

Charter

Community of Practice for Direct Access Entities

August 2019

Document Rationale

The charter for the Community of Practice for Direct Access Entities (CPDAE) is designed as a living document that can be adjusted to meet the needs of the community. The charter provides guidelines which Direct Access Entities (DAEs) and community members agree to, subscribe to and honor for their mutual benefits. The community charter is an important first step in establishing the CPDAE by laying down ground rules, expectations and the purpose for the group's existence. The charter alone will not suffice for a successful launch, socialization and sustainability of the community of practice, and so a basic framework for developing the community of practice needs to be established to cultivate buy-in from the members. This document contains information and key points needed to develop a successful knowledge and experience sharing platform through the community of practice.

Section 1: The Charter

Mission Statement

A vibrant community of practice of direct access entities that is capacitated, free-standing, sustainable and impactful.

Purpose

The purpose of the CPDAE is to provide an avenue for knowledge exchange, learning and experience sharing, collaboration and peer support within the community of National Implementing Entities (NIE's) and Direct Access Entities (DAE's) involved in the programming of climate change adaptation and mitigation finance, so as to increase the effectiveness of entities in accessing resources and implementing adaptation and mitigation projects and programs through direct access. This includes exchanging on innovation, best practice, guidelines, technical know-how, contemporary research, strategies that promote project and development programs and their implementation through direct access.

Objectives

The specific objectives for the Community of Practice include and are not limited to:

- Strengthening the communication and experience exchange mechanisms (sharing of evaluations, documents, etc.) between the members of the CPDAE (through a platform, seminars, workshops, mailing list, online platform for shared documents).
- Development of capacities on the themes relevant to DAEs, with a focus on direct access, project development, and monitoring and evaluation of projects;
- Support for South-South cooperation between DAEs, or between DAEs and future accredited entities. The aim therefore is to enable DAEs to work directly in partnership with each other, or

with national institutions that are in the process of applying for accreditation, to share experiences, collaborate on capacity building initiatives and funding proposals.

Scope

CPDAE is comprised of accredited NIEs of the Adaptation Fund and DAEs of the Green Climate Fund (GCF) that are eligible to access adaptation and mitigation finance directly from both Funds. Membership for the community is made up of likeminded National Entities that have come together informally as a group and that have similar needs and aspirations in the programming of adaptation and mitigation finance through the direct access modality of the Adaptation Fund, Green Climate Fund and other climate funds.

All initially identified members of the community of practice undergo a similar process through the Adaptation Fund's project full cycle. There are therefore huge benefits to be gained from sharing experiences and lessons learnt within the NIE/DAE community and between these entities and climate change experts as well as other stakeholders involved in adaptation and mitigation activities throughout the different stages of the project and program life cycle. The community of practice will work to minimize the common challenges faced by the members in managing and implementing concrete adaptation and mitigation projects and programs through frequent engagements and communications. CPDAE members will also strive to take advantage of global climate change forums such as the United Nations Framework Convention on Climate Change (UNFCCC) conference of the Parties (COP) meetings, the meetings of the COP subsidiary bodies (SBs), as well as other global climate forums to interact face to face.

Individual and Organizational Benefits

Through the sharing, management and dissemination of knowledge, experiences and lessons learnt in adaptation and mitigation projects/programs, the community could enable individuals to:

- Continue to learn and develop professionally;
- Access expertise from peers;
- Increase communication with peers;
- Increase productivity and quality of work;
- Network to keep up to date with current trends, technology, innovations and best practice in adaptation and mitigation projects/programs;
- Develop a sense of professional identity;
- Enhance professional reputation.

The community benefits its members by:

- Facilitating a cost-effective avenue for retrieving information;
- Reducing the time and effort it takes to learn new content on specific relevant topics;
- Enhancing the provision of, and access to South-South peer support for climate change adaptation and mitigation;
- Improving knowledge sharing and distribution;
- Enabling innovation;
- Building alliances;

Enhancing access to the resources of climate funds.

Ground Rules for Engagement

It is the ultimate goal of the CPDAE to enhance knowledge and understanding for effective implementation of adaptation and mitigation projects and programs. CPDAE will therefore engage internally within its membership and make concerted efforts to reach out to external expertise on adaptation and mitigation finance. The community will strive to establish and maintain a safe and credible environment where guidelines for communication and engagement listed below are followed:

- 1) Participation of members is voluntary and all designated entities are encouraged to join;
- 2) Participation and collaboration are used to overcome challenges that are priorities in climate adaptation and mitigation funding modalities and projects/programs implementation best practices;
- 3) Challenges, lessons learned and successes are shared openly within the community of practice;
- 4) Members engage in challenging and in-depth discussions while maintaining an atmosphere of respect and professionalism;
- 5) Members will uphold a high level of integrity. Integrity in the community of practice context includes, an understood, nondisclosure and/or duplication of any and all documents, topics discussed, intellectual property, systems, technology or any other communication between members unless otherwise explicitly expressed by members sharing the content;
- 6) Any information shared within the community of practice regarded as sensitive is treated accordingly by all members and kept confidential at all times;
- 7) Members are willing to share challenges, and lessons learned as well as successes in the programming of climate adaptation and mitigation finance and project/program implementation, drawing on lessons from the Adaptation Fund, Green Climate Fund and other direct access climate funds;
- 8) Members strive to create an environment of trust and to foster insightful, non-threatening discussion of ideas and experiences;
- 9) Members are willing to openly share and be transparent. Transparency is essential for robust learning and it is encouraged that all members maintain fluid and open communication, with, and as much valid information as possible. The level of transparency is to be determined at the discretion of each member, as it is the member's responsibility to filter sensitive data and experiences that could bring on legal or other serious consequences if made public;
- 10) Leadership positions and responsibilities of the CPDAE shall be rotational and distributed on the basis of equity for collective shared management of the Community;
- 11) Membership and topics reflect issues of interest and of relevance to NIE's/DAE's accredited to the Adaptation Fund, GCF and other climate funds of mutual interest;
- 12) Members advance their personal and professional goals through participation in the community;
- 13) Members are practitioners, contributing to the community through their experiences, skills, and time;
- 14) Members agree to be respectful and use appropriate language in group discussions and to listen and respond to each other with open and constructive minds. The language of communication

and engagement shall be English, unless otherwise agreed by members engaged in dialogue on a case by case basis;

- 15) Members are encouraged to respectfully challenge any issue by asking questions, but will refrain from personal attacks on issues under discussion;
- 16) Members will participate in the community activities to the fullest extent possible -- community growth depends on the inclusion of every individual voice;
- 17) Members commit to search for opportunities for consensus and /or compromise through creative solutions;
- 18) Members will contribute to an atmosphere of problem solving rather than stating positions;
- 19) Members agree to speak from their own experiences and from the experiences of their NIE's/DAE's instead of generalizing ("I" and "we" instead of "they," and "you");
- 20) Members will attempt to build on each member's strengths, and help each other improve areas in need of further development.

Core values

In addition to ground rules for communication and engagement, as a basis for successful governance of the CPDAE it is generally agreed that all members will abide by principles of inclusion, participation, accountability, transparency and integrity. Regardless of race, language, geographic location, gender, sexual orientation or ethnicity the community will accept all the NIE/DAE members who are interested in participating.

All members of the CPDAE should abide by the ground rules and core values, including invited guests who are present during knowledge and collaboration sharing activities.

Key Deliverables

The CPDAE will engage in a range of activities that are driven by the members, and the essential deliverables include, but are not limited to:

- A signed Community of Practice Charter;
- An Action Plan with key deliverables;
- Coordination and Communication Strategy;
- An updated record of contact details of community members;
- Annual reports based on the annual CPDAE meetings with the recommendations to the GCF and AF;
- Capacity building and training programs.

In the mid to long term, and as the community of practice develops further, it could be involved in additional activities that promote its cohesion and growth, such as providing input to studies on adaptation and mitigation project; lessons derived from program implementation; knowledge contribution to materials, to existing knowledge repositories/platforms; cross collaboration on projects/program activities. The outputs of successful collaborations could potentially include:

- Inputs provided into studies and working papers;

- Documentation and dissemination materials developed to showcase best or leading practices;
- Contributions made to existing knowledge repositories;
- Participation in technical discussions on individual case NIE/DAE issues;
- Joint development of strategies and guidelines.

Membership

- Membership is open to all accredited entities of the AF and/or GCF.
- Members of the community of practice are required to send a letter (see Annex I), designating the entity's preferred focal point and expressing interest to be part of the community. This letter should be sent to the committee to acknowledge and confirm membership. The act of sending the letter of commitment implies the organization is in agreement with the set forth guidelines and principles for collaboration, communication and knowledge sharing.
- In principle the act of leaving the community should follow the same guidelines (see Annex I).

Section 2: Proposed structure of the Community of Practice

Considerations for the Structural Design

Members distribute and rotate leadership responsibilities and collectively share in the management of the community of practice while agreeing to be respectful and engage in the activities with open and constructive minds. Different roles that are agreed upon during the community of practice collaboration are expected to be fulfilled by the committee as leadership and collective management by NIE's/DAE's is a guiding principle and essential to the development of the community.

Building Blocks and Activities

NIE's/DAE's shall take the lead in putting together the building blocks to create a sense of community among members, with support from the AF and GCF Secretariats.

Committee composition and election process

The Committee will comprise of 6 countries, 2 per each language group (French, English and Spanish). Committee members will rotate every two (2) years, except during the first period (started 2018) that one of the members per language group will rotate within three (3) years (2021).

The Committee will be elected by the CPDAE members of their own language group, and a same country won't be allowed to have a consecutive period as a committee member.

The principle of fairness and regional representation will be upheld during the election of the committee.

Chair and Vice Chair

The Chair and Vice Chair shall be Committee members and will be appointed annually by the same Committee.

The committee will have responsibilities as outlined in the table below.

In fulfilling their collective role, and putting together the building blocks for the community of practice, some essential traits of a successful community of practice should be present. NIE's/DAE's could consider to include:

- Leaders and a facilitator;
- Critical mass of active members;
- Leadership support within member organizations;
- Accessible resource to support joint work;
- Practical application, i.e., problem solving processes;
- Technology to support communication and interaction;
- Knowledge transfer and dissemination mechanisms.

Roles and Responsibilities

Stakeholder	Responsibilities
Committee	<ul style="list-style-type: none"> • Develop and coordinate the Mid-term Action Plan • Fundraising towards the action plan • Development of the Annual Action Plan, based on the inputs collected from the community members • Following and monitoring of the Annual Action Plan; • Creating sub-committees as required for compliance of Annual Action Plan; • Annual technical progress report to the GCF, AF and community members; • Overseeing access and use of the online platform by members of the CPDAE; • Receiving and addressing requests for membership to the CPDAE and online platform for the CPDAE; • Receiving and addressing requests and improvement proposals from members of the CPDAE to be delivered to the GCF and AF (annual/semester report); • Encouraging and promoting discussion on the CPDAE online platform; • Planning and arranging face to face meetings of the CPDAE, e.g. on the margins of other global climate change events/meetings; • Suggest ideas for future specific activities by the CPDAE in consultation with members; • Make announcements and provide information regarding the CPDAE operations, activities and management to members; • Oversee review and amendment to the draft charter as necessary.
Community Members	<ul style="list-style-type: none"> • Commit to the principles and objective of the CPDAE • Community members should be willing to be part of committee/ sub-committees as needed. • Proactively participate in and contribute to the CPDAE. • Identifying expertise, good practices, creating knowledge products, tools or publications
Funders	<ul style="list-style-type: none"> • In principle commit to seeking opportunities to support the CPDAE as needed (including financial, technical etc.)

Risk Identification and Management

The risks identified in the table below refers to the anticipated challenges to the successful implementation of the CPDAE. Different types of risk based on group behavior will present itself during the life cycle of the CPDAE. In general, initial risk will focus on buy-in and trust from the NIE's/DAE's. If the initial risk is over/under managed, unrealistic expectations and unequal division of work will manifest. Later, in the AFCOP life cycle sustainability, effective knowledge management and utilization will have to be addressed. This risk table as shown below, is only scratching the surface and serves as a reminder to consider the developing risk as the CPDAE matures.

Potential Risk	Mitigation
Leadership is not taken up by community of practice members	<ul style="list-style-type: none"> • Incentivizing participation in leadership • Members to openly discuss and set realistic levels of commitment needed • Provide capacity building for those willing to take on task
Community not interested in working together	<ul style="list-style-type: none"> • Need to reinforce benefits of participation • Remove potential challenges to collaboration • Find champions in benefits of collaboration
There is not enough human resource to support members as needed	<ul style="list-style-type: none"> • Empower NIE/DAE members to take on responsibility • Minimize bureaucracy • NIEs/DAEs and secretariat jointly identify resource constraints and possible solutions to operationalize the community of practice
Community of practice produces weak or no return on investment	<ul style="list-style-type: none"> • Provide capacity building on knowledge management • Create opportunities for community of practice to develop with support from Secretariat • Celebrate milestones • Support publishing and socialization of knowledge products
Collaboration barriers	<ul style="list-style-type: none"> • Create opportunities that do not require good internet connections • Provide translators • Create sub-groups based on region, language, progress in project cycle, technical (adaptation/mitigation) challenges
Commitment fatigue	<ul style="list-style-type: none"> • Rotation of leadership roles • Roles based on specific time bound deliverables

ANNEX I: The undersigned acknowledges that they have reviewed the community charter and agrees to join the CPDAE. This is a living document which will be revised and updated depending on the needs of the members of the community of practice and in consultation with the Adaptation Fund Board and GCF secretariats. Changes to this community charter will be coordinated with the undersigned.

[Template of Letters (joint / withdrawal)]

[Date]

[NIE's & DAE's Nomenclature]

[Address]

[NIE's/DAE's Focal Point Name]

[Email Address]

Dear CPDAE committee,

As an accredited entity of (i) the Adaptation Fund, (ii) GCF Fund, or (iii) both the Adaptation Fund and Green Climate Fund, it is a privilege to come to know about this ground-breaking Community of Practice which promises to unlock opportunities (for Direct Access entities/ national Implementing Entities) to work closely together and establish robust mechanisms to share project design and implementation learnings.

(In case of joining the CPDAE)

We would therefore like to join and register "Name of NIE or DAE" as a member of the community of practice for Direct Access Entities from today the xx-xx-xxxx

(In case of a withdrawal)

Due to unforeseen circumstances, the "Name of NIE or DAE" would therefore like to leave the community of practice for Direct Access Entities from today the xx-xx-xxxx

(In case of joining the CPDAE)

Please consider funding this as our letter of intent (i) to be part of or (ii) leave the community of practice for Direct Access Entities. We have read the Community charter and Action plan for the year, adhere by it and commit to respect and support the community of practice to the best of our abilities

(In case of a withdrawal)

We have read the Community charter and as stipulated by it, confirms our withdrawal from the community of practice for Direct Access entities whilst wishing you all the best

Thank you for supporting climate actions.

Sincerely,

[Your Name]