Improved policies and regulations that promote and enforce resilience measures
Transformative impact	Increased resilience in society to potential climate variability and climate change.
CIF final outcome	Improved climate resilient, low carbon development

50. Monitoring of results and outputs will need to cover activities managed at the project and the CIF program level. At the project level, monitoring will cover delivery of targeted results and outputs (see earlier Box 2) as identified in each project's monitoring plan. MDB teams working with local project implementing entities will review progress towards such targets as part of the MDBs' regular project supervision activities.

51. At the CIF program level, monitoring will focus on the results and outputs from activities managed by the CIF Administrative Unit working with the MDB Committee as well as by the six MDBs as implementing agencies. These activities, as illustrated in the detailed draft CTF and PPCR KM programs, involve the design and deployment of effective knowledge sharing tools and mechanisms, providing Global Support Program services to country and project teams, and consolidating and synthesizing project and country level generated lessons into formal CIF knowledge products and disseminating them to the broad range of CIF stakeholders. Appropriate results/outputs targets and

indicators for these activities will need to be worked out and integrated with the further development of the results frameworks for the individual CIF programs.

Resources requirements

52. The proposed knowledge management program for the CIF is extensive in scope and needs to be supported by dedicated resources at the country level, the MDB level and the CIF Administrative Unit level. The tentative cost estimates shown in Table 6 constitute a summary of the more detailed information on CTF and PPCR knowledge management activities shown in Annexes I and II. For future FIP and SREP programs notional figures (assuming conformity with the estimates for PPCR) have been entered.

Table 6 - Tentative Estimate of CIF Knowledge Management Costs (FY10-13)
(\$ million)

Activities	CTF	PPCR	FIP+SREP (notional)	Total (notional)
Managed by MDBs and CIF Adm. Unit (funded under the annual CIF budget)	2.6	3.4	6.8	12.8
Managed by country entities				
TA preparation grants	0.3	1.0	1.0	2.3
Grant component of project funding	16.3	8.8	8.8	33.9
Total	19.2	13.2	16.6	49.0

53. A first order estimate, suggests that the costs of implementing of the knowledge management program outlined in this paper over the period FY11-13 would around 50 million range or about \$17 million a year.

- (i) Over 75% of these resources would be put in the hands of country and project teams to capture and share lessons learned with local stakeholders and the broader communities of practice. They would be funded out of grant components of CIF funded projects with a minor portion coming from CIF technical assistance grants for preparing projects.
- (ii) The remaining 25% would be funded through the annual CIF Budget and managed by (a) the CIF Administrative Unit working with the MDB Committee on facilitating communication and knowledge sharing among partner countries through regular face to face meetings and interactive web-based tools, and coordinating the preparation of formal knowledge products (CIF Learning Briefs), and (b) the MDBs for supporting country and project teams in their front-line efforts to capture and share lessons.

54. Close to \$2.8 million, equivalent to one-third of the proposed total FY11 budget for the CIF Administrative Unit, have been earmarked for knowledge management. This would covering the costs of staff working on GSP and other KM activities, holding and travel for partner-country meetings, development of web-based knowledge sharing tools,

and short term consultancies to undertake specific tasks related to the capture of early experiences and lessons from CIF implementation.

55. A cost of \$50 million for CIF knowledge management activities over the period FY10-13 would represent under 1 percent of the envisaged \$6.3 billion in CIF financing of programs and projects. The value proposition for the CIF investing in knowledge management is that the benefits it would generate by way of additional national, regional and global replication of lessons learned outweigh its costs.

56. It should be added, as a final note, that the proposed knowledge management program stops short of establishing a CIF knowledge sharing effort on a grand global scale. The view has been taken that before this can meaningfully be done there is a need to get off first base and ensure that the knowledge that can and should be learned from CIF operations is in fact captured and that the CIF have the capacity to effectively share those lessons. Once that has been accomplished, the program can be scaled up and evolve regionally and globally focused dissemination programs.

Annexes:

- (1) Draft CTF Knowledge Management Program (FY10-FY14)
- (2) Draft PPCR Knowledge Management Program (FY10-FY14)

ANNEX I**Draft Proposed CTF Knowledge Management Program (FY10 - FY14)**

A. Focus	Capturing and sharing lessons from country-led processes to develop and implement Investment Plans (IPs) - Part I: IP Development, Part II: Implementation through Investment Projects
B. Objectives	<ol style="list-style-type: none"> 1. Facilitate stakeholder access to the information and knowledge they require to join and successfully participate in the development of CTF funded country IPs and investment projects 2. Support national, regional and global replications of approaches to and outcomes of CTF funded IPs and investment operations
C. Stakeholder audience	<ol style="list-style-type: none"> 1. Public and private sector individuals in countries participating in CTF involved in policy making, planning and implementation of investment programs in sectors with potential for demonstration of low carbon development and mitigation of GHGs. 2. Ditto in countries not participating in CTF but with interest/potential for replication of CTF lessons. 3. Donors, UN agencies and other development partners, NGOs/CSOs holding stakes in IP development in participating countries. 4. UNFCCC, Adaptation Fund, GEF, other development partners 5. MDB staff working in affected sectors.
D. Summary of activity components.	<p>Part I: IP Development</p> <ol style="list-style-type: none"> 1. MDB teams post-joint mission (as per MDB Committee agreed procedures) will report on outcomes and early lessons from individual missions (continuous FY10). Output: MDB Post-joint mission reports filed with MDB Committee within 30 days after TFC approval; dissemination to all MDB CTF task teams . Responsibility: MDB Task Teams; Adm. Unit to circulate. 2. MDB teams preparing reports together with governments (continuous) Output: Mission reports or summary covering findings, next steps and nature of engagement with stakeholders posted on CIF website. Responsibility: MDB task teams submitting, Adm. Unit posting 3. Once all joint missions have been completed, lessons from post-joint mission reports will be consolidated, with <i>focus on the planning, structuring, government leadership, engagement with stakeholders, MDB collaboration and resourcing</i>; based on post- joint mission reports and discussions with MDB Task teams (FY11). Output: CTF Learning Brief on lessons learned from CTF joint mission process. Responsibility: Adm. Unit staff working with MDB PPCR Focal Points (with help of consultant)

4. CTF partner countries to share early experience and lessons in addressing some key IP design elements such as linking CIF financing to national climate change priorities and strategies, support for transformation, and private sector engagement (Manila, March 16-17, 2010) . **Output:** Country presentations posted on CIF website together with conclusions and recommendations from meeting. **Responsibility:** Partner countries to deliver presentations; Admin Unit to prepare meeting summary and conclusions.

5. Upon completion of each country IP CTF country partner teams (including CTF grant funded consultants) with support and guidance from participating MDB task teams and building on their respective presentations made at the March 2010 CTF Country Meeting will capture and document lessons learned with respect to country programming process and the application of CTF's investment criteria in the development of the program ; target date for completion 3 months after TFC approval of IP (FY10-11). **Output:** Individual country reports successively posted on CIF website ,and serving as inputs to FY11 CTF Partner Country Meeting. **Responsibility:** Country teams with consultants funded under country TA grants.

6. CTF partner countries at their FY11 meeting to present their completed country studies (see 5 above) as basis for further sharing of emerging knowledge among countries; meeting would involve broader stakeholder participation (private sector, development partners, CSOs) to enrich the discussion FY11). **Output:** presentations of country reports; summary of meeting and conclusions from discussions of country reports posted on CIF website. **Responsibility:** MDB CTF Group/Adm Unit to plan and organize; country teams to make presentations; Adm Unit to document outcomes and conclusions for web posting.

7. Consolidation of results and finding from the above six activities into a formal knowledge product that summarizes what has been learned from the preparation of 15 CTF Investment Plans (FY11). **Output:** *CTF Learning Brief* on lessons on strategic country programming for application of low carbon technologies with potential for long term GHG emissions savings . **Responsibility:** MDB Committee's CTF Group/Adm Unit to coordinate and guide the preparation of the CTF Learning Brief with the help of consultant(s). Adm Unit to post presentations and meeting summary on CIF website.

Part II: Implementation through Investment Projects

8. Country partners through their FY11 CTF Partner Country Meeting. to share *early experiences and lessons in key areas of CTF project design* such as CTF financing mechanism, incentives structures, engagement of the private sector, institutional arrangements, stakeholder participation, and the capturing and sharing implementation lessons, **Outputs:** Country presentations and summary and conclusions from discussions for posting on CIF website. **Responsibility:** MDB Committee/CIF Adm. Unit to plan and organize, partner countries to prepare presentations; Adm. Unit to prepare meeting summaries for dissemination.

9. *Implementation of learning components under CTF funded projects:* reaching stakeholders within the country as well as across CTF partner countries and covering capture and dissemination of lessons learned. **Outputs:** Knowledge tools and products to be defined through project design and implementation. **Responsibility:** Partner Country project implementing entities with support from CIF's Global Support Program Team in CIF Adm Unit.

10. Capture and sharing of *experiences and lessons from project implementation* in above mentioned and other areas, recognizing the relative immaturity of the CTF

	<p>portfolio in even 3 years time, and how that will restrict the ability to distill lessons. limitations on what can be captured; this will likely require two CTF Country Partner meetings (FY12) and (FY13). Outputs: Country presentations and summary and conclusions from discussions for posting on CIF website; Responsibility: MDB Committee/CIF Adm. Unit to plan and organize, Partner Countries to prepare presentations, MDB task teams to participate and share views, and Adm. Unit to prepare meeting summaries and conclusions for dissemination.</p> <p>11. Based on the results and findings of the FY11-13 CTF Partner Country Meetings consolidate lessons on <i>what so far has worked well and not so well during CTF project implementation</i> with respect to CTF’s investment criteria This may require supplementing the knowledge base by digging deeper into the capturing of <i>lessons so far</i> through selective project cases studies (FY13/14). Output: <i>CTF Learning Brief</i> on early lessons in the implementation of IPs through investment projects. Responsibility: MDB Committee CTF Group/CIF Adm Unit to manage (with help of consultant(s)).</p>
<p>E. Knowledge Sharing Tools and Products.</p> <p><i>(Excl. those managed as part of project implementation)</i></p>	<p>1. Tools</p> <p>(i) A web-based interactive tool for communicating among partner countries (FY11)</p> <p>(ii) A virtually accessible evolving “source book” to include targeted information and knowledge designed for specific CTF issues.</p> <p>2. Formal products</p> <p>(i) Individual partner country reports on lessons learned with respect to country programming process and the application of CTF’s investment criteria in the development of the program (continuous FY10-11)</p> <p>(ii) <i>CTF Learning Brief</i> on lessons on strategic country programming for financing application of low carbon technologies with potential for long term GHG emissions savings (FY11)</p> <p>(iv) <i>CTF Learning Brief</i> on early lessons in the implementation of IPs through CIF funded investment projects (FY13/14)</p>
<p>F. Summary of implementation status.</p>	<p>1. MDB post- joint mission reports are being filed and early experience shared amongst MDB task teams;</p> <p>2.. Arrangements and agenda for CTF Partner Country Meeting on March 16-17 2010 in Manila completed.</p>
<p>G. Dissemination Plan</p>	<p>1. Each partner country will as part of IP development and implementation share information, results and early lessons learned with local stakeholders (all CIF projects should by design have a dissemination/learning plan included)</p> <p>2. Regular knowledge sharing events amongst partner countries will be held.</p> <p>3. A web-based platform for exchange of experience and obtaining answers to “how to” questions will be established.</p> <p>4. Admin unit will establish a Global Support Desk, including “expert locator”.</p> <p>5. All notices of “events” and outputs will be posted on CIF web-site.</p> <p>6. CTF learning clinics in connection with Partnership Forum, CIF meetings, and other major CIF events.</p> <p>7. Sponsor “South-South” exchanges through study tours</p> <p>8. MDB “brown bag” lunches and other informal learning events to sharing CTF lessons among regional operations staff and thematic groups.</p> <p>9. Information on content and progress in development and implementation of IPs and their investment activities will be included in CIF’s communications program.</p> <p>10. Posting of this CIF KM Brief on the CIF web-site.</p>

<p>H. Outcomes</p> <p><i>[to be integrated with CIF Results Framework]</i></p>	<ol style="list-style-type: none"> 1. <u>Immediate outcome</u>: CTF knowledge sharing products delivered - empowering partner country teams and stakeholders to lead and actively participate in the development and implementation of IPs Possible metrics: number of % of knowledge products delivered . % of knowledge products that are web-based; 2. <u>Intermediate outcome</u>: Country IPs approved (i.e. found to comply with IP design criteria). 3. <u>Ultimate outcome</u>: Global replication of CIF generated lessons on strategic planning and implementation of country programs addressing climate change.
<p>I. Implementation and monitoring</p>	<ol style="list-style-type: none"> 1. Implementation responsibility shared between CTF country partner teams, country teams, MDB task teams, the MDB Committee CTF Group, Admin Unit staff and the Global Support Desk, as per above indicated assignments. 2. Global Support Program to facilitate learning across partner countries and serve as a “help desk” for participating countries and manage the dissemination plan outlined above (staff recruitment underway) 3. Progress and delivery of outputs monitored by the MDB Committee CTF Group/CIF Admin Unit and periodically reported to CTF TFC together with updates of this brief. 4. Overall responsibility for monitoring the implementation of the CTF Knowledge Management Program rests with the MDB Committee and its CTF Group.
<p>J. Collaborative partnerships</p>	<p>To de developed.</p>
<p>K. Resourcing</p>	<ol style="list-style-type: none"> 1. Country level: <ol style="list-style-type: none"> (i) Capturing and documenting lessons learned on country programming involving local consultants and workshop. 15 IPs @ \$20,000 = \$300,000 (FY11); Funding source: CTF TA grants (ii) Implementing KM components under CTF funded projects (65 projects@ \$250,000) = \$16.25 million; Funding source: CTF grant included in CIF project financing package. <p><u>Subtotal</u>: \$300,000 (CTF TA preparation grants); \$16.25 million (CTF Project grant)</p> 2. MDB level: <ol style="list-style-type: none"> (i) MDB staff support to country teams in capturing and sharing lessons learned on country programming (15 IPs @ \$20,000) = \$300,000 (FY10). Funding source: CIF Annual Budget: MDB support for country programming (ii) MDB focal points’ time serving on MDB Committee’s CTF Group working on KM tasks (6 MDBs 2 sws each @5,000=60,000 annually) i.e. \$180,000 over three year period. Funding Source: CIF Annual Budget: MDB admin services. <p><u>Subtotal</u>: \$480,000, (\$300,000 from CTF budget for MDB support to CTF</p>

country programming, \$180,(000 from MDBs' CIF administrative budgets)

2. CTF program level:

(i) Admin Unit staff working on CTF part of Global Support Program and other KM activities; annual costs estimated at 25% of annual staff costs of \$610,000. \$205,000 per year or \$615,000 over period FY11-13

Funding source: CIF Annual Budget Adm. Unit Admin Services.

(ii) Admin Unit Consultant to prepare Learning Brief on lessons learned from CTF joint mission process \$35,000 (FY11). Funding source: CIF Annual Budget; AU Admin Services.

(iii) Costs (travel +catering) for 4 CTF partner country meeting over FY10-13 (except cost per meeting (mostly travel) @ \$210,000 x 4= \$840,000. Funding source: CIF Annual Budget; AU Admin services.

(iv) Admin Unit consultant to assist the MDB Committee and CIF Adm. Unit in consolidating country lessons learned on country programming and the preparation of final CTF Learning Brief \$70,000. Funding source: CIF Annual Budget; AU Admin Services

(v) Admin Unit consultant to consolidate country lessons on project implementation and prepare Learning Brief \$70,000 FY13/14. Funding source. CIF Annual Budget; AU Admin Services ;

(vi)Cost of designing and programming web-based interactive communication capability and “source book” \$200,000 (FY11). Funding source: CIF Annual Budget; AU Admin Services;

(vii) Admin. Unit consultant to develop external learning program \$75K in FY11.

Subtotal: \$2,610,000 FY11-13

<u>Total</u> FY10-13	<u>TA Prep.</u>	<u>Project</u>	<u>CIF</u>
	<u>Grant</u>	<u>Grant</u>	<u>Budget</u>
	(\$'000)		
Country level	300	16250	
MDB Level			705
CIF Adm. Unit level			1905
Total	300	16250	2610

Annex II

Draft Proposed PPCR Knowledge Management Program (FY10-14)

<p>A. Focus</p>	<p>Capturing and sharing lessons from the design and implementation of country - lead processes to prepare Strategic Programs on Climate Resilience (SPCRs). Part I: Development of SPCRs. Part II: Implementation through Investment and TA Projects</p>
<p>B. Objectives</p>	<ol style="list-style-type: none"> 1. Facilitate stakeholder access to the information and knowledge they require to join and successfully participate in the development and implementation of PPCR funded country SPCRs (immediate) 2. Support national, regional and global replications of approaches to and outcomes of PPCR funded SPCRs (longer term)
<p>C. Stakeholder audience</p>	<ol style="list-style-type: none"> 1. Public and private sector individuals in countries participating in PPCR involved in policy decisions, planning and implementation of actions in sectors vulnerable to climate change. 2. Ditto in countries not participating in PPCR but with interest/potential for replication of CIF PPCR lessons. 3. Donors, UN agencies and other development partners, NGOs/CSOs holding stakes in SPCR development in participating countries. 4. UNFCCC, Adaptation Fund, GEF, other development partners 5. MDB staff working in sectors vulnerable to climate change
<p>D. Summary of proposed activities, expected outputs and responsibilities</p>	<p>Part I - Development of SPCRs</p> <ol style="list-style-type: none"> 1. <i>Capture, organization, and sharing of experience from early joint-missions and country processes</i> to inform planning and execution of such missions and processes under PPCR and other SCF sub-programs, involving: <ul style="list-style-type: none"> (i) MDB teams post-joint mission reporting on outcomes and early lessons from individual missions (continuous). Output: MDB Post-joint mission reports filed with MDB Committee within 30 days of mission return; dissemination to all MDB PPCR task teams . Responsibility: MDB Task Teams; Adm. Unit to circulate. (ii) MDB teams preparing mission reports together with governments (continuous) Output: Mission reports or summary covering findings, next steps and nature of engagement with stakeholders posted on CIF website. Responsibility: MDB task teams submitting, Adm. Unit posting.

(iii) Consolidation of early lessons from join-mission with focus on planning, structuring, government leadership, engagement with stakeholders, MDB collaboration and resourcing, based on joint mission reports and discussions with MDB Task Teams (end FY10). **Output:** Informal note on early PPCR joint mission lessons as input to the expanded Pilot country meeting in Oct/November 2010. **Responsibility:** Adm. Unit staff working with MDB PPCR Focal Points.

(iv) Cross-pilot country sharing of early lessons in SPCR preparation at PPCR Pilot Country Meeting) Manila, March 15-16, 2010. **Responsibility:** Pilot countries to make presentations; Admin Unit to prepare meeting summary. **Output:** Country power point presentations posted on CIF website together with conclusions and recommendations from meeting.

(v) Broader stakeholder exchange on experience and emerging lessons under Phase 1, involving governments, private sector, donors/UN agencies, NGOs and CSOs, and MDB staff, i.e. expanded country meeting (Oct/Nov 2010). **Output:** Meeting presentations, meeting summary posted on CIF Website.; and following up – PPCR Learning Brief on early lessons in SPCR preparation (building on all of the above). **Responsibility:** MDB PPCR Group/Adm. Unit to plan the knowledge exchange event and oversee preparation of PPCR Learning Brief by consultant.

2. ***Comprehensive review of Phase 1 country process and program design experience***, capturing lessons learned and “good” practice for dissemination to PPCR stakeholders, involving:

(i) Upon completion of Phase 1 work in individual pilots, MDB staff working with pilot country teams (incl. local consultants) and local stakeholders to capture and document lessons learned with respect to (a) country process and (b) application of key design elements for SPCRs, i.e. deepening the early lessons presented at March 2010 country meeting (continuous FY11-12). **Output:** Individual pilot country reports on full Phase lessons; posted on website and serving as inputs to FY11 Pilot Country meetings. **Responsibility:** Pilot country teams using local consultants funded under country TA grants.

(ii) Cross-pilot sharing of Phase 1 lessons in two FY11 PPCR pilot country meetings expanded to include local stakeholders. **Output:** presentations of country reports; conclusions from discussions of country reports on Phase 1 lessons posted on web. **Responsibility:** Country teams to make presentations; MDB PPCR Group/Adm Unit to plan and organize; Adm Unit to document outcomes and conclusions for web posting.

(iii) Consolidation of country lessons from SPCR preparation as input to a broader stakeholder exchange of Phase 1 lessons (once all, or close to all 11 pilot countries have completed Phase 1 (FY12?). **Output:** Background paper on consolidation of Phase 1 lessons; stakeholders presentations to meeting; followed by preparation of PPCR Learning Brief on Phase 1 lessons and tool kit (possibly web-based) on strategic planning for climate resilience (FY12). **Responsibility:** MDB PPCR Group/Adm Unit to plan the knowledge exchange event and coordinate the preparation of *PPCR Learning Brief* on Phase 1 lessons and tool kit (with help of consultant); Adm Unit to post presentations and meeting summary on CIF website.

Part II – Implementation of SPCRs

3. ***Capture and sharing of early experience on integration of learning objectives and activities in the design*** of PPCR projects, based on the first 8-12 approved projects, involving review project documents, interviews with MDB task teams, and documenting and disseminating findings (FY12). **Output:** Draft PPCR Learning Brief on integration of learning in PPCR project design to be shared with all PPCR task teams through MDB PPCR focal points and MDB’s regular knowledge exchange

	<p>media; Note to serve as background document for knowledge exchange at FY12 Pilot Country Meeting and finalized thereafter. Responsibility: MDB Committee PPCR Group/CIF Adm Unit to manage (with help of consultant).</p> <p>4. Pilot countries to <i>share early experiences and lessons in PPCR project design</i> (integration of learning being one of many), through PPCR Pilot Countries meeting in FY12. Outputs: Country presentations and summary and conclusions from discussions for posting on CIF website; PPCR Learning Brief on integration of learning in PPCR project design (final version). Responsibility: MDB Committee/CIF Adm. Unit to plan and organize, pilot countries to prepare presentations; Adm. Unit to prepare meeting summaries for dissemination and finalize CIF KM note.</p> <p>5. <i>Implementation of learning components under CTF funded projects</i> reaching stakeholders within the country as well as across pilot countries and covering capture and dissemination of lessons learned. Outputs: Knowledge tools and products to be defined through project design and implementation. Responsibility: Pilot country project implementing entities with support from CIF’s Global Support Program Team in CIF Adm. Unit.</p> <p>6. Capture and sharing of <i>early implementation experiences and lessons</i> with expected focus on the piloting of alternative approaches for transfer of PPCR funds to beneficiaries, incentives structures, engagement of the private sector, institutional arrangements, stakeholder participation, sharing information/lessons and others.</p> <p>(i) Two Pilot Country Meetings expanded to include other stakeholders, and MDB task teams) to cover above agenda (FYs13-14); individual pilot country presentations, supplemented by MDB task teams sharing their views and experiences. Outputs: Country presentations and summary and conclusions from discussions for posting on CIF website; Responsibility: MDB Committee/CIF Adm. Unit to plans and organize, pilot countries to prepare presentations, MDB task teams to participate and share views, and Adm. Unit to prepare meeting summaries for dissemination.</p> <p>(ii) Selective country case studies (as required) to enrich the findings from knowledge exchanges at above Pilot Country Meetings (FY13-14) Outputs: Reports on individual country case studies. Responsibility: Country project task teams (incl. consultants funded under TA grant components of PPCR projects) with assistance from MDB task teams.</p> <p>7. <i>Consolidation of early lessons learned in project implementation</i> based on country presentations, and country and thematic case studies capturing lessons on above and other aspects of project implementation, (FY13/14) Output: PPCR Learning Brief on early lessons in the implementation of SPCRs through investment and TA activities. Responsibility: MDB Committee PPCR Group/CIF Adm Unit to manage (with help of consultant).</p>
<p>E. Knowledge Sharing Tools and Products.</p> <p>(Excl. those managed as part of project implementation)</p>	<p>1. Tools</p> <p>(i) A web-based interactive tool for communicating among pilot countries (FY11)</p> <p>(ii) A virtually accessible evolving “source book” to include targeted information and knowledge designed for specific PPCR issues.</p> <p>2. Formal products</p> <p>(i) <i>PPCR Learning Brief</i> on early lessons in preparing SPCRs (FY11).</p> <p>(ii) Pilot country reports on lessons learned on completion of PPCR Phase 1 (FY11-12).</p> <p>(iii) <i>PPCR Learning Brief</i> on Phase 1 lessons and “tool kit” for strategic planning for climate resilience (FY12).</p> <p>(iv) <i>PPCR Learning Brief</i> on early lessons in the implementation of SPCRs through investment and TA activities (FY13/14).</p>

F. Summary of implementation status	<ol style="list-style-type: none"> 1. First Pilot Country Meeting held in October, 2009. 2. PPCR first joint mission reports are being filed and early experience shared amongst MDB task teams; 3. Mission budgeting guidelines revised to reflect early joint mission findings. 4. Early lessons being consolidated for dissemination. 5. Arrangements and agenda for PPCR Country Meeting on March 15-16, 2010 in Manila completed.
G. Dissemination Plan	<ol style="list-style-type: none"> 1. Each pilot country on a regular basis sharing information, results and early lessons learned with local stakeholders as part of Phase implementation. 2. Knowledge sharing events amongst pilot countries and PPCR stakeholders 3. Using web-based platform for exchange of experience and seeking answers to “how to” questions. 4. AU coordinated Global Support Desk, including “expert locator”. 5. All notices of “events” and outputs posted on CIF web-site. 6. PPCR learning clinics in connection with Partnership Forum, CIF meetings, and other major CIF events. 7. Sponsor “South-South” exchanges through study tours 8. MDB “brown bag” events and other informal knowledge exchanges to share PPCR Phase 1 lessons among regional operations staff and thematic groups. 9. Incorporating information on content and progress of PPCR Phase 1 activities in CIF’s communications program. 10. Posting of this CIF KM Brief on the CIF web-site.
H. Outcomes <i>[to be integrated in PPCR Results Framework]</i>	<ol style="list-style-type: none"> 1. <u>Immediate outcome</u>: PPCR knowledge products delivered - empowering pilot country teams and stakeholders to lead and actively participate in the development and implementation of SPCRs. Possible metrics: number of % of knowledge products delivered . % of knowledge products that are web-based; 2. <u>Intermediate outcome</u>: Pilot country SPCRs approved (i.e. found to comply with PPCR design criteria). 3. <u>Ultimate outcome</u>: Global replication of CIF generated lessons on strategic planning and implementation of country programs addressing vulnerability to climate change.
I. Implementation and monitoring	<ol style="list-style-type: none"> 1. Implementation responsibility shared between pilot country teams, MDB task teams, the MDB Committee PPCR Group, AU staff including Global Support Desk, as per above indicated assignments. 2. Global Support Program to facilitate learning across pilot countries and serve as a “help desk” for participating countries and manage the dissemination plan outlined above (staff recruitment underway) 3. Progress and delivery of outputs monitored by the MDB Committee PPCR Group/CIF Admin Unit and periodically reported to PPCR Sub-Committee together with updates of this brief 4. Overall responsibility for monitoring the implementation of the PPCR Knowledge Management Program rests with the MDB Committee and its PPCR Group.

J. Collaborative partnerships	To be developed.
K. Resourcing	<p>1. Country level: TA grants to PPCR Pilot countries to cover</p> <p>(i) Information and lessons sharing through stakeholder outreach activities such as workshops and communications support under PPCR Phase 1. 11 pilots @ \$50,000 = \$550,000 over two years or \$275,000 per year. Funding Source: PPCR TA preparation grant</p> <p>ii) Consultants needed to assist pilot country teams in deriving and documenting lessons learned at end of Phase 1 (see D (2)(i) above); 11 pilots @ \$25,000 = 275,000 over two years; or say 135,000 per year Funding source: PPCR TA preparation grant</p> <p>(iii) Consultants to assist country project teams in preparing case studies on early lessons in implementing SPCRs (Phase 2) 5 countries @ \$30,000 = \$150,000 Funding source: PPCR TA preparation grants</p> <p>(iv) Cost of implementing grant financed KM components under PPCR funded projects ; 35 projects @ \$250,000 = \$8.75 million Funding source: PPCR Project grant included in the project financing package</p> <p><u>Subtotal:</u> \$975,000 (PPCR Phase 1 TA grants to pilot countries) \$ 8.750 million (PPCR grant as part of project financing package)</p> <p>2. MDB level:</p> <p>(i) MDB staff support to country teams in capturing and sharing lessons learned on country programming (11 pilots @ \$20,000) = \$220,000 (over FY11 and 12) Funding source: CIF Annual Budget: MDB support for country programming.</p> <p>(ii) MDB focal points' time serving on MDB Committee's PPCR Group working on KM tasks (6 MDBs 2 sws each @ 5,000 = 60,000 annually) i.e. \$180,000 over three year period. Funding Source: CIF Annual Budget: MDB admin services.</p> <p><u>Subtotal:</u> \$400,000 of which \$180,000 from MDBs' adm budget and \$220,000 from MDBs budget pool for support to PPCR country programming</p> <p>3. PPCR program level:</p> <p>(i) Admin Unit staff working on CTF part of Global Support Program and other KM activities; annual costs estimated at 25% of annual KM staff costs of \$610,000. \$205,000 per year or \$615,000 over period FY11-13 Funding source: CIF Annual Budget Adm. Unit Admin Services.</p> <p>(ii) Costs (travel +catering) for 8 PPCR pilot country meeting over FY10-13 (except cost per meeting (mostly travel) @ \$210,000 x 8= \$1,680,000 Funding source: CIF Annual Budget; AU Adm services.</p> <p>(iii) CIF Adm. Unit consultant to assist on consolidating early lessons from PPCR joint missions \$20,000 (FY11)</p>

(iv) CIF Admin Unit consultant to assist the MDB Committee and CIF Adm. Unit in facilitating the “broader stakeholder” knowledge sharing events and the preparation of PPCR Learning Brief and “tool kit” (D 2(iii)); estimated at \$50,000 per year for two years=\$100,000 (FY12-13)

(v) CIF Admin Unit consultant to prepare PPCR Learning Brief on early lessons o integration of learning objectives and activities PPCR project design \$20,000 (FY12). Funding source: CIF Annual Budget: AU Admin Services.

(vi) CIF Admin Unit consultant to consolidate and synthesize early lessons in PPCR project implementation(D6 above): \$70,000 (FY13/14);: Funding source: CIF Annual Budget: AU Admin Services

(vii) Designing and programming web-based interactive communication capability and “source book” \$200,000 (FY11). Funding source: CIF Annual Budget: AU Admin Services

(vi) Admin. Unit consultant to develop external learning program \$75K in FY11.

Subtotal: \$2,780,000 FY10-13(funding through CIF Adm Unit budget).

<u>Total: FY10-13</u>	<u>TA Prep. Grant</u>	<u>Project Grant</u>	<u>CIF Budget</u>
	(\$'000)		
Country level	975	8,750	
MDB Level			625
CIF Adm. Unit level			2,780
Total	975	8,750	3,405