



Joint Meeting of the CTF and SCF Trust Fund Committees
Washington D.C. (Virtual)
Tuesday, June 22, 2021 – Wednesday June 23, 2021

EVALUATION AND LEARNING SPECIAL INITIATIVE:
FY21 ANNUAL REPORT AND FY22 WORK PLAN

PROPOSED DECISION

The joint meeting of the CTF and SCF Trust Fund Committees

- (i) Reviewed the document Joint CTF-SCF.TFC. 24/xx, *Evaluation and Learning Special Initiative FY21 Annual Report and FY22 Work Plan*, welcomes the progress on implementing the Evaluation and Learning (E&L) Initiative in FY21, and approves its plans for FY22 subject to approval of additional budget. The joint meeting provided feedback and comments on the document, which will be incorporated as the E&L FY22 Work Plan is implemented;
- (ii) Acknowledges its previous decisions in June 2019 to approve USD 3.0 million for the E&L FY20-22 Business Plan, including an initial allocation of USD 2.5 million for FY20 activities, and in June 2020 to approve an additional budget provision of USD 3.0 million to fulfill the remaining activities in the E&L FY20-22 Business Plan through FY22, including an allocation of USD 2.0 million for FY21 activities;
- (iii) Recognizes there is an unallocated funding balance of USD 1.5 million and notes the proposed funding allocation of USD 1.5 million to implement FY22 activities will be presented and considered in the context of the CIF Administrative Unit FY22 Business Plan and Budget.

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1 Summary

1. This document provides an annual report on the activities of the CIF Evaluation and Learning (E&L) Special Initiative from July 1, 2020 to June 30, 2021 (fiscal year 2021, FY21) and presents a new E&L work plan and budget for FY22 from July 1, 2021 to June 30, 2022. It builds on the E&L FY20-22 Business Plan¹, approved by the Joint Meeting of CIF's Clean Technology Fund (CTF) and Strategic Climate Fund (SCF) Trust Fund Committees (TFCs) in June 2019, and the E&L FY21 Work Plan² approved by the TFCs in June 2020.
2. The purpose of the [E&L Initiative](#) is to capture evidence and lessons on an ongoing basis from CIF activities to inform current and future climate finance investments. Its value has been underscored in recent years, with several landmark evaluations underpinning strategic discussions on the future of CIF and driving learning in countries and institutions. Evidence-based learning for more impactful climate investments remains critical in a global context that is increasingly defined by COVID-19 recovery needs alongside more pressing calls for transformative action to address the climate crisis. Consultations conducted during the development of the E&L FY20-22 Business Plan and ongoing over the past year have underscored the continued utility of the E&L Initiative, with strong demand to continue generating evidence and learning to inform strategic and operational decisions.
3. In FY21, the E&L Initiative made substantial progress on the implementation of activities through a wide variety of approaches and delivery modalities, capturing and sharing learning on critical and timely topics for CIF and the broader climate finance sector despite challenges related to the COVID-19 pandemic. Key highlights include the following:
 - Pioneering new work on themes of green and inclusive [COVID-19 recoveries](#), [just transitions](#), [development impacts](#), and [transformational change](#), including guidance, tools, case studies, knowledge products, and multi-stakeholder learning exchange
 - Two major evaluations initiated on CIF's Scaling Up Renewable Energy Program in Low Income Countries (SREP) and on the development impacts of climate finance, as well as several smaller thematic or country-level case studies
 - More than 12 new studies and knowledge briefs completed, generating compelling evidence in areas relevant to new CIF programs and broader climate action
 - Over 40 virtual learning events held with more than 2,000 participants, along with broad communications and strategic learning engagements to reach new audiences
 - Various examples of application of E&L lessons and concepts, including integration in new CIF program investment criteria and uptake by CIF partners and stakeholders
4. Several lessons were produced, shared, and debated regarding critical challenges in climate finance. These include, for example, the need for just transitions to focus on both procedural justice and distributional impacts through policies, processes, tools, and investments; the importance of equity, speed, and adaptive capacity to advance transformational change; and

¹ Joint CTF-SCF TFC.21/4 [Evaluation and Learning Special Initiative: FY19 Annual Report and FY20-22 Business Plan](#). June 2019.

² Joint CTF-SCF TFC.22/5 [Evaluation and Learning Special Initiative: FY20 Annual Report and FY21 Work Plan](#). June 2020

the ability of climate finance to contribute to economic growth and jobs, to strengthen policies and institutions, and to bolster vulnerable populations and social inclusion in support of countries' COVID-19 recovery efforts.

5. In FY22, the E&L Initiative will scale up efforts to deliver even more concerted guidance, evidence, and facilitated learning opportunities in areas relevant to the new CIF programs and climate action globally. This includes the completion of several key studies and participatory learning engagements, as well as collaborative efforts to inform and develop the next E&L Business Plan. Highlights include the following:
 - Delivery of an SREP evaluation to inform future programming on low-carbon energy access in low-income countries
 - Guidance on application of transformational change and just transitions concepts in new programming areas, with examples, tools, and participatory learning
 - Implementation of an evaluation of development impacts in CIF programs
 - Completion of hydro-meteorological (hydromet) and climate services learning review in CIF's Pilot Program for Climate Resilience (PPCR)
 - Initiation of study on CIF-supported technical assistance and capacity building
 - Development of a Key Lessons Synthesis relevant to new CIF programs
 - Expanded dissemination of E&L lessons to new audiences based on stakeholder mapping
 - Strategic learning engagements and partnerships with countries, multilateral development banks (MDBs), and others
 - Review and planning for next five-year E&L Business Plan within the new CIF context
6. The requested budget allocation for E&L activities in FY22, as consistent with the FY20-22 E&L Business Plan and previous TFC-approved funding allocations, is USD 1.5 million. The E&L Advisory Group will continue to strategically guide the implementation of E&L Initiative activities in FY22. An annual report on FY22 activities will be delivered to the TFC in line with standard CIF Administrative Unit Business Plan reporting practices and timelines.

2 Introduction

7. CIF was founded with a mandate to serve as a learning laboratory for scaled-up climate finance. Established in 2016, the [E&L Initiative](#) is committed to undertaking evaluation and learning activities that are demand-driven, relevant, and applied to decisions and strategies for both CIF and the wider climate finance sector, emphasizing collaborative and user-centric approaches.³ Over the past five years, it has helped to deliver CIF's learning laboratory mandate by undertaking over 40 studies and learning activities covering strategically and operationally important topics in climate finance.⁴

³ The E&L Initiative was first authorized by the CIF TFCs through a [decision](#) by the Joint Meeting of the CTF-SCF TFCs in 2015, and the TFCs subsequently approved the first [E&L Initiative FY17-19 Business Plan](#) in 2016.

⁴ Please see [CIF E&L Webpage](#) and prior annual reports for links to major deliverables.

8. Stakeholders consulted during the development of the [E&L FY20-22 Business Plan](#) identified priority themes, topics, and activities, as well as preferred approaches and ways of working. Based on these consultations, the Business Plan outlines three broad objectives: 1) Application of learning in countries and institutions, 2) New evidence generated in priority areas, and 3) Collaboration and partnerships for climate finance impact. Stakeholders also identified or reaffirmed the following priority learning themes⁵:
- i) Transformational change
 - ii) Development impacts of climate finance and just transitions
 - iii) Mobilizing private sector through concessional finance
 - iv) Local stakeholder engagement
 - v) Program and sector-specific priorities
9. This document first presents an annual report on E&L Initiative activities in FY21, including a summary of progress by [E&L FY21 Work Plan](#) objective and as related to the priority learning themes, and sections on budget and management. It then presents the E&L FY22 Work Plan, including objectives and planned activities, expected deliverables and outcomes, and budget and management. Annex 1 presents an overview of E&L Initiative studies or activities completed or ongoing in FY21 and Annex 2 provides cross-cutting E&L principles.

3 Evaluation & Learning Initiative FY21 Annual Report

3.1 Summary of Progress on Objectives

10. The E&L FY21 Work Plan prioritized three main objectives:
- i) Apply learning to catalyze climate action in countries and institutions
 - ii) Generate new evidence to optimize new CIF program investments
 - iii) Engage in collaboration, coordination, and partnership for collective impact
11. Activities conducted in FY21 resulted in substantial progress on all three objectives. In particular, evidence and learning were generated, shared, and applied in the context of strategic design discussions and decisions related to new CIF programming. Broad networks of climate finance and development stakeholders were engaged in learning from CIF and other experiences, despite the challenge of COVID-19-related travel restrictions. Many important studies were completed or entered into new phases of implementation. With strong implementation progress in FY21, the E&L Initiative continues to fulfill its promise of generating evidence-based learning to inform climate finance strategies and investments.

Objective 1: Apply learning to catalyze climate action in countries and institutions

12. In the FY21 Work Plan, this objective focused on three areas:
- i) Broaden dissemination and outreach to raise awareness, accessibility, and use of E&L work to inspire new audiences for transformative climate action

⁵ Local stakeholder engagement was a theme in the previous FY17-19 E&L Business Plan, while program and sector-specific priorities were highlighted in the previous and current E&L Business Plan.

- ii) Develop deeper strategic learning engagements with countries, MDBs, CIF teams, and other institutions to integrate E&L lessons into plans and strategies
- iii) Develop and facilitate sharing of guidance, tools and approaches to optimize CIF, MDB, and country program/project investment design and implementation

Broad dissemination and outreach

13. FY21 was an unprecedented year due to changes brought about by the global pandemic. Responding to unique circumstances, all E&L dissemination and outreach events were converted into online engagements (see Box 1). Dozens of events engaged participants from different stakeholder groups, including MDBs, contributor countries, recipient countries, nongovernmental organizations (NGOs), civil society organizations (CSO), CIF Observers, the private sector, media, academia, and youth groups. For example, over 650 participants attended three events hosted by the [Just Transition Initiative](#) (JTI), a knowledge partnership between CIF and the Center for Strategic and International Studies. Over 1,000 participants attended 30 events hosted by CIF's [Transformational Change Learning Partnership](#) (TCLP). Events covered a range of topics, such as sustainable finance, development impacts of climate finance, energy storage and grid integration, private sector investment in sustainable forest value chains, water governance, and urban resilience.

Box 1: Virtual events

Over 40 virtual events were held involving over 2,000 participants, covering diverse topics and themes, and using various online engagement tools and modalities. Examples include the following:

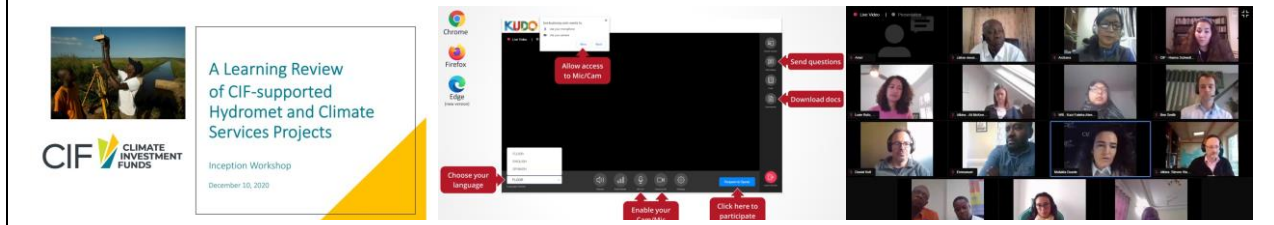
[Road to COP26: Just Transitions and the Climate Agenda](#)

Attended by over 360 participants, this event examined the role of just transitions in the current international climate agenda in the run-up to COP26. It featured speakers from the US, UK, India, and the International Labor Organization. Modalities used included online polling, orientation video, and Q&A/discussion.



[Inception Workshops for Learning Review of CIF-Supported Hydromet and Climate Services Projects](#)

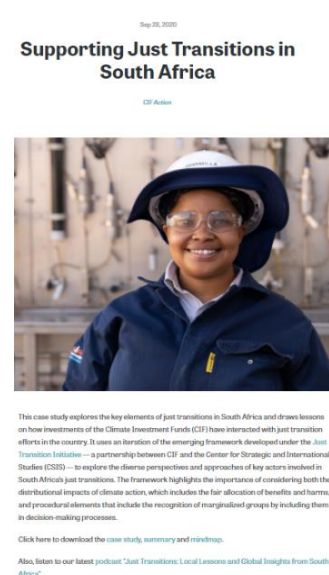
Two workshops were held for in-country partners and implementers of CIF-supported hydromet and climate services projects across 11 countries (Bolivia, Dominica, Grenada, Haiti, Jamaica, Mozambique, Nepal, Niger, St. Vincent and the Grenadines, St. Lucia, Tajikistan). Modalities included breakout groups, KUDO, and translation.



14. The implementation of customized communication plans for the launch of new E&L studies and events continued in FY21, including blogs, newsletter features, social media engagement, email announcements, event webpages, and easier accessibility on the [E&L Initiative webpage](#) (see Box 2). The CIF Knowledge Review Newsletter was released once every quarter in FY 21, sharing key publications and events with a mailing list of over 1,800 individuals. In addition, E&L studies were disseminated through the CIF newsletter and related mailing list, as well as select MDB bulletins or mailing lists.
15. New webpages on the [TCLP](#) and [just transitions](#) on the CIF website were also further developed in FY21. Strategic dissemination partnerships continued with other knowledge platforms, such as the UN:CC Learn and MDB knowledge networks. New means of sharing information were used. For example, two podcasts associated with recent just transitions case studies on [South Africa](#) and [India](#) were released and downloaded a total of 2,000 times (since September 2020) and 1,350 times (since March 2021), respectively. In addition, two Mindmaps illustrating the extensive web of key stakeholders for just transitions in [South Africa](#) and [India](#) were also published in relation to these case studies.

Box 2: Various multi-media used for broad dissemination of E&L lessons

Examples: Podcasts, social media, MailChimp emails, newsletters, webpages



16. Lessons from E&L Initiative studies were highlighted at over seven key CIF or global events. This includes the [World Sustainable Development Summit \(WSDS\)](#) in India and the [Development Dialogue series held by Trade and Industrial Policy Strategies \(TIPS\)](#) in South Africa, where lessons emerging from just transitions case studies were shared. E&L lessons were also shared at the [Energy Evaluation Europe](#) conference, and TCLP insights and experiences were discussed at events hosted by [Wilton Park](#), the Global Resilience Partnership, and the UN Food and Agriculture Organization. Lessons from the study on how climate finance can support COVID-19 recoveries were shared at an event organized by the CIF Technical Assistance Facility (TAF) on [policy priorities for a post-COVID world](#). The E&L Initiative also published a [peer-reviewed article](#) in the prestigious American Journal of Evaluation on the TCLP's transformational change concepts and related learning experiences.

Strategic learning engagements

17. The Transformational Change Learning Partnership (TCLP) continues to engage partners and practitioners in deep and continuous learning on topics that span current and future CIF programming. In FY21, the TCLP held six public webinars on cross-cutting themes, including private sector engagement, climate finance, and resilience. Based on broad consultations and in alignment with the E&L Initiative's focus on applied learning and collaboration, smaller TCLP interest groups were launched to explore priority themes in more depth (see Box 10). Facilitators worked with each interest group to consultatively shape objectives and agendas that would add the most value at the policy and practitioner levels. A TCLP Steering

Committee was also established representing CIF stakeholders, including MDBs, donor and recipient countries, and external partners, to provide strategic guidance and support to TCLP activities. A two-day virtual workshop in May 2021 will further solidify learning and exchange among over 100 participants.

18. Similarly, CIF's Just Transition Initiative (JTI) aims to enhance strategic learning by creating a community of policymakers and practitioners who wish to apply guidance and tools to decisions at the national and local levels related to just transitions. Accordingly, the JTI published original research on [pathways for just transitions](#), identifying several policy objectives and tools to support socially inclusive processes and equitable distribution of risks and benefits associated with transitions. The JTI also held three events with a range of stakeholders interested in advancing learning on just transitions.
19. The E&L Initiative invited research, knowledge, and applied learning proposals from MDBs through the CIF Administrative Unit's country engagement budget request process. The purpose of these E&L-supported, MDB-implemented country engagements is to enhance the applicability of findings, concepts, lessons, or recommendations from existing or ongoing E&L studies or topic areas for specific audience groups or geographic regions. Two proposals were subsequently approved: 1) a study on the lessons learned from the experience of the Dedicated Grant Mechanism for Indigenous Peoples and Local Communities (DGM) in Burkina Faso and how to apply these lessons in future forestry investments, to be conducted by the World Bank, and 2) an activity to support the government of Saint Lucia and other stakeholders in integrating lessons and practices developed under the Climate Adaptation Financing Facility (CAFF), building on a previous E&L-supported study on this topic implemented by the World Bank.
20. Realizing the unique challenges of online learning engagements, based on recommendations from the E&L Advisory Group and in collaboration with its MDB representative, an expert with extensive experience strategizing online events for maximum impact and participation was contracted. This expert conducted interviews with CIF teams to understand audiences, objectives, and challenges, and accordingly developed a guidance note to design and implement more engaging and effective online meetings, workshops, and other events. He also trained CIF Administrative Unit and MDB teams on a wide set of engagement tools, including polls, survey platforms, word clouds, whiteboards, online networking tools, and team collaboration platforms. These tools have been successfully applied at different events.

Guidance, tools, and approaches

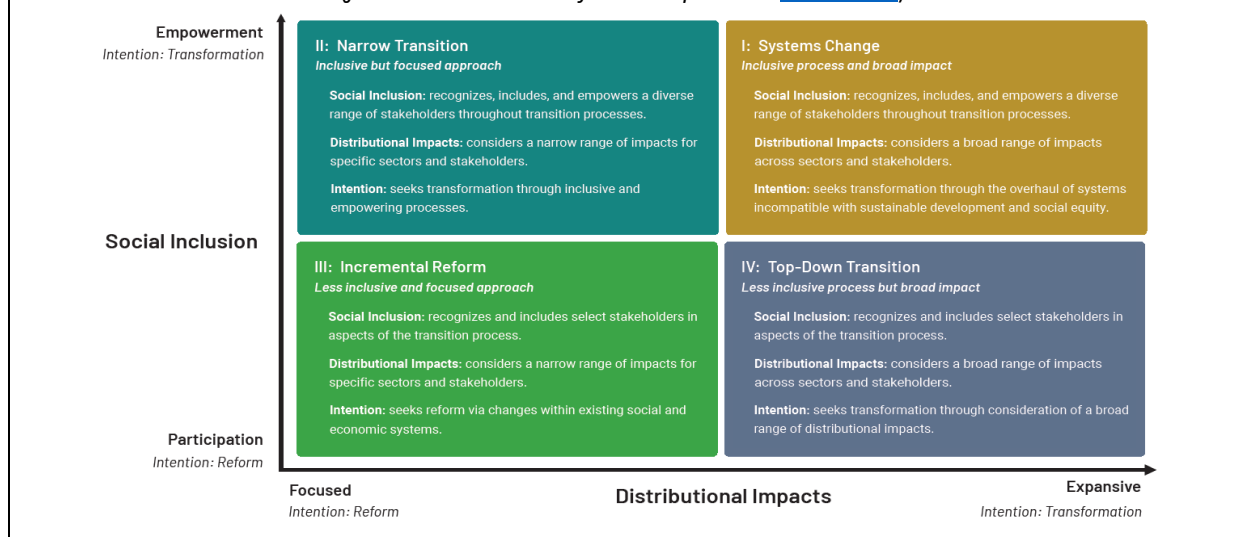
21. The draft design documents for new CIF programs include specific dimensions and guidance on transformational change, just transitions, and development impacts, as part of the required criteria that new investment plans and projects must demonstrate for approval. Additional guidance is currently being developed to further assist CIF implementing partners in operationalizing these criteria. Other examples demonstrating the use and application of E&L-generated insights can be found in Box 3. The specific guidance and tools developed relevant to various priority themes are further detailed under Objective 2 herein. They include a new just transitions framework, revamped transformational change framework and concepts, enhanced signals to assess transformational change in different sectors, an online

resource library on just transitions concepts and guidance, case studies and guidance notes on applying frameworks for just transitions and transformational change at the country level, and lessons learned on modelling estimated development impacts of climate investments.

Box 3: Examples of use and application of E&L guidance, concepts, and lessons

- Within CIF, transformational change and just transitions frameworks were integrated into the **investment criteria** for new CIF programs. A study on CIF lessons for **COVID-19 recoveries** informed a new financing window. Findings from the **local stakeholder engagement** evaluation and follow-on study led to changes to CIF Observer selection and onboarding processes, as well as planned improvements for local stakeholder involvement in CIF programs throughout the project lifecycle.
- The new **just transitions** framework (below) was used by the MDB Paris Alignment Working Group’s sub-group on just transitions. This group aims to develop common just transition principles and has completed an initial stocktaking of current MDB tools and practices that align with just transitions. In a workshop with the sub-group, MDB colleagues emphasized the utility of the framework to spark new thinking on distributional and procedural dimensions. Colleagues spoke to the relevance of CIF case studies, which apply the framework to analyze challenges and opportunities in countries and project investments. Briefings with country stakeholders are also informing policy discussions in countries and institutions.
- The **transformational change** concepts developed in the TCLP were used by the Ministry of Foreign Affairs in Denmark for an [evaluation of Danish support to climate change adaptation](#) in developing countries, published in December 2020. The TCLP framework was applied to themes of targeted climate change adaptation action and transformative responses, to assess progress and outcomes. It also continues to inform conceptual work and tools used by other climate funds, donors, recipient countries, and MDBs.
- A study on use of **gender-based behavioral insights** to increase participation of rural women in natural resource management projects in Mexico, led by the World Bank, has sparked discussions on innovative approaches to engage hard-to-reach, vulnerable groups and further empower women. Findings were disseminated through over 15 conferences, events, and meetings with donors, government clients, and other project teams, and have informed REDD+-related policies and programs at national, regional, and global levels. The study is also contributing to discussions within World Bank Mexico Country Management Unit on a potential FY22 climate program with a special focus on gender, forests, and poverty.

Just Transitions Framework (for more details read full description on [JTI website](#))



Objective 2: Generate new evidence to optimize new CIF program investments

22. The E&L Initiative completed, began, or continued implementation of several studies and other analytical work to generate new evidence on priority themes in FY21, helping to influence and inform key areas relevant to the new CIF programs and climate finance more generally. This included large evaluations, case studies, analytical or conceptual work, and studies emanating from the previous E&L Call for Proposals modality implemented through CIF partners and Observers. Annex 1 presents an overview of E&L Initiative studies or activities completed or ongoing in FY21, including the name of the activity, the implementing organization(s), current status, and expected completion date. The following sub-sections provide further details on these activities, according to the relevant learning theme.⁶

Transformational change

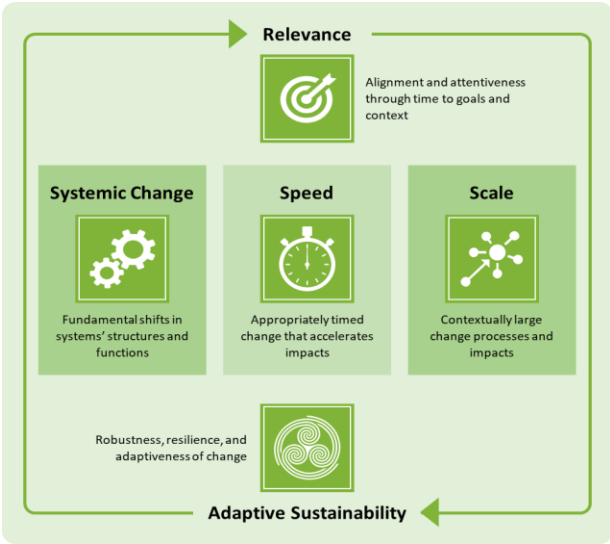
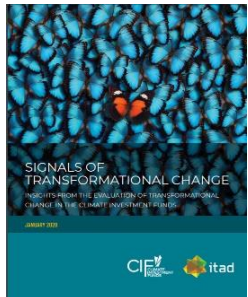
23. The TCLP undertook work to enhance the transformational change conceptual framework, including a working definition, dimensions, and signals of transformational change (see Box 4). This updated framework will be used to help design and assess investments in the new CIF programs. The working definition explains the normative goal of transformational change in climate action. Dimensions are attributes of change in systems, and signals are ways of recognizing and capturing progress along the dimensions toward transformational change. Drafts of the updated concepts have been considered, discussed, and revised in an iterative process with the Concepts, Methods, and Metrics Interest Group of the TCLP, and will feature prominently in the TCLP virtual workshop in May 2021. Additional products, guidance, and learning on these concepts are also being produced to assist in application.
24. The TCLP also implemented case studies on transformational change in CIF country programs and themes, building on the broader [evaluation of transformational change](#) published in 2019. In late FY20, the TCLP published the first case study on climate resilience in [Zambia](#). In FY21, the TCLP completed new case studies on sustainable forestry programs in Mexico and on CIF's experiences in supporting concentrated solar power (CSP) based on CIF's experience in Chile, Morocco, and South Africa. These studies will be published by June 2021. Progress was also made on a case study on supporting energy efficiency markets in Turkey. These case studies have provided an opportunity to apply and test the enhanced transformational change concepts through grounded examples and offer insights relevant to the new CIF programming areas.

⁶ Please see the [E&L Initiative webpage](#) on the CIF website for links to a listing of all published studies.

Box 4: Key insights from TCLP learning and analytical work

- Revamped conceptual framework:** Increased emphasis on social inclusion and equity considerations in the working definition, dimensions, and signals of transformational change recognizes the inherent interlinkages between climate and other social, economic, and environmental goals. The importance of speed and urgency of action in the face of increasing climate impacts and risks is also highlighted along with the need to balance this imperative with strategic timing, alignment with national priorities and markets, and adaptive capacity.
- Signals of transformational change:** New guidance to assess progress toward transformational change for use in designing, monitoring, assessing, and learning from climate interventions includes a categorization of emerging to advanced signals across dimensions of relevance, systemic change, speed, scale, and adaptive sustainability. Examples in clean energy, forests, resilience, and other areas of climate action are being tested through case studies and interactive dialogue with TCLP participants.
- Lessons from case studies:** A TCLP case study on CIF’s Forest Investment Program (FIP) in Mexico reveals a systemic change in financial institutions toward the viability of extending credit to community forest enterprises through risk mitigation and incentives to attract investment, with opportunities to further leverage these entities to reduce emissions in the forestry sector. Another study on CIF’s experience supporting CSP demonstrates high levels of relevance to national energy security and development goals; learning and innovation through capacity building and course corrections; signals of systemic change spread across technical, economic, institutional, and social systems, including enhanced supply chains and related employment; and emerging signs of scaling through cost reductions and cross-fertilization of technical knowledge.
- TCLP webinars and interest groups:** Several lessons and insights emerged from these learning exchanges. For example, a discussion on grid integration highlighted cost and mindset barriers to systemic change. Participants noted that securing the initial investment required to strengthen a grid can pose a significant financial challenge, and determining the system-wide costs of integrating solar and wind power is difficult. Production cost modeling can help guide technology and investment choices. Another webinar on private sector participation in climate adaptation highlighted the need to take a business case-driven approach for both small-holder farmers and companies, showing how improved climate-resilient farming leads to better yield, incomes, and sourcing volumes.

Working definition of transformational change: Fundamental change in systems relevant to climate action, with large-scale positive impacts that shift and accelerate the trajectory of progress towards climate neutral, inclusive, resilient, and sustainable development pathways.

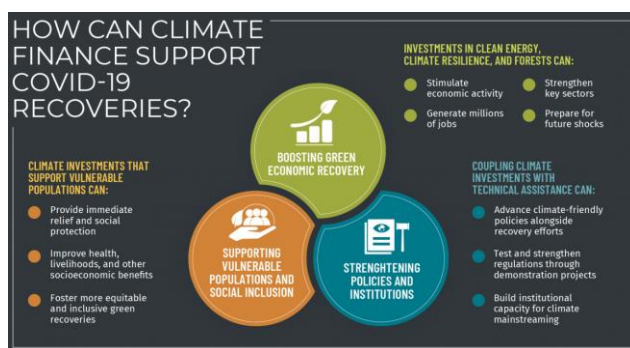


Development impacts of climate finance and just transitions

25. In response to stakeholder demand, the E&L Initiative completed a synthesis of key lessons on [how climate finance can support COVID-19 recoveries](#), drawing on CIF experience as documented in E&L Initiative studies and other CIF knowledge resources (see Box 5).

Box 5: COVID-19 recoveries report – lessons, use, and dissemination

The synthesis of key lessons on [how climate finance can support COVID-19 recoveries](#) was the result of stakeholder demand to understand relevant lessons emerging from CIF’s evaluation work. Findings and lessons from this study were used to inform the design and development of the new CIF [COVID-19 recovery window](#), which aims to help MDBs and countries with technical assistance to build in green policies and investments as part of COVID-19 recovery lending. Lessons from the study were also shared at an event organized by the CIF Technical Assistance Facility (TAF) on [policy priorities for a post-COVID world](#), which was attended by over 100 participants, including from over 10 different donor and recipient countries and various international development partners, including the GEF, OECD, IRENA, IEA, WWF, WRI, and UN.



The study discusses the following key lessons:

Boosting green economic recovery

- Investments in clean energy can create millions of jobs, while strengthening key economic sectors, to bolster COVID-19 recoveries.
- Climate resilience investments can stimulate economic activity and generate employment to support recoveries, while preparing countries for future shocks.
- Investments in sustainable forestry can generate significant economic returns and employment for COVID-19-affected communities, alongside environmental and climate benefits.

Strengthening policies and institutions

- Climate-friendly policy reforms can be advanced by coupling large-scale financial investments with technical assistance in the context of COVID-19 recovery lending.
- Efforts to strengthen institutions can help governments and financial institutions to support effective COVID-19 recoveries, while mainstreaming climate action.

Supporting vulnerable populations and social inclusion

- Climate-related investments can improve health, livelihoods, and other socioeconomic outcomes for vulnerable households and communities disproportionately impacted by COVID-19.
- Dedicated support to Indigenous Peoples, women, local stakeholders, and others can reduce adverse COVID-19 impacts, while fostering more equitable and inclusive green recoveries.

26. Several activities were delivered or initiated on the topic of just transitions, including papers, blog posts, webinars, and podcasts delivered through the JTI. These activities are helping stakeholders to understand just transitions, analyze their implementation around the world, and identify critical areas for future research and policy-focused analysis. As part of this work, a [new framework](#) was developed as a practical tool to help stakeholders think through key dimensions of just transitions. A comprehensive [resource library](#) developed under the JTI offers a wide range of research materials and enhance the knowledge of experts and newcomers to the topic.
27. Case studies were also delivered to examine and share lessons on how CIF investments in specific countries have contributed to or interacted with efforts to ensure just transitions, with insights to enhance future policy support, investment planning, financing, and implementation (see Box 6). The first case study on [South Africa](#) was released in September 2020, and a second study on [India](#) was released in March 2021. Work also commenced on two additional case studies to be completed in FY22: one is focused on just transitions related to water management, land-use, and food security in Bolivia, in partnership with IDB; the other is focused on just transitions in the forestry sector in Ghana, including empowering Indigenous Peoples and local communities, in partnership with AfDB.

Box 6: Key lessons from just transition case studies – South Africa and India

- **Better planning and modeling:** Socio-economic and climate modeling, together with transition planning, can inform and support long-term, organized just transitions. It is also critical to support complex systems-level modeling of the barriers to and drivers of the energy transition to better understand and predict distributional impacts.
- **Geographic focus:** Research and planning that better articulates and distributes developmental benefits and losses across local, national, and international geographic scales needs to be supported. There is often a disjuncture between the socioeconomic benefits created only in areas adjacent to renewable energy projects and the increase in the vulnerability of workers and communities dependent on the coal value chain in completely different geographic areas.
- **Social inclusion:** There is a need to recognize and empower marginalized stakeholders by establishing local-level platforms to formally engage them and build their capacity to influence transition outcomes. The marginalization of informal labor and the exclusion of land users in coal regions and renewable energy projects highlight the need to proactively support social inclusion processes.
- **Concessional finance:** When accompanied by the right social policies, concessional finance can de-risk innovative investments while accelerating a just energy transition. For example, non-financial criteria, such as local ownership and socio-economic development, along with enterprise development that is responsive to local contexts and distributional justice considerations, should be taken into account in procurement processes and financing considerations.
- **Skills development:** Reskilling existing workers and proactively developing new skills required to implement new technologies and processes are necessary to facilitate just transitions. There is a need to improve skills planning and skills anticipation at the national level to ensure that the marginalized sectors of society are equipped to benefit from transition processes.
- **Safeguards:** Institutional frameworks, along with environmental and social safeguards, need to be established to support the implementation, monitoring, and learning related to just transitions. Current social and environmental safeguards provide project-level mechanisms for managing risk. Additional institutions and frameworks will need to be developed to build the capacity required for supporting just transition outcomes at the state and national levels.



28. Additional ongoing work on just transitions includes the development of policy briefs to distill lessons across the various just transition-related research and learning outputs; contributions to an MDB working group focused on Paris Agreement alignment, including inputs to an initial stocktaking exercise and follow-up work on how different MDBs define just transitions and the processes and mechanisms in place for MDBs to support just transitions; and the launch

of a TCLP interest group on just transitions to provide a platform for knowledge exchange, dissemination, and joint learning.

29. An initial portfolio analysis of [CTF](#) and [SREP](#), using modelling tools to estimate employment contributions and economic value creation, was conducted in collaboration with the CIF Administrative Unit Monitoring and Reporting (M&R) team (see Box 7). This exercise provides first-of-its-kind data on the CIF portfolio at a critical period in time, particularly as new programs are being deliberated and CIF and others seek to position climate investments within the context of the COVID-19-related economic crisis and recovery process. Building on this analysis, a broader evaluation of development impacts in CIF, with a focus on CIF's four original programs (CTF, FIP, PPCR, and SREP), began implementation and is poised to deliver early findings by the end of 2021. An independent evaluation firm is undertaking this mixed method assessment, which includes additional modelling and country case studies to more deeply analyze impacts on jobs and economic development, while expanding the analysis to other areas, such as environmental, health, market and trade competitiveness, security, and social impacts including gender and inclusivity.

Box 7: High-level findings from development impacts modelling

CIF analyzed [potential economic impacts](#) linked with its renewable energy portfolios under CTF and SREP. Early results show promising projections on the contributions of CIF renewable energy portfolios across both employment and economic value added:

- **Employment:** CTF and SREP renewable energy projects could contribute 1.9 million person-years of direct employment during construction, and nearly 80,000 direct recurring jobs during project operations, all in local job markets.
- **Economic value-added:** CTF and SREP investments are projected to generate direct additional economic value added of USD 21.4 billion and indirect value added of USD 20.6 billion to local economies during project construction phases.
- **Energy-enabled impacts:** CTF and SREP could contribute 643,000 additional recurring jobs and USD 4.3 billion in value added each year of renewable energy projects' operations.



30. Other studies on development impacts were completed or advanced. This includes a new study launched by the World Bank, and supported through a previous E&L Call for Proposals, regarding FIP contributions to welfare and poverty-related outcomes in forest communities. Findings were disseminated widely, including on a recent World Bank virtual webinar. Studies measuring PPCR-related household resilience impacts in Zambia and documenting lessons learned from the Noor CSP projects in Morocco are expected to be completed by June 2021. These and other previously completed E&L Initiative studies will contribute to the development impacts evaluation.

Mobilizing private sector through concessional finance

31. Private sector investment mobilization is an important goal of CIF programs and climate finance more broadly and is a cross-cutting theme across many E&L Initiative studies and activities. For instance, within the TCLP, country and thematic case studies, learning events, and analytical work on dimensions and signals of transformational change often incorporate a private sector and market development lens. Similarly, the JTI work includes analysis and recommendations on the role of private sector finance and companies in contributing to just transitions in the energy sector and other areas.
32. The current evaluations of development impacts and SREP also address private sector engagement, including as related to jobs, business, and economic value creation, strengthening the enabling environment for private investment, and contributing to trade and broader economic competitiveness. The ongoing learning review of hydromet services in PPCR is also assessing opportunities for increased private sector engagement in this important area. A study supported through a previous E&L Call for Proposals on PPCR efforts to promote private sector investments in climate resilience and adaptation in St. Lucia was completed and is being actively disseminated to stakeholders.

Local stakeholder engagement and benefit

33. Following the publication of the [Evaluation of Local Stakeholder Engagement in CIF](#) in FY20, the E&L Initiative supported a subsequent internal study to assist the CIF Administrative Unit stakeholder engagement team in implementing recommendations on CIF Observer selection and monitoring the outcomes of CIF's multi-level stakeholder engagement efforts. This included a draft results framework to help the team identify and track ongoing efforts to strengthen the engagement of non-state actors in CIF activities at the governance, national, and local levels. It also outlined an implementation plan and next steps. This follow-on work helped to inform the FY21 Observer selection and onboarding processes, as well as draft protocols for local stakeholder engagement in the new CIF programs.
34. Other studies on local stakeholder engagement and benefit were completed in late FY20 or early FY21, including several from the previous E&L Call for Proposals. This included completion of a study and tool on climate-related health impacts in Uganda; a study on how behavioral insights can enable greater participation of Indigenous women in sustainable forestry projects in Mexico; and a study assessing the DGM through an Indigenous lens, which was implemented by a CIF CSO Observer for Indigenous Peoples.

Program and sector-specific topics

35. The initiation of a program-level evaluation of SREP was a major new activity in FY21. Its purpose is to strengthen existing SREP investments and to inform the design of new CIF programs and projects, as well as other global efforts, through the identification of relevant lessons and good practices for advancing low-carbon energy access in low-income countries. The evaluation has been designed using the OECD Development Assistance Committee's (DAC) recently updated [international evaluation criteria](#). It includes a retrospective analysis of how the program was designed and implemented, how it has evolved over time, what the challenges and achievements have been to date (and why), and what can be done going

forward to maximize effectiveness and impact. A reference group was formed to help guide and inform this evaluation, with representatives from contributor and recipient countries, MDBs, and the CIF Administrative Unit. An independent evaluation firm has started to implement the evaluation, starting with an inception phase and initial data collection. The evaluation is expected to be completed by end of 2021.

36. Another important activity initiated in FY21 was a learning review of PPCR support to hydromet and climate services, an important area of action for enhancing climate resilience planning and risk management efforts globally. Inception workshops were held with key country and MDB partners (see Box 1), along with document review, data collection, and other activities. The review will be completed in early FY22.⁷ Other sector or program-specific studies from the previous E&L Calls for Proposals were completed in late FY20 or FY21, including on lessons from FIP experience and water governance in Bolivia. An academic research-based evidence gap map and systematic review of transformative change evidence from impact evaluations in select sectors, conducted with the Green Climate Fund's (GCF) Independent Evaluation Unit (IEU), was also further implemented in FY21.

Objective 3: Engage in collaboration, coordination, and partnership for collective impact

37. Strong collaboration and participatory engagement in the planning and implementation of activities are core to the E&L Initiative approach. The E&L Advisory Group provides a key function in this respect, with representatives from CIF recipient and contributor countries, MDBs, and Observers as well as external experts. Despite challenges stemming from the inability to hold in-person meetings, the Advisory Group was active throughout FY21, with in-depth engagement in select E&L Initiative activities and work streams as well as bimonthly conference calls and a longer virtual Advisory Group meeting in March 2021, which was instrumental in developing priorities for the E&L FY22 Work Plan (see Box 13).
38. A wide range of CIF partners and stakeholders, including countries, MDBs, CSO Observers, and other climate finance practitioners, were engaged in various facets of E&L activities. This included involvement in the inception and design of key studies or activities, active participation in learning platforms such as the TCLP and JTI, and partnerships on dissemination to broaden the networks and audiences for uptake of E&L lessons. The TCLP and JTI, for example, collectively engaged staff from over 250 different organizations in various activities. Collaborative learning was focused on themes relevant to the new CIF programs, including battery storage and grid integration, green and inclusive COVID-19 recoveries, nature-based solutions, water governance, and urban resilience, among others.
39. Within the CIF Administrative Unit, the E&L Initiative collaborated with program and thematic teams on several activities. This included thematically focused TCLP interest groups, JTI topical research on gender and CTF country case studies, follow-on work related to the stakeholder engagement evaluation, and planning in relation to the SREP evaluation. Work in the development impacts thematic area has been implemented in collaboration with the CIF Administrative Unit M&R team, including joint management of initial portfolio modelling and

⁷ The hydromet learning review was prioritized in place of a previously-planned synthesis of key lessons in PPCR, based on strong stakeholder demand to document PPCR learning in this area. The latter activity will now form part of the broader Key Lessons Synthesis that is being planned for FY22, as described in Section 4.1 of this document.

engagement in the broader evaluation. The M&R team is also engaged in TCLP work on signals of transformational change, which is informing potential future reporting options in the new CIF programs.

40. The E&L Initiative continued its strong collaboration with the GCF, including the continued implementation of a joint study with the GCF IEU on impact evaluation literature in select sectors, and through the TCLP, which includes GCF IEU representation in the TCLP Steering Committee.⁸ The E&L Initiative has also engaged various other climate funds such as the NAMA Facility, the Global Environment Facility (GEF), and Adaptation Fund in the TCLP and other studies and activities. A range of other climate finance institutions and stakeholders, as well as broader international development and evaluation communities, were engaged in various studies and learning activities.
41. Robust management and coordination of activities is important for ensuring the timely and quality implementation of activities. Additional implementation support, including consultants and firms, helped manage or implement E&L activities accordingly. The E&L Initiative is committed to working with leading evaluation and learning organizations that align with international best practices, and several such entities were engaged to implement activities in FY21. Other efforts, including the maintenance of a knowledge activity dashboard, tracking participation in and use of E&L activities, and ensuring coordination and synergies among implementing partners, were also undertaken to promote efficiencies and promote uptake of E&L lessons and activities. A training on emergent learning principles was facilitated for CIF Administrative Unit team members, and the E&L Initiative has been applying these tools and processes to ensure learning is continuous, used for decisions, and documented for future reference.

3.2 Budget

42. The E&L FY20-22 Business Plan presented a three-year budget with overall indicative allocations per year. The E&L FY21 Work Plan described in more detail how this funding would be allocated in FY21. Table 1 shows planned estimated budget allocations as described in the E&L FY21 Work Plan, alongside actual or likely projections of budget commitments for these activities through the end of FY21. Please note that contracts for some activities will be procured or expensed in the final quarter of FY21, therefore the table includes a combination of actual and projected budget commitments through the end of FY21. Further detail on these activities are described in Section 3.1.

⁸ A previously planned activity to hold a joint learning visit with the GCF IEU in Songdo, Korea, was postponed due to COVID-19. Collaborations for joint learning sessions at COP26 were also postponed, but are tentatively being planned for 2021.

Table 1: FY21 planned and actual or projected budget commitments (in USD)

FY21 Work Plan activity	Planned estimated budget	Actual or projected budget	Explanation
<i>Objective 1: Apply learning to catalyze climate action in countries and institutions</i>			
Dissemination: Broad dissemination to raise awareness and visibility of E&L work	\$150,000	\$150,000	Communications/other support for reports, briefs, and learning events
Learning engagements: Deeper strategic learning with countries, MDBs, and other institutions	\$250,000	\$250,000	Learning engagements with MDBs and countries through country engagement proposals, TCLP, JTI, etc.
Guidance: Develop and share guidance, tools and approaches to inform new strategies	\$100,000	\$100,000	Tools/guidance developed and shared in TCLP and JTI; criteria integrated in new CIF programs
<i>Objective 2: Generate new evidence to optimize new CIF program investments⁹</i>			
Transformational change: Country or thematic case studies and analytical work	\$200,000	\$200,000	Updated TCLP conceptual framework, case studies, and other analytical work
Just transitions: Case studies of CIF programs and projects, other evidence and learning activities	\$300,000	\$350,000	Country case studies, thematic research/thought papers, conceptual framework, and learning events
Development impacts: Additional analyses for evaluation of CIF development contributions	\$50,000	\$50,000	Main budget for current evaluation comes from FY20 work plan; additional support for portfolio analyses in FY21
SREP evaluation: Learning-oriented review of early outcomes and lessons	\$500,000	\$400,000	Multi-faceted program evaluation; some cost savings due to remote data collection/lack of field visits
PPCR lessons learned as relevant to new CIF programs	\$50,000	\$120,000	Learning review on hydromet and climate services; study on private sector adaptation in St. Lucia ¹⁰
<i>Objective 3: Engage in collaboration, coordination, and partnership for collective impact</i>			
Development of new partnerships and collaboration for learning and dissemination	\$200,000	\$180,000	Includes TCLP and other partnerships for studies and learning activities
Other implementation support ¹¹	\$200,000	\$200,000	Additional support for coordination and implementation of activities
Total	\$2,000,000	\$2,000,000	

⁹ Some ongoing or completed studies in FY21 were already resourced through the previous FY20 budget.

¹⁰ A planned synthesis of PPCR lessons was deprioritized in favor of a new, more targeted learning review of PPCR support to hydromet and climate services. A synthesis of E&L lessons as relevant to new CIF programs will now form part of the E&L FY22 work plan. Additional budget was also allocated towards a summary report on PPCR support to private sector adaptation efforts in St. Lucia, building on a previous E&L Call for Proposals study initially requested by the Government of St. Lucia.

¹¹ Costs to implement activities under Objectives 1-3, are included in yearly costs per objective. "Other implementation support" includes additional cross-cutting coordination, management, implementation, administrative, and/or logistical support costs, including consultants to support implementation.

4 Evaluation & Learning Initiative FY22 Work Plan

43. The global context for accelerating climate action is dynamic and changing. The COVID-19 pandemic and related economic crisis, alongside worsening effects of and future prognostications for climate change, have underscored the need for transformative action that not only addresses the climate crisis but also contributes to broader well-being for both people and the planet. As CIF enters a new programming era, these global contextual factors and the debates surrounding them are defining the parameters for climate action in CIF countries and in the broader climate finance sector.

44. Within this context, the need for continued evidence-based learning on the interrelated themes of transformational change, just transitions, development impacts of climate finance, private sector mobilization, and sector-specific priorities is as urgent and important as ever. The E&L Initiative FY22 Work Plan is designed to further generate

Box 8: Key FY22 E&L activities

- Delivery of SREP evaluation to inform future programming
- Guidance on application of transformational change and just transitions concepts, with examples, tools, and learning
- Implementation of evaluation of development impacts in CIF
- Completion of hydromet learning review in PPCR
- Initiation of study on CIF-supported technical assistance
- Development of Key Lessons Synthesis for new CIF programs
- Expanded dissemination of E&L lessons to new audiences
- Strategic learning engagements and partnerships
- Review and planning for next five-year E&L Business Plan

lessons and insights on these and other priority themes, as expressed in its FY20-22 Business Plan and building on the work completed and ongoing in FY21. In FY22, the E&L Initiative will complete major deliverables and work streams to inform these areas, influencing strategies and investments for more effective climate action in CIF and the broader climate finance sector (see Box 8).

45. Developed by the Senior Evaluation and Learning Specialist in the CIF Administrative Unit, together with the E&L Advisory Group, CIF colleagues, and other stakeholders, this section provides an overview of E&L FY22 Work Plan objectives and key activities, estimated budget allocations, and management and reporting.

4.1 Objectives and Activities

46. Building on the E&L FY20-22 Business Plan and based on continued stakeholder input and demand, the E&L FY22 Work Plan encompasses three main objectives:

- i) Apply learning to catalyze climate action in countries and institutions
- ii) Generate new evidence to optimize new CIF program investments
- iii) Engage in collaboration, planning, and partnership for collective impact

47. A major focus in FY22 remains ensuring that any new and ongoing E&L Initiative activities generate evidence and lessons to inform the new CIF programs. Accordingly, an important new activity in FY22 will be to develop a Key Lessons Synthesis, which will systematically review all current and past E&L studies as well as select other knowledge resources to identify the most important findings and lessons relevant to the new CIF programs. This will be

completed in the latter half of FY22, at a time when new country investment plans are starting to be prepared, to inform planning decisions on investment strategies and approaches. Stakeholder mapping conducted as part of this activity will help ensure that lessons reach the most relevant or appropriate audiences for turning learning into action.

48. Table 2 presents a matrix of key FY22 E&L Initiative activities or topic areas and their direct relevance or application to new CIF programming areas. This matrix will be used in the Key Lessons Synthesis to identify lessons with specific relevance to each program.

Table 2: Matrix of FY22 E&L activities and relevance to new CIF programs*

FY22 E&L study or topic area	New CIF program				
	Accelerating Coal Transitions Program (CIF ACT)	Integration of Renewable Energy into Power Systems (CIF RE Integration)	Accelerating Low-Carbon, Climate-Resilient Transition in Industry (CIF Industry Decarbonization)	Nature, People and Climate Investments (CIF Nature Solutions)	Climate-smart Urbanization (CIF Smart Cities)
TCLP	XX	XX	XX	XX	XX
JTI	XX	X	X	XX	X
Development impacts evaluation	XX	XX	X	XX	XX
SREP evaluation	X	XX			X
Hydromet study				XX	XX
TA/capacity-building study	XX	XX	X	X	XX
Key lessons synthesis	XX	XX	XX	XX	XX

**Note: A double "XX" represents strong relevance to programs, whereas a single "X" represents medium levels of relevance.*

49. The following examples illustrate how FY22 E&L activities will inform the new CIF programs:

- The TCLP will develop new guidance, knowledge, and examples, and facilitate collective learning to integrate and apply transformational change dimensions and potential signals across all CIF programs as part of operationalizing the new investment criteria.
- The just transitions work stream will directly inform specific programming pillars related to governance/institutions and people/jobs within CIF's new Accelerating Coal Transitions program (CIF ACT). Case studies on just transitions in climate resilience and forests/landscapes will also inform new programs for Nature, People and Climate Investments (CIF Nature Solutions) and Climate-smart Urbanization (CIF Smart Cities). New investment criteria and synergies with the TCLP will further mainstream this concept across programs.
- The development impacts evaluation will provide lessons and recommendations to enhance design of all new program investment plans to maximize co-benefits and impacts on Sustainable Development Goals (SDGs).
- The evaluation of SREP will primarily inform new investments in the Integration of Renewable Energy into Power Systems Program (CIF RE Integration), including grid-

connected and off-grid solutions as well as strengthening the enabling environment in low-income countries. It may also contribute relevant insights to CIF Smart Cities and CIF ACT.

- The hydromet learning review will inform improvements on how best to support strengthened hydromet and climate services for planning and risk management, with relevance to CIF Smart Cities and CIF Nature Solutions.
- The E&L Key Lessons Synthesis will summarize these and other various insights and lessons from across the expansive E&L portfolio, producing a matrix of key learning relevant to each new program to guide new investment plans and projects.

50. Expected outcomes related to FY22 objectives and activities include the following:

- Countries, MDBs, and others apply concepts and lessons on transformational change, just transitions, development impacts, and more to enhance investments in new CIF programs.
- Lessons from SREP's experience in clean energy access, PPCR's support to hydromet services, and CIF's technical assistance and capacity building efforts inform approaches in CIF and elsewhere.
- Partnerships, planning, and collaboration advance collective learning and inform a next phase of high-impact E&L activities that are well-suited to new CIF programming contexts.
- New, targeted audiences learn from CIF experience to inspire global climate action.

51. An overview of major FY22 activities is presented in Table 3. This is followed by a more expansive explanation of activities, by objective and learning theme.

Table 3: Overview of major E&L FY22 Work Plan deliverables

Objective	Learning theme ¹²
Objective 1: Apply learning to catalyze climate action in countries and institutions	
1. Expansive dissemination and outreach to raise awareness, accessibility, and use of E&L lessons, including revamped stakeholder mapping to identify new audiences.	All
2. Deliver strategic learning engagements with countries, MDBs, CIF teams, and other institutions to integrate lessons into new programs and investments.	All
3. Develop and facilitate sharing of guidance, tools, and approaches to optimize CIF, MDB and country program/project investment design and implementation.	All
Objective 2: Generate new evidence to optimize new CIF program investments	
1. Develop new analytical work, examples, guidance, and other knowledge contributions on application of transformational change concepts to climate investments.	TC
2. Advance research, case studies, tools, and learning on just transitions in the CIF context, including application to new sectors.	DI/JT
3. Deliver evaluation of socio-economic development contributions of CIF investments, including impacts on jobs, economic value-add, energy security, gender, health, etc.	DI/JT
4. Develop study on use of concessional finance in energy storage and renewable energy integration in CTF and SREP countries and markets (TBD). ¹³	PS
5. Complete learning-oriented evaluation of early implementation progress, outcomes, and lessons learned in SREP.	SP
6. Complete learning review of PPCR-support to hydromet and climate services.	SP
7. Initiate learning study on CIF-supported technical assistance and capacity building.	SP
8. Develop Key Lessons Synthesis with a matrix of lessons and insights from various E&L and other studies as relevant to the new CIF programming areas.	All
Objective 3: Engage in collaboration, planning, and partnership for collective impact	
1. Strategically engage Advisory Group, CIF partners, and broader stakeholder networks to ensure relevance, quality and use of E&L work.	All
2. Ensure effective planning, coordination, and management of activities, including activities to inform and develop the next five-year E&L Business Plan.	All
3. Engage in new and ongoing strategic partnerships with CIF partners and other relevant organizations for collective learning and impact.	All

Objective 1: Apply learning to catalyze climate action in countries and institutions

52. This objective focuses on reaching strategically targeted stakeholders to support urgent climate action and expand learning to new audiences to spark new thinking and ideas. It includes a focus on informing new CIF programs and initiatives, as well as programs, policies and strategies of countries, MDBs, and others. As such, an important activity in FY22 will

¹² TC=transformational change; DI/JT=development impacts and just transitions; SP=sector/program-specific PS=private sector/concessional finance;. Themes are interrelated, and many activities address multiple themes.

¹³ This study is contingent on opportunities and priorities to be identified related to the CIF Global Energy Storage Program (GESP) and CIF RE Integration. Further scoping will be undertaken to determine these priorities in FY22, and the activity will be adjusted accordingly.

involve a revamped stakeholder mapping, to better understand and identify critical audiences for E&L lessons, with a particular focus on application opportunities in the new CIF programming areas. It will build on previous work and be undertaken in conjunction with the Key Lessons Synthesis.

53. **Expansive dissemination and outreach to raise awareness, accessibility, and use of E&L lessons, inspiring new audiences for transformative climate action.** This includes the following actions:

i) Implement dynamic plans for push and pull communications for all relevant studies through a diverse set of outputs catering to various audiences. This includes short briefs, infographics, newsletters, podcasts, posters, social media posts, and videos, and active dissemination to reach broader audiences. External networks and collaborations will be leveraged for expanded dissemination lists and networks. Accessibility and visibility of lessons will also be increased through significant CIF website enhancement, including a new interconnected Knowledge Center page and updated E&L, TCLP, and Just Transitions webpages, an expanded mailing list for the CIF Knowledge Review newsletter, and other means (see Box 9). There will also be increased focus on implementing engaging online events with high audience interaction and a diversity of tools for different learning styles and approaches.

Box 9: Examples of disseminating lessons through different platforms

- Revamped CIF knowledge center and webpages
- Targeted newsletters, email blasts and social media
- Partnering with MDB and country knowledge management and communications teams
- Online and, when possible, in-person learning events
- Participation in global workshops and conferences
- Production of policy briefs, tools, and guidance notes

ii) Share lessons to inspire action, particularly through the TCLP and JTI as well as other events or initiatives. The tools used to do this include webinars, new publications, small group meetings, and workshops. Lessons from other sectors related to existing and new CIF programming, such as resilience and urban development, will also be shared through online and in-person activities. The E&L Initiative will pursue continuous innovation to encourage broad outreach and engagement as new tools and methods are discovered, especially related to online knowledge sharing, networking, and group working. Participant engagement during online events will remain a key area of focus for the E&L initiative and new expert resources may be contracted to continue to enhance online event facilitation.

iii) Participate in key global events for dissemination of lessons in climate finance and development communities. These include COP26, CIF events, and others at the global, regional, and country levels. COP26 and related events will be especially important this year, and sessions to share learning on key topics will be developed with partners.

iv) Conduct a revamped stakeholder mapping, related to the Key Lessons Synthesis, to identify the most relevant audiences for E&L lessons dissemination and outreach and the most

effective modalities for engaging these audiences.¹⁴ The mapping will focus particularly on identifying key decision-makers, practitioners, and stakeholders relevant to the application of lessons in the new CIF programs.

54. Deliver deeper strategic learning engagements with countries, MDBs, CIF teams, and other institutions to integrate E&L lessons into new programs and investments. This includes the following actions:

- i) Undertake select country-level engagements for applied learning, based on country demand, implemented through CIF MDBs. In FY22 the E&L Initiative will again be part of the CIF Administrative Unit country engagement call for proposal process through which MDBs can propose activities for the uptake and use of lessons emerging from E&L studies and activities at the country level. These activities may include new research that takes into account specific contexts or sectors, and/or learning events at the local, regional, country or global levels to hold policy dialogue, exchange knowledge, or create joint knowledge products.
- ii) Implement additional select country or regional-level engagements for applied learning, based on country demand. This includes helping to organize workshops, briefings, or other events to build lessons into new plans, initiatives, policies, and investments. It may also include support for related follow-on analytical work to deepen the insights and relevance of E&L studies to specific uses. Engagements will be selected opportunistically based on expressed country interest and potential for impact.
- iii) Maintain MDB-level partnerships for knowledge and dissemination, including innovations for online events. This includes working with MDB focal points, knowledge management and communications staff, and sector or thematic teams to conduct activities such as learning events, briefings, workshops, and other activities.
- iv) Facilitate a dynamic TCLP that continues to foster peer learning and sharing of new analytical work to support transformational climate action and investments, with a focus on application of concepts to new CIF programming areas. The TCLP will work with partner institutions to share concepts, lessons, and examples on transformational change-related work through a regular series of public webinars on topics of broad interest, in-depth TCLP workshops, and smaller sector and thematic-based TCLP interest groups exploring priority themes in more depth through a regular series of meetings (see Box 10). These activities will provide an opportunity to pool knowledge from diverse stakeholders to advance understanding of transformational change in action. The TCLP will continue to encourage co-ownership and value to participants through its volunteer Steering Committee, which

¹⁴ A previous stakeholder mapping was conducted in 2018 as part of the CIF Knowledge Engagement and Uptake Strategy. The effort proposed in FY22 will build upon and update this to the current and future CIF and climate finance context.

includes representatives from MDBs, climate finance institutions, CIF donor and recipient countries, the CIF Administrative Unit, and external partners.

- v) Carry out demand-driven strategic learning opportunities on issues of just transitions with select countries, MDBs, and other partners or stakeholders, stemming from ongoing engagement in JTI research, case studies, collaborative learning, and other activities.

Box 10: TCLP interest groups

Transformational change is context specific, as are barriers to change. There is a demand to look more deeply into transformational change by specific topics, themes, and contexts. In response, the TCLP established smaller interest groups based on the interests of participants and general alignment with E&L Initiative priorities and objectives. This table summarizes TCLP interest group themes and indicative meeting topics:

Interest group*	Meetings as of April 2021	Indicative topics
Concepts, Methods, and Metrics	8	Transformational change dimensions and signals, sustainability concepts of complex systems
Landscapes	5	Private sector engagement, Indigenous Peoples and Local Communities
Resilience	4	Strengthening hydromet and climate information services, private sector adaptation
Clean Energy	4	Transformational change in battery storage, grid integration, and CSP

*Note: The Resilience and Landscapes Interest Groups were combined in late FY21. The Just Transitions Interest Group has only recently formed and will become fully operational in FY22.

The image contains two presentation slides. The left slide, titled "Deployment Considerations" from Pacific Northwest National Laboratory, features a Venn diagram with four overlapping circles: "Cost" (orange), "Performance" (blue), "Safety" (green), and "Reliability" (yellow). The "Cost" circle includes sub-points like "Project Development, EPC", "Energy Storage System (PCS, Control/Comms)", "DC Storage System", "DC Storage Modules", and "DC Storage BDR", with "O&M Cost" and "Decommissioning Cost" below. The "Performance" circle lists "Energy Capacity", "Round Trip Efficiency", "Response Time", "Usable Energy", "Cycle Life", and "Calendar Life". The "Safety" circle lists "Proper Design", "Fault Isolation", and "Fire Suppression". The "Reliability" circle lists "Degradation" and "Failure Mechanism". A double-headed arrow connects the Cost and Performance circles. The right slide, titled "TYPES OF SIGNALS", has a grid with columns: Relevance, Speed, Systemic Change, Scaling, and Adaptive Sustainability. Rows include Transformation Objective, Intervention Logic, Enabling Approach, and Agility. A yellow callout box asks, "Do the categories the full range? What are signals for Speed and how these would be evidenced?"

Example Event: TCLP Clean Energy Interest Group Webinar on Energy Storage

This event engaged over 50 participants, with speakers from the World Bank, the Pacific Northwest National Laboratory (PNNL), and the Energy and Resources Institute (TERI) in India. It highlighted that achieving 100 percent renewable energy will require a combination of storage technologies that provide short, medium, and long-term functions. Furthermore, hybrid solutions to energy storage can optimize cost and performance, and even influence economic decision making, potentially offering a win-win situation for both types of technologies. The value of storage must be captured across the full chain of electricity infrastructure (generation, transmission, distribution, and use), and can be obtained through deferred investment, avoided cost, and revenue earned by providing services. Achieving this requires value analysis, realization, and tracking.

55. Develop and facilitate sharing of guidance, tools, and approaches to optimize CIF, MDB, and country program/project investment design and implementation. This includes the following actions:

- i) Develop a range of guidance to help integrate lessons into new CIF programs. This includes analytical work on transformational change concepts (definition, dimensions, and signals), including guidance documents, examples and learning opportunities, to help operationalize the investment criteria related to these concepts. Guidance and learning exchange will also be provided on applying the conceptual framework in monitoring, reporting, and evaluation. Similarly, insights, methods, and tools from the development impacts evaluation and modelling exercises will be applied to new CIF program investment plans and emerging pipelines, as appropriate.
- ii) Use the just transitions framework as a key tool to apply just transitions principles and identify actions that can be taken at the national and local levels to achieve just transitions as related to new CIF programming. The JTI online resource library will be extended with a particular focus on transitions beyond the energy sector, including the agriculture, land-use, forestry, transport, and urban sectors. Lastly, short policy briefs that consolidate lessons across case studies and are targeted toward policymakers and practitioners will help operationalize just transitions practices at a global level.
- iii) Use the Key Lessons Synthesis to be developed in FY22 for guidance and insights on specifically targeted areas relevant to the new CIF programs.

Objective 2: Generate new evidence to optimize new CIF program investments

56. E&L Initiative studies are producing timely evidence and learning on topics that are critically relevant for the new CIF programs and for global climate action more broadly. Many key studies initiated in FY21 will be fully delivered in FY22. Early findings will be shared on an ongoing basis, timed to inform strategic discussions on the new programs and dissemination opportunities at major events. Follow-on analytical work stemming from previous or existing studies will also contribute to new learning and uptake of lessons. Specific activities are as follows, organized by priority learning theme.¹⁵

57. Transformational change

- i) Transformational change remains the goal of CIF and many climate initiatives. Its inclusion in the new program investment criteria, as well as recent enhancements to the conceptual framework, require that additional guidance, examples, and learning be developed to assist CIF partners and stakeholders in applying these concepts as envisioned. In FY22, in partnership with external experts and TCLP participants, additional analytical work including guidance documents, briefing notes, and case examples will be developed to help contextualize and apply transformational change concepts to sectors and themes prominent in the new CIF programs. This includes the development of guidance related to transformative program/project design,

¹⁵ Priority learning themes are interrelated, and many studies include coverage of multiple learning themes. Themes listed herein include a combination of themes prioritized across the E&L FY17-19 and the FY20-22 Business Plans.

implementation, monitoring, and evaluation; additional country or thematic case studies; and contributions to the wider field of knowledge on transformational change in climate action. As noted, the rich diversity of participants and expansive facilitated learning opportunities in the TCLP will bring these new insights to life through dynamic knowledge exchange and sharing of lessons learned.

58. Development impacts of climate finance and just transitions

- i) Just transitions considerations are gaining broad recognition and relevance in climate action around the world, including developing countries. Building on the foundational work implemented on just transitions in FY21, in FY22 the E&L Initiative will continue to scale up efforts to generate new evidence and analysis on this critical topic. This includes new country or thematic case studies on just transitions; at least two new topical research studies developed through the JTI, including a study on the readiness for coal phase-out; an increase in the number of studies in the online database of the JTI resource library; and development of policy briefs that summarize lessons emerging across countries and sectors, directed a policy- and decision-makers at local, national, and global levels. As noted, these efforts will inform programming pillars within CIF's new ACT program as well as other global and MDB institutional actions on just transitions.

Box 11: Just transitions case studies

Case studies seek to explore CIF's engagement in countries from the perspective of understanding and enabling just transitions at the national and local levels. The studies seek to identify the drivers of and barriers to transitions in the energy and other sectors, and reflect on what just transitions at the national and local levels should entail. Within this country context, CIF projects provide grounded examples of the ways in which issues of procedural and distributional justice are reflected in project implementation. Thus far, two case studies have been published, with associated brief summaries, podcasts, and Mindmaps. Two additional case studies will be published in FY22.

Lessons emerging from these case studies have been used in the following ways:

- Contribute to the draft program design and investment criteria in the new CIF programs
- Hold discussions with ministries of coal and energy to advance the transition toward clean energy
- Bring together stakeholders across sectors and departments to discuss key elements of a just transition
- Contribute to MDB leadership and project-level discussions on principles of just transitions and application at the country level
- Contribute to discussions with corporates and business associations on the practical implications of the coal phase out and just transitions with the intention to accelerate climate action
- Further enhance the just transitions framework



- ii) In the context of COVID-19-related recoveries, documenting and enhancing the contributions of climate investments to broader development outcomes is crucial for both current CIF investments, the new CIF programs, and climate finance more generally. The evaluation of social and economic development impacts from CIF investments, begun in FY21 in collaboration with the CIF Administrative Unit M&R team (see Section 3.1), will be further implemented and completed in FY22. Activities will include a literature review, portfolio analyses, and country case studies. Extensive remote data collection and analysis will be conducted, using a variety of quantitative and qualitative approaches with in-person field visits where possible. The evaluation expects to deliver early findings by November 2021 for potential sharing at TFC and/or COP26-related events, with the final report to be completed in early 2022. Follow-up activities may be pursued to help apply lessons and modelling approaches to new CIF programs.

59. Mobilizing private sector through concessional finance

- i) Several activities in FY22 will continue to focus on leveraging private sector through concessional finance. For instance, the work in the TCLP to apply the revamped conceptual framework to new CIF programs and sectors, including in the thematic interest groups, will include strong consideration, guidance, and examples of how these concepts apply to private sector investments and the use of concessional finance to stimulate markets. Likewise, just transitions research, case studies, and learning will analyze the role of the private sector in contributing to inclusive and just transitions, and how MDBs, governments, and others can further engage private companies and financial institutions in this work. Both the TCLP and just transitions work will also consider how potentially harmful practices of private sector actors can be ameliorated or incentivized to better align with climate action and just transitions goals, including through the use of concessional finance.
- ii) Strengthening private sector engagement and the enabling environment for private investment will similarly be a strong emphasis in the SREP evaluation and the hydromet learning review, which will both be completed in FY22. The development impacts evaluation will further assess the broader social and economic co-benefits of private sector-led climate investments and include lessons for strengthening these aspects through concessional finance. A previously planned but postponed study in FY21 on the use of concessional finance for strengthening private investments and markets in energy storage and grid integration will be reconsidered and potentially reinitiated in consultation with CIF program teams and stakeholders. All of these efforts will explore and inform how the private sector can be most efficiently and effectively engaged to synergistically reinforce or contribute to transformative climate impact in the new CIF programs.

60. Local stakeholder engagement and benefit

- i) Similar to private sector investment, the local stakeholders theme and related topics of gender and inclusivity will continue to be mainstreamed across various E&L activities in FY22. The just transitions work is analyzing the localized effects for workers and communities of clean energy and other climate-related transitions, including distributional costs and benefits. This work will build on insights and recommendations from the recent paper on [gender-responsive just transitions policies](#) produced as part of the JTI in FY21. The development impacts evaluation will also have a strong focus on distributional impacts of climate investments, and gender-related impacts and considerations are a core area of analysis. Strengthening the uptake and value proposition for local end-users is likewise a major component of the hydromet learning review, and several representatives of CSOs and other local stakeholder groups are actively engaged in the TCLP.

61. Program and sector-specific priorities

- i) The program-level evaluation of SREP (see Section 3.1) is an important priority for completion in FY22. Early findings will be shared at the CIF TFC meetings in November or December 2021, with a final report completed by the end of 2021. Activities in FY22 will entail remote-based data collection, including document review, surveys, portfolio analyses, interviews, and case studies; field visits will be conducted as possible. CIF partners and stakeholders will be engaged through the evaluation reference group as well as through interviews, consultations, and briefings over the course of the evaluation. Findings and lessons will be packaged and disseminated in multiple ways for diverse audiences, and will directly inform CIF's new Global Energy Storage Program (GESP) and CIF RE Integration, as well as other global efforts to facilitate low-carbon energy access in developing countries.
- ii) The hydromet learning review (see Section 3.1) will be completed in early FY22. The report will be disseminated widely and will be timely for informing ongoing improvements to existing hydromet projects in PPCR and potential promotion of hydromet services in CIF Smart Cities and CIF Nature Solutions. It will also inform global efforts by the World Meteorological Organization and others to further advance learning and investments in this important area of climate action.
- iii) The E&L Initiative will partner with the CIF Technical Assistance Facility (TAF) to develop a brief learning review of CIF's past support for technical assistance and capacity building in CTF, SREP, and PPCR, including typologies, challenges, achievements, and lessons learned. The review will be forward-looking to inform the design of future related activities not only in the TAF but across the new CIF programs, which is particularly important for investments related to institutional strengthening and policy and regulatory support.
- iv) An important new activity in FY22 will be an E&L Key Lessons Synthesis, a brief document summarizing the most critical insights and learning relevant to new CIF

programs from across the portfolio of E&L studies. A matrix of key lessons targeted to specific new CIF programs will be developed, drawing on Table 2. The report will be shaped through consultations with CIF stakeholders and external experts and will serve as an important reference document to guide future investment program and project design. Part of this activity will be to undertake a revamped stakeholder mapping to identify the most relevant targeted audiences for these lessons and other E&L work. The Key Lessons Synthesis is expected to be delivered in the latter half of FY22, during a timely period when new program country investment plans are beginning to be designed.

Objective 3: Engage in collaboration, planning, and partnership for collective impact

62. Strong collaboration and partnership with both CIF and external stakeholders will be critical for realizing intended outcomes in FY22. In particular, the successful delivery of several important studies and the planning exercises needed to prepare the next five-year E&L Business Plan require meaningful consultation and participation processes. This includes continuing to facilitate the work of the Advisory Group, which provides invaluable representation, expertise, and overall guidance to the E&L Initiative. Robust coordination and management of activity implementation as well as strong and diverse institutional partnerships are also key to the successful delivery of activities in FY22.
63. **Collaboration: Strategically engage Advisory Group, CIF partners, and broader stakeholder networks to ensure relevance, quality and use of E&L work.** This includes the following actions:
 - i) Facilitate the Advisory Group’s continued guidance on the strategic implementation of FY22 activities and planning for the next multi-year E&L Business Plan. This

Box 12: Collaborative learning with CIF, IDB, University of Geneva, and Universidad Nur in Bolivia

Building Adaptive Capacity in the Water Sector under a Changing Climate

Co-hosted by CIF and the Inter-American Development Bank (IDB), this learning event highlighted the results of an E&L study assessing adaptive capacity in the Bolivian water governance system. It included an exploration of how governance systems have managed and responded to past extreme events, what manifestations of adaptive capacity have arisen, and whether governance practices have hindered or enabled adaptive capacity, with recommendations for enhancing future adaptive and transformative processes. The event was attended by over 125 participants from MDBs NGOs, research institutes, and in-country stakeholders from Bolivia, Jamaica, Uganda, and Zambia.



includes both overall guidance and in-depth participation in select FY22 activities. The Advisory Group will engage on the review of current E&L approaches and activities, as well as strategic planning exercises, to help inform and develop the next E&L Business Plan, including its strategic orientation, focus areas, and related institutional and funding decisions. The Advisory Group will also continue to refresh membership and roles as per its Terms of Reference¹⁶, and will conduct at least one in-person meeting and one virtual meeting in FY22 along with bimonthly calls or webinars and regular email exchanges as needed.

- ii) Engage CIF and external stakeholders in ongoing and new studies, dissemination and learning activities, and the development of the next E&L Business Plan. This includes enabling participation in the ongoing SREP and development impacts evaluations, as well as broad engagement in initiatives such as the TCLP and JTI. MDB and CIF recipient and contributor country teams and delegations are critical stakeholders both for ongoing activities and for the next E&L Business Plan. They help ensure that lessons and future plans are well-aligned with the new CIF programs and related investments. These partners and stakeholders will also be engaged in reviews of draft reports and in the dissemination and uptake of lessons at various levels.
- iii) Collaborate with partners and stakeholders on participation in CIF and international events, including virtual and in-person learning events, conferences, workshops, and other knowledge networks or platforms, to contribute insights and lessons from E&L Initiative activities for the benefit of CIF and the wider climate finance and international development communities. This includes collaboration with CIF partners and stakeholders in activities aimed at informing investments in the new CIF programs, as well as those that reach broader audiences, including events related to COP26 in November 2021.

64. Planning: Ensure effective planning, coordination, and management of activities, including activities to inform and develop the next five-year E&L Business Plan. This includes the following actions:

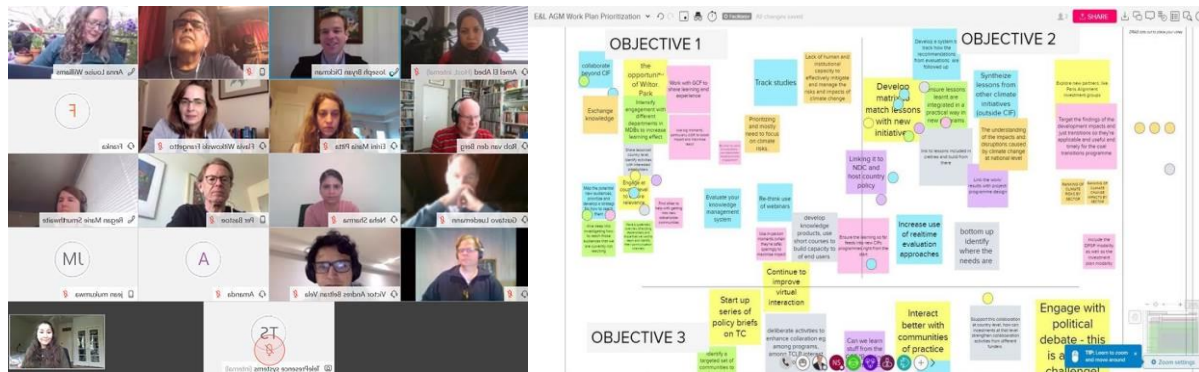
- i) Conduct a forward-looking review of current E&L approaches and activities, as well as extensive stakeholder consultations on future priorities, to inform the next E&L Business Plan to be presented to the TFCs in June 2022. The Advisory Group and select peer and/or third-party entities will have a role in guiding and implementing this review. Current processes to capture, track, and report on use of findings and lessons from E&L Initiative activities, including information on approaches that have been successful in encouraging use and uptake of lessons, will also inform the review process.

¹⁶ See [E&L FY19 Annual Report and FY20-22 Business Plan](#), Annex 3, for Advisory Group Terms of Reference.

- ii) Engage in participatory planning exercises to develop the next five-year (FY23-27) E&L Business Plan to further institutionalize and align the E&L Initiative within the new CIF programming context and related time period. This will be done in strong collaboration with the Advisory Group and CIF implementing partners and stakeholders and will use the aforementioned review and consultation processes to inform future directions. A five-year time horizon for the next E&L Business Plan is envisioned to better align with the new CIF programming trajectories and timelines. Other potential efforts, such as the development of foundational policies, documents, or other structures, will also be explored in relation to institutionalizing the E&L Initiative within the new CIF context.

Box 13: Virtual E&L Advisory Group meetings and work planning

Various online platforms were used to hold E&L Advisory Group meetings in FY21, including an in-depth virtual meeting in March 2021, which piloted a range of tools and approaches. For example, members used Mural to participate in group brainstorming sessions. Aha Slides was used to gather feedback on the day’s activities, and polling was used to signal preferred topics for discussion. Results from the Mural exercise were used to help prioritize the E&L Initiative’s FY22 work across its three objectives.



- iii) Coordinate and monitor E&L Initiative activities alongside other CIF knowledge activities, including through regularly updated and accessible activity lists and coordination meetings with implementing partners. This includes continued proactive coordination with other CIF Administrative Unit teams, MDBs, and countries to build synergies and manage potential overlaps.
- iv) Manage activities for timely delivery and quality assurance. Additional resources for implementation support, along with joint work planning, management, and communications, will help ensure activities are delivered as planned.

65. Partnership: Engage in new and ongoing partnerships for collective learning and impact.
This includes the following actions:

- i) Implement institutional partnerships for evidence-based learning on priority topics. The E&L Initiative will continue to work jointly with MDBs and countries on studies and learning activities prioritized through MDB proposals for CIF country engagement, as well as other activities developed through expressed demand. It will also develop institutional partnerships related to the TCLP and JTI. The E&L Initiative will also continue to engage leading research, evaluation, and learning organizations to help ensure the quality and relevance of its work.
- ii) Collaborate with the CIF Administrative Unit, MDBs, and country teams to build synergies with ongoing work and institutional priorities and cross-fertilize lessons across institutional contexts. This includes collaboration with the CIF Administrative Unit M&R team on the theme of development impacts and piloting of transformational change signals in select programs and countries. CIF program and thematic teams, including private sector, gender, local stakeholder engagement, governance, and communications, will be engaged in joint planning and implementation where relevant. MDB and country teams, including focal point teams and relevant sector or thematic departments, will also be engaged in study implementation and dissemination activities as appropriate. Broad stakeholder participation in the development of the new E&L Business Plan is especially crucial to foster buy-in and value-add for the next phase of the E&L Initiative within the new CIF programming context.
- iii) Engage other climate finance institutions, such as the GCF, GEF, NAMA Facility, Adaptation Fund, and others, on relevant learning to inform programs and investments. Collaborative learning with GCF continues to be an area of focus, as manifested through the participation of the GCF IEU in the TCLP Steering Committee and related activities and through planning for joint learning sessions at COP26 and other events. The TCLP and JTI are rich platforms for learning and exchange among climate funds, MDBs, countries, and other climate finance institutions, and efforts will continue to be made to facilitate sharing of lessons from multiple agencies in related learning events.

66. The FY22 Work Plan activities will result in the following specific deliverables:

- 3-4 major E&L studies on priority topics completed, launched, and disseminated
- 5-6 additional case studies, analytical briefs, and/or guidance documents on just transitions and transformational change completed
- Over 25 virtual and/or in-person learning events, including CIF-sponsored events and participation in global conferences or events, to share insights from E&L studies
- 3-4 country, regional, MDB, or other institutional strategic learning engagements
- 8-10 institutional partnerships developed or maintained for joint learning
- Extensive dissemination of studies and lessons through broad communications and outreach, including to newly identified audiences relevant to new CIF programs
- Over 50 CIF and other stakeholders engaged in planning the next E&L Business Plan

67. Indications of whether the FY22 Work Plan objectives are being successfully achieved include the following, which will be tracked and monitored for learning and continuous improvement:

- CIF partners and other climate finance stakeholders demonstrate application and indicate usefulness of E&L Initiative studies and activities.
- New CIF programs' country investment plans and other strategic processes apply criteria and lessons on transformational change, just transitions, and other themes.
- Existing CIF programs and ongoing investments are informed and enhanced through new evidence-based insights and recommendations.
- Joint learning and knowledge sharing activities are relevant to institutional learning priorities and help inspire new thinking and ideas on more effective climate action.
- E&L studies, lessons, and insights are shared, accessed, and used by intended audiences.
- A new five-year E&L Business Plan is approved with broad input and buy-in, for continued evidence-based learning on topics relevant to new CIF programming.

4.2 Budget

68. The three-year budget for the E&L FY20-22 Business Plan is USD 6.0 million. In June 2019, the TFCs approved an initial budget provision of USD 3.0 million, including a specific budget allocation of USD 2.5 million for FY20 activities. In June 2020, the TFCs approved an additional budget provision of USD 3.0 million to fund the remaining activities in the E&L FY20-22 Business Plan, including a specific budget allocation of USD 2.0 million for E&L activities in FY21. The E&L Initiative is now requesting a specific budget allocation of USD 1.5 million to fund the activities of the E&L FY22 Work Plan. This approval request is presented in the context of the CIF Administrative Unit FY22 Business Plan.

69. Table 4 presents the overall three-year budget allocation for the E&L Initiative, by FY20-22 Business Plan objective and based on actual and projected commitments in FY20 and FY21 as well as projected commitments for FY22. It is important to note that due to the multi-year nature of many evaluation and learning contracts and activities, commitments allocated within one fiscal year are often sustained and completed in subsequent fiscal years. This generally leads to higher resource commitments in earlier years, when new studies or activities are initiated, and lower commitments in later years. For this reason, the yearly budget allocation is slightly less each year from FY20 to FY22.

Table 4: E&L FY20-22 actual and estimated budget allocations, by business plan objective and year (in USD)

Business plan objective	FY20 actual	FY21 actual/projected	FY22 estimated	Total
1. Application of learning	\$600,000	\$500,000	\$500,000	\$1,600,000
2. New evidence on priority themes	\$1,400,000	\$1,120,000	\$600,000	\$2,800,000
3. Collaboration and partnerships	\$250,000	\$180,000	\$200,000	\$1,000,000
Other implementation support	\$250,000	\$200,000	\$200,000	\$600,000
Total	\$2,500,000	\$2,000,000	\$1,500,000	\$6,000,000

70. Table 5 lists indicative budget commitments for specific FY22 Work Plan activities. Please note that these figures and allocations may change as additional consultations are conducted and specific activities are further scoped, designed, and implemented.

Table 5: FY22 work plan activities and indicative budget commitments (in USD)

FY22 Work Plan activity	Indicative budget	Explanation
<i>Objective 1: Apply learning to catalyze climate action in countries and institutions</i>		
Dissemination: Broad dissemination to raise awareness and use of E&L work	\$100,000	Support for wide dissemination of findings and lessons from E&L studies
Learning engagements: Deeper strategic learning with countries, MDBs, and other institutions ¹⁷	\$250,000	Learning events or activities with countries, MDBs, etc.
Guidance: Develop and share guidance, tools, and approaches to inform new strategies	\$150,000	Includes integrating concepts, lessons, or approaches in new CIF programs
<i>Objective 2: Generate new evidence to optimize new CIF program investments¹⁸</i>		
Transformational change: Conceptual/analytical work, country or thematic case studies	\$150,000	New case studies and/or other analytical or conceptual work
Just transitions: Case studies of CIF programs and projects, other evidence and learning activities	\$200,000	Country case studies and contributions to related research and learning
Development impacts: Additional analyses or products on CIF development contributions ¹⁹	\$25,000	Support for follow-up analyses and/or derivative products from evaluation
SREP evaluation: Additional support, analyses, and/or derivative products for SREP evaluation ²⁰	\$25,000	Additional support for the evaluation and/or follow-up activities
Learning review of CIF-supported technical assistance and capacity-building	\$50,000	Collaboration with CIF TAF to inform future activities and new CIF programs
Key lessons synthesis: Brief report with matrix of lessons from E&L studies relevant to new programs	\$150,000	Synthesis of E&L lessons on thematic areas prioritized in new CIF programs
<i>Objective 3: Engage in collaboration, planning, and partnership for collective impact</i>		
Development of new partnerships and collaboration for learning and dissemination	\$100,000	Includes TCLP and other partnerships for studies and learning activities
Forward-looking review and planning activities to prepare next multi-year E&L Business Plan	\$100,000	Assistance with review and planning to inform next phase of the E&L Initiative
Other implementation support ²¹	\$200,000	Additional support for coordination and implementation of activities
Total	\$1,500,000	

¹⁷ At least USD 100,000 will be reserved for select MDB and country learning engagements and/or follow-on analytical work related to E&L Initiative studies, to be requested by and implemented through MDBs within the CIF Administrative Unit's broader country engagement proposal submission and budgeting process.

¹⁸ Some studies to be completed in FY22 have already been resourced through previous years' budgets.

¹⁹ The main budget for the current ongoing evaluation of development impacts comes from previous years' E&L work plans.

²⁰ The primary budget for the current SREP evaluation derives from last year's E&L work plan and budget.

²¹ Costs to implement activities under Objectives 1-3, are included in yearly costs per objective. "Other implementation support" includes additional cross-cutting coordination, management, implementation, administrative, and/or logistical support costs, including consultants to support implementation and costs associated with E&L Advisory Group meetings.

4.3 Management and Reporting

71. E&L FY22 Work Plan activities will continue to be guided by the Advisory Group. The Senior Evaluation and Learning Specialist in the CIF Administrative Unit will continue to lead overall implementation of the Initiative. The Specialist will work together with the Advisory Group, colleagues in the CIF Administrative Unit, and the broader CIF community to coordinate and implement E&L activities. The CIF Administrative Unit will provide annual reporting on the delivery of the E&L FY22 Work Plan in conjunction with its annual reporting and business planning process. Additional feedback will be gathered through ongoing stakeholder consultations and during the TFC meetings to inform and adapt FY22 activities. The E&L Initiative is committed to continuing a practice of ongoing reflective learning to ensure continued relevance, quality, and impact of activities.

5 Annex

Annex 1: E&L Initiative activities completed or ongoing in FY21, by learning theme²²

Activity title and implementing organization(s)	Activity type ²³	Status or due date
<i>Transformational Change</i>		
Transformational Change Learning Partnership (TCLP) <i>CIF, Ross Strategic</i>	Cross-cutting	Ongoing
Country and Thematic Case Studies on Transformational Change <i>CIF, Itad, Overseas Development Institute (ODI), ATA Insights</i>	Cross-cutting	Ongoing
Working Definition and Dimensions of Transformational Change <i>CIF, Ross Strategic</i>	Cross-cutting	May 2021
Signals of Transformational Change <i>CIF, ICF Incorporated</i>	Cross-cutting	May 2021
<i>Development Impacts of Climate Finance and Just Transitions</i>		
Just Transitions Initiative - Research, Tools and Collaborative Learning <i>CIF, Center for Strategic and International Studies</i>	Cross-cutting	Ongoing
Case Studies of Just Transitions in CIF Programs and Projects <i>CIF, TERI, Stockholm Environment Institute</i>	Cross-cutting	Ongoing
CIF Lessons for How Climate Finance Can Support COVID-19 Recoveries <i>CIF</i>	Cross-cutting	Complete
Estimating Economic Development Impacts: Initial Findings on CTF and SREP <i>CIF</i>	Cross-cutting	Complete
Evaluation of Socio-economic Development Contributions of CIF Investments <i>CIF, Industrial Economics</i>	Cross-cutting	Jan. 2022
Lessons Learned from Noor Ouarzazate Solar Complex in Morocco <i>World Bank</i>	Cross-cutting	Jun. 2021

²² Some studies were completed in late FY20, but were not previously listed as complete due to the early timing of the posting of the E&L FY20 Annual Report in March 2020. They are therefore listed here for completeness of information.

²³ “Cross-cutting” indicates a study commissioned directly by the E&L Initiative, while “CfP” indicates E&L Call for Proposals activities commissioned through this modality with CIF partners and Observers in 2017 and 2018.

Activity title and implementing organization(s)	Activity type²³	Status or due date
Welfare and Forests - An Assessment of FIP Contributions <i>World Bank</i>	CfP	Apr. 2021
Measuring Household Climate Resilience in Zambia <i>World Bank</i>	CfP	Jun. 2021
<i>Mobilizing the Private Sector Through Concessional Finance²⁴</i>		
St. Lucia's Private Sector Participation in Response to Climate Change <i>Government of St. Lucia and Environmental Governance Consulting</i>	CfP	Complete
Fiscal Incentives for Decreasing Deforestation <i>World Bank</i>	CfP	Jun. 2021
<i>Local Stakeholder Engagement & Benefit</i>		
Supporting Uptake of LSE Evaluation Lessons in CIF Stakeholder Engagement <i>CIF</i>	Cross-cutting	Complete
<i>Local Stakeholder Engagement & Benefit (cont.)</i>		
Social Identity Framing for Women's Participation in NRM in Mexico <i>World Bank and CONAFOR</i>	CfP	Complete
Engagement of Women and Gender-Related Groups in the CIF <i>Women and Environment Development Organization (WEDO)</i>	CfP	Complete
Climate Change and Health in Sub-Saharan Africa: The Case of Uganda <i>Government of Uganda and Climate Change Adaptation and Innovation</i>	CfP	Complete
Assessing Dedicated Grant Mechanism Through an Indigenous Lens <i>Maori and Indigenous Governance Centre and University of Waikato</i>	CfP	Complete
<i>Program and Sector-Specific Priorities</i>		
Evaluation of early implementation, outcomes and lessons in SREP <i>ICF Incorporated</i>	Cross-cutting	Dec. 2021
Learning Review of CIF-supported Hydromet and Climate Services in PPCR <i>Atkins Consulting</i>	Cross-cutting	Sep. 2021
Early Lessons from the Design and Implementation of FIP <i>World Bank</i>	CfP	Complete
Transformative Adaptive Capacity for Water Governance in Bolivia <i>IDB</i>	CfP	Complete
Operational Pathways for Modernizing National Hydro-met Services <i>World Bank</i>	CfP	Jun. 2021
Sector Evidence Gap Map and Systematic Review on Transformative Change <i>Center for Evaluation and Development, with GCF IEU</i>	Cross-cutting	Jun. 2021
Synergy and Complementarity Among Climate Funds at the Country Level <i>CIF, GCF and Arepo Consult</i>	CfP	Complete

²⁴ Leveraging the private sector is a cross-cutting theme incorporated in several activities listed under other learning themes, including transformational change, just transitions, and program and sector-specific topics. A previously planned forward-looking review on the use of concessional finance in clean energy markets was postponed but may be implemented in FY22.

Annex 2: Guiding Principles for Evaluation and Learning

72. The following E&L principles were developed by the Advisory Group as part of the first E&L Business Plan and remain a relevant guide to prioritizing and ensuring quality of E&L Initiative activities.

- 1) **Strategic:** Responds to priority learning areas and knowledge gaps as articulated by users, addressing areas with strong potential for evidence-based learning and catalytic influence.
- 2) **Fit-for-purpose:** Approaches and methods are driven by users and intended uses, respond to learning questions and needs, and are tailored to unique evaluation and learning contexts.
- 3) **Learning-oriented:** Learning activities build on established research and best practices for effective individual and organizational learning; evaluation approaches emphasize learning.
- 4) **Applied:** Practical orientation and applied focus to inform actions and decisions; learning is shared widely in targeted and dynamic ways to stimulate dialogue and inform action.
- 5) **Collaborative and participatory:** Participatory approaches and collaborative partnerships are pursued to facilitate relevance and adoption of lessons among priority users.
- 6) **Inclusive and gender-responsive:** Evaluation and learning activities include analysis of gender dimensions and issues affecting vulnerable or marginalized populations.²⁵
- 7) **Innovative:** Utilizes and explores both established and innovative approaches and methods; quality and rigor are pursued in both quantitative and qualitative approaches.
- 8) **Timely and cost-effective:** Produces early results and learning within a reasonable timeframe (e.g., 6-18 months); demonstrates cost-effectiveness and resource efficiency.
- 9) **Ethical:** High ethical standards and practices are planned and carried out, including cultural sensitivity and respect for the dignity, privacy, and agency of individuals and groups.
- 10) **Supports local knowledge and capacity:** Local stakeholders, knowledge, and expertise are engaged, supported, and leveraged.

²⁵ This includes “human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity.” UNFCCC/CP/2015/L.9. December 2015.