



ADAPTATION FUND

AFB/EFC.5/3
June 1, 2011

Adaptation Fund Board
Ethics and Finance Committee
Fifth Meeting
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KNOWLEDGE MANAGEMENT STRATEGY AND WORK PLAN FOR THE ADAPTATION FUND

Introduction and Background

1. While Knowledge Management is critical for any organization, it is even more so for the Adaptation Fund. Adaptation projects and programs are still relatively new and there is a strong need to build a body of knowledge on climate changes issues and potential related vulnerabilities that can help scientists and policy makers to identify and prioritize management efforts, to minimize risks or reduce possible impacts on people and ecosystems. Furthermore the Fund is piloting new modalities to getting funds and finance projects (direct access to its resources by eligible countries).
2. The experiences gained from the Fund must therefore be kept track of in a systematic way, collected and analyzed on a periodic basis, in order to enrich the information available on climate change adaptation and accelerate the understanding of what works and what doesn't.
3. Equally important is sharing and disseminating the results that can help identifying early responses to the changing environmental conditions, allowing people to transform and adapt the way they make a living. Knowledge of ongoing climate change issues and hints about how to learn to live with them can help people worldwide facing uncertain future.
4. The Adaptation Fund has included knowledge management as part of its Results Based Management and capturing lessons learned is one of the aspects that the Fund has to take into account when deciding on resources allocation among eligible parties (decision 1/CMP.4, Annex IV). Furthermore, in the Operational Policies and Guidelines for Parties to access resources from the Adaptation Fund, it is stated that provision for funding will be provided to "projects and programmes whose principal and explicit aim is to adapt and increase climate resilience. [...] The Board may provide further guidance on financing priorities, including through the integration of information based on further research on the full costs of adaptation and on the lessons learned".
5. At its twelfth meeting, the Adaptation Fund Board adopted the recommendation of the Ethics and Finance Committee (EFC) to develop an overall knowledge management strategy for the Fund to be presented to the Board at its fourteenth Board meeting (June 2011) (decision B.12/26, paragraph (e)).
6. The current document presents a strategic framework for managing the Fund generated knowledge at corporate and project level, and offer a solution for organizing the exchange of information between the Secretariat and the projects and among the projects. The strategy complements the project level results framework and baseline guidance document that provides guidelines to develop a knowledge management strategy at a project level (AFB/B.14/Inf.6) and the corporate communication strategy (AFB/B.11/8).

What is Knowledge Management?

7. Knowledge is the understanding of the reality based on people's experience, analysis and exchange. In order to be transmitted knowledge needs to be captured and systematized.
8. For this reason, Knowledge Management (KM) can be defined as the set of actions developed (gathering data, analyzing processes, results and personal experiences, creating

lessons learned, disseminating them, etc.) so that the knowledge of an individual or an institution reaches, in a timely manner, the largest number of people able to benefit from it.

9. Often knowledge management is confused with information management or communication. While the boundaries among these sectors are blurred and often their competencies overlap, it is useful to clarify the differences.

- 1) **Data** are facts, observations, or measures that have been recorded but not put into any meaningful context (i.e. a single musical notes could be a fair visualization of what data are);
- 2) **Information** is data that has been arranged in a systematic way to yield order and meaning (i.e. a series of notes arranged into a tune can represent what information is);
- 3) **Information Management** is the collection and management of information from one or more sources and the distribution of that information to one or more audiences;
- 4) **Knowledge** is the capability to act and take informed decision based on the information available (i.e. a musician is able to play a tune thanks to his knowledge for playing an instrument); and
- 5) **Communication** is the act of exchanging thoughts, knowledge, messages, data or information, as by speech, signals, writing, or behavior.

10. KM and communication are complementary activities. They often use similar instruments and processes and involve the same actors. Both contribute synergistically to disseminate knowledge and improve coordination, increasing the effectiveness and impact of projects. The integration of KM with communication activities allows a substantial reduction in costs and generates products that are consistent, more valuable and relevant for the different audiences, avoids duplication of efforts while enhancing the effectiveness of both.

NB: Documentation does not always imply writing. In an effort to make the Fund KM system up-to-date and more accessible, the Fund supports different way of documenting projects and processes, including video and audio material, photo reportage and stories.

Adaptation Fund KM Goal

11. The Fund will strive to improve **the design and effectiveness of adaptation projects and programs** by creating mechanisms that enable it to extract, analyze, learn and share lessons from the projects and programs it finances.

12. The Fund will also share its own data, information and knowledge to reduce vulnerability and increase adaptive capacity of the countries¹, ultimately contributing to position climate change adaptation as a global priority.

KM Strategy Objectives

13. To delivery on this goal the KM strategy will work on the following objectives:

Objective 1: To enhance countries' knowledge to reduce vulnerability and increase adaptive capacity by sharing data, information, and knowledge gathered from the projects.

Objective 2: To learn and share lessons from the Fund's unique decision making structure and experience in direct access and source of revenue, by tracking and systematizing the Fund practices and processes.

14. Through KM, the Fund will systematically use the knowledge gained from projects/programs, the accreditation process and more generally the Fund's operationalization to A) inform the decision making of the Board, B) enable countries to access valuable data, information and lessons learned, C) enhance transparency and D) contribute to improve the Fund's overall effectiveness.

Work-Plan 2011-2013

15. Being the Fund a young institution, the document proposes a short-term work plan, in order to leave open the possibility to modify objectives and activities and adapt them to the Fund's growing needs. The implementation plan proposes practical measures for operationalizing this strategy at an institutional and project level, creating the foundation for a strong KM program based on principles of transparency, collaboration, relevance and cost-effectiveness (refer to Annex I for more information on the principles for the KM).

Objective 1: To enhance countries' knowledge to reduce vulnerability and increase adaptive capacity by sharing data, information, and knowledge gathered from the projects.

Action 1.A – Collect, analyze and share projects/programs data, information and knowledge with all relevant stakeholders

16. Promote capacity building activities and develop training material to enable countries to produce, analyze and share data, information and knowledge (i.e. Guidelines for KM and communication activities within adaptation projects). No resources from the Fund's trust fund will be used for capacity building activities. To undertake this activity the Secretariat will seek partnerships opportunities.

17. Track, analyze and share the KM indicators identified in the RBM framework by setting up a system that will allow systematically capturing lessons learned and performing analysis of useful lessons at the portfolio level. In order to do so several activities will be undertaken such as:

- *Project Highlights:* The AF Board Secretariat will produce communication material – fact sheets, publications, videos, photo galleries - that captures and disseminates project's lessons learned.
- *Project web pages:* The AF Board Secretariat will provide each project with a webpage within the Fund website - where the implementation team will be able to store key data, information and lessons learned - and will promote the dissemination of such information among beneficiaries, partners and other institution working on Adaptation.

Expected Budget (for two years): \$ 60,000

Action 1.B – Enhance the engagement with Civil Society, promoting collaboration and participation in designing and implementing adaptation projects.

18. Contribute into KM initiatives that aim at connecting various source of knowledge and information on Adaptation
19. Support already ongoing efforts to create a Fund CSO network, to include national and international NGOs representatives as well as local communities and project beneficiaries.
20. Develop knowledge activities (i.e. videoconferences, workshops, virtual conferences) and products (i.e. video, comic strips, interactive educational games, case studies, and project highlights) to support awareness raising on Adaptation issues among different audiences.

Expected Budget (for two years): \$ 20,000

Objective 2: To learn and share lessons from the Fund's unique decision making structure and experience in direct access and source of revenue, by tracking and systematizing the Fund practices and processes.

Action 2.A – Systematize and share with all stakeholders the Fund experience in innovative funding modalities:

21. Since the Fund is the first environmental financial mechanism to actual implement direct access, the Fund Board will document the processes and experiences accumulated on *this topic as well as on Monetization and Small Donations.*
22. In addition, the Board will also document and disseminate lessons learned from the accreditation process of *National Implementing Entities and on the projects implemented by them.*
23. *The objective is to facilitate the systematization of the experience in the Fund innovative features and to extract lessons learned to be shared with partners and beneficiaries.*

Expected Budget (for two years): \$ 40,000

Action 2.B – Develop a system to track decisions and documentations in order to improve the Fund effectiveness and enhance transparency.

24. This action will contribute to the overall RBM goal to improve the effectiveness and efficiency of the Fund operations. To be possible, it will use the same information platform already under development for Project Database.
25. *Whether considered necessary, separate systems to facilitate data entry and information management will be put in place (i.e. AF Board decisions database). The goal is to enable countries to find clear information on how to access the resources available in the Fund.*

Expected Budget (for two years): \$ 20,000

Total budget for two years: \$ 140,000

Table 1: Work Plan Timeline

	First Year 2011/2012											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
ACTION 1.A												
1) Define structure and specifications of the different components of information platform that will support KM activities at project level.	█	█										
2) Development of the IT platform			█	█	█	█						
3) Development and dissemination of training material			█	█	█	█	█	█	█	█	█	█
4) Seeking partnerships for capacity building activities								█	█	█	█	█
ACTION 1.B												
1) Discuss modalities with CSOs on how to formalize a CSO network for the Fund	█	█	█									
ACTION 2.A												
1) Define objectives and breath of the systematization (for each of the 4 topics) and start tracking and documenting Fund's processes	█	█	█	█	█	█	█	█	█	█	█	█
ACTION 2.B												
1) Define structure and specifications of the different components of information platform that will support KM activities at Fund level.	█	█										
2) Development of the IT platform			█	█	█	█						
First Year Expected Budget\$ 82,400												
Second Year 2012/2013												
ACTION 1.A												
1) Maintain the IT platform and provide training on a regular basis of the use of the tools available	█	█	█	█	█	█	█	█	█	█	█	█
2) Dissemination of training material	█	█	█	█	█	█	█	█	█	█	█	█
3) Seeking partnerships for capacity building activities	█	█	█	█	█	█	█	█	█	█	█	█
4) Production of communication material on the projects	█	█	█	█	█	█	█	█	█	█	█	█
ACTION 1.B												
Undertake KM activities for awareness raising in partnership with other organizations and countries	█	█	█	█	█	█	█	█	█	█	█	█
ACTION 2.A												
1) Continue to track and document Fund's processes	█	█	█	█	█	█	█	█				
2) Finalize the systematization of the Fund Experience and disseminate the results							█	█	█	█	█	█
ACTION 2.B												
1) Analyze the data and information entered in the databases to create a Fund level of lesson learned on several topics in order to the Fund effectiveness							█	█	█	█	█	█
Second Year Expected Budget\$ 57,600												

Recommendations

26. Following consideration of the present document, the EFC may want to recommend to the Board to
 - a) Approve the Knowledge Management strategy and work plan, including the budget allocations, contained in document AFB/B.5/3;
 - b) Request the secretariat to move forward with the implementation of the strategy and to report to the Board at its 16th meeting on progress made during the implementation of the strategy.

Annex I - Guiding Principles for the Fund KM implementation

The following are the main principles to be adopted as the foundation upon which building the Fund KM strategy:

- **Transparency:** The Fund is committed to be fully transparent in its operation and facilitate easy access to public data and information.
- **Accountability:** As an institution that uses public funds, the Fund is accountable for maximizing the impact of the resources available. The KM efforts, by capturing and sharing lessons learned, will contribute to enable the Fund to ultimately deliver its mission.
- **Committed Management:** While appropriate technology is essential, a key to successful knowledge management is a committed leadership that values, analyzes, creates and encourages the creation of knowledge, its dissemination and use, By adopting a KM Strategy at the beginning of its operations, the Board underlines the importance for the Fund of managing knowledge at a project as well as institutional level.
- **Capitalize on project and institutional experience.** The Fund will try to harvest knowledge and information generated by the projects to inform the decision of the Board. It will also try to capitalize on the institutional experience to set up and make operational a new institution with many innovative features.
- **Participation and Collaboration.** Recognizing the complexity of climate change adaptation, the Fund will proactively collaborate and seek synergies with their stakeholders in generating and sharing knowledge at local and global level.
- **Demand-driven:** Recognizing its unique nature the Fund will shape its KM efforts and activities mainly in response to its stakeholders' knowledge demands.
- **Flexibility.** The KM strategy, as any strategy, is a live document that should adapt to the changes and unforeseen events that may occur during its implementation.
- **Cost-effectiveness:** While creating the action plan, the cost-benefit of each KM activity and product will be evaluated in order to identify a realistic plan of action, prioritizing the activities that could generate the greatest impact for each dollar invested.

Annex II - AF Knowledge Process



- (a) Gather and Organize. Fund staff identifies, collects and organize relevant data, information and knowledge available (internally and externally), contributing to build an updated and systematized body of knowledge accessible online to all Fund's stakeholders;
- (b) Learn. Learning is regarded as crucial component of the strategy as it supports the development of capacity and contributes to create a knowledge culture within the Fund and among its stakeholders.
- (c) Generate. New knowledge products will distill and present in a coherent manner the knowledge generated by the individual projects. This step allows users to understand more clearly what the Fund experience brings to the discussion of adaptation issues.
- (d) Share. The Fund will share knowledge generated by its projects and by its own processes, with key stakeholders, in a mutual exchange of ideas and information.
- (e) Apply. This step concludes the KM process and seeks to enhance adaptation projects effectiveness. Evidence-based results and lesson learned through the KM activities will inform strategies and policies at project level as well as institutional level.