

CLIMATE INVESTMENT FUNDS

Joint CTF-SCF/TFC.22/5
March 4, 2020

Joint Meeting of the CTF and SCF Trust Fund Committees
Washington D.C. (Virtual Meeting)
March 24, 2020

Agenda Item 5

**EVALUATION AND LEARNING SPECIAL INITIATIVE:
FY20 ANNUAL REPORT AND FY21 WORK PLAN**

PROPOSED DECISION

The joint meeting of the CTF and SCF Trust Fund Committees

- (i) reviewed the document Joint CTF-SCF.TFC. 22/5, *Evaluation and Learning Special Initiative FY20 Annual Report and FY21 Work Plan*, welcomes the progress on implementing the Evaluation and Learning (E&L) Initiative in FY20, and approves its plans for FY21 subject to approval of additional budget. The joint meeting provided feedback and comments on the document, which will be incorporated as the E&L FY21 Work Plan is implemented;
- (ii) acknowledges its previous decision in June 2019 to approve USD 3.0 million for the E&L FY20-22 Business Plan; and
- (iii) notes that there is a proposal for an additional allocation of USD 3.0 million to fully implement the E&L FY20-22 Business Plan which will be presented and considered in the context of the CIF Administrative Unit FY21 Business Plan and Budget.

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1 Summary

1. This document provides an FY20 Annual Report on the activities of the CIF Evaluation and Learning (E&L) Special Initiative and presents a new E&L FY21 Work Plan and budget. It builds on the [E&L FY20-22 Business Plan](#)¹, approved by the Joint Meeting of the CTF-SCF Trust Fund Committees (TFCs) in June 2019, and the E&L FY20 Work Plan circulated to TFC members in October 2019.
2. The urgency of the climate crisis is demanding a renewed urgency for transformational responses. E&L Initiative activities are catalyzing more responsive and transformative climate action by reaching new audiences and optimizing investments in the new CIF programs. Lessons from studies on the [CIF programmatic approach](#), [transformational change](#), the [use of concessional finance](#), and other topics directly informed strategic discussions about the future of the CIF, and are now informing how the CIF business model is being applied and investments prioritized in the new CIF programs. They are also driving new action and innovation in CIF countries, MDBs and other funds. Newly-commissioned studies and learning engagements are deepening the understanding of these and other key topics at all levels.
3. In FY20, the E&L Initiative helped drive more impactful climate investments through expanded outreach, applied learning, and demand-driven generation of new evidence. This includes:
 - i) Delivering country, regional and global learning engagements, such as [Zambia's Resilience Ready](#) workshop and TCLP, to catalyze uptake of proven approaches and lessons learned.
 - ii) Scaling up outreach and dissemination through enhanced, multi-level communications and active engagement in global conferences such as [COP25](#) and the [UN Climate Action Summit](#).
 - iii) Completion of studies and guidance to spur action, including on [Local Stakeholder Engagement in the CIF; Signals of Transformational Change](#), case studies, and toolkit on [Designing for Transformation](#) (IDB, ADB); and studies on [Role of Public Sector in Mobilizing Private Sector Investment in Solar](#) (World Bank), [Large-scale Commercial Investment in African Forestry](#) (AfDB), and [Private Sector, Gender-sensitive Climate Resilience](#) (EBRD).
 - iv) Initiation of several new studies and activities on priority topics, with direct application to the new CIF programs as well as other funds and initiatives.
4. New E&L Initiative activities in FY21 will leverage this progress and proven track record to produce practical insights and enhance impacts for new CIF programs and globally. Combining independent evaluation with applied learning, the E&L Initiative remains uniquely positioned to continue learning from CIF experience to inspire new thinking and action. The E&L FY21 Work Plan encompasses three objectives: 1) Apply learning to catalyze climate action in countries and institutions; 2) Generate new evidence to optimize new program investments; and 3) Engage in collaboration, coordination and partnership for collective impact. Expected outcomes from achieving these objectives include:
 - i) Countries, MDBs, and others apply frameworks and lessons on transformational change, just transition, concessional finance and more to improve the catalytic impact of investments.
 - ii) New strategies for enhancing socio-economic impacts, private sector investment, use of concessional finance, and other key areas help optimize investments in new CIF programs.

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

- iii) Lessons learned for scaling-up clean energy access in low-income countries from experience in SREP contribute to enhanced approaches and outcomes in CIF and other climate funds.
 - iv) Partnerships and collaboration spur enhanced collective understanding among institutions, countries and funds on designing and scaling more transformative climate investments.
5. Main activities to support these objectives and outcomes, based on stakeholder demand, include:
- **Integrate lessons** in new CIF programs, countries, MDBs, and other funds
 - Inspire climate action through **global dissemination** and learning with new audiences
 - Deepen insights on **transformational change** through exchange, guidance and case studies
 - Publish study on **concessional finance** for clean energy, including storage and integration
 - Deliver new research and case studies to enhance support for a **just transition**
 - Complete an evaluation to improve **socio-economic impacts** of CIF investments
 - Deliver a learning-oriented evaluation of early progress and lessons in **SREP**
 - Produce synthesis of key learning in **PPCR** with relevance to new program areas
 - Develop strategic **learning partnerships** and collaboration with CIF entities, GCF, and others
6. Additional resources are requested to fully leverage these opportunities. The proposed three-year budget for the E&L FY20-22 Business Plan is USD 6.0 million. In June 2019, the TFCs approved an initial allocation of USD 3.0 million, including USD 2.5 million for FY20 activities, with agreement to consider the provision of additional resources at its next meeting. The E&L Initiative is thus requesting an additional budget provision USD 3.0 million to fully fund the activities in the E&L FY20-22 Business Plan through FY22, with a specific budget allocation request of USD 2.0 million in FY21 to implement the activities of the E&L FY21 Work Plan. These budget requests are presented in the context of the CIF Administrative Unit FY21 Business Plan.

2 Introduction

7. The CIF was founded as a learning laboratory for scaled-up climate finance. As the urgency of the climate crisis advances, the need for evidence-based, applicable learning about the most effective approaches to investing in climate action are needed more than ever. Established in June 2016, the purpose of the E&L Initiative is to capture evidence and lessons on an ongoing basis to inform CIF activities and current and future climate finance investments. The Initiative is committed to undertaking evaluation and learning activities that are demand-driven, relevant, and applied to decisions and strategies for both the CIF and the wider climate finance sector, emphasizing collaborative and user-centric approaches. Over the past four years, the [E&L Initiative](#) has helped to operationalize and deliver CIF's learning laboratory mandate by undertaking over 30 strategically and operationally-important studies and learning activities covering the most pressing topics in climate finance today.²
8. In 2019, extensive consultations were conducted during the development of the E&L FY20-22 Business Plan, engaging over 100 CIF and external stakeholders. They underscored the value of the E&L Initiative and expressed strong demand for a second phase to continue generating evidence and learning to inform strategic and operational decisions. The consultations identified success factors such as the collaborative and inclusive approach, the timing and strategic relevance of studies, and

² Please see [CIF E&L Webpage](#) and prior annual reports for links to major deliverables.

the independent, high quality work of the Advisory Group and evaluation teams leading to relevant, credible findings. Areas for improvement included managing the high volume of activities, the high level of findings in some cross-cutting studies, and a desire for increased dissemination and learning uptake, especially at the country-level. Stakeholders also identified priority themes, topics and activities for FY20-22, as well as preferred approaches and ways of working.

9. Based on these consultations, the E&L FY20-22 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. It includes, along with program and sector-specific priorities, a focus on three priority learning themes deemed especially important for new CIF, country and MDB programming areas as well as the wider climate change and climate finance context:
 - 1) Transformational change
 - 2) Mobilizing private sector through concessional finance
 - 3) Development impacts of climate finance
10. This document first presents an Annual Report on E&L Initiative activities in FY20, including a summary of progress by FY20 Work Plan objective and as related to the priority learning themes, and sections on budget and management. The document then presents the E&L FY21 Work Plan, including objectives and planned activities, expected deliverables and outcomes, and budget and management. Annex 1 provides further background on cross-cutting E&L principles.

3 Evaluation & Learning Initiative FY20 Annual Report

3.1 Summary of Progress on Objectives

11. FY20 represented a transition year for the E&L Initiative. After the new three-year Business Plan was approved in June 2019, including full funding for planned activities in FY20, additional consultations and planning were conducted to formulate a more specific and detailed E&L FY20 Work Plan. The E&L FY20 Work Plan prioritizes three main objectives:
 - 1) Apply learning in countries and institutions
 - 2) Generate new learning on priority topics
 - 3) Effective management, coordination, and partnership
12. Significant progress was made on all three objectives. The E&L value proposition was again proved relevant as previous studies validated and informed the business model for new CIF programs. Learning activities helped countries, MDBs and others to directly apply learning from recent studies to new programs, policies, plans, and investments. Several studies were completed, and others were initiated, adding new evidence and insights on critically important topics. A spirit of collaboration and partnership underpinned all activities, ensuring quality, relevance and applied use.
13. Despite this progress, implementation of the new E&L FY20-22 Business Plan remains at an early stage and the planned outcomes have yet to be fully achieved. Experience to date demonstrates the value and strategic importance of building on the progress made in FY20 and completing the work that has been initiated. As implementation is advanced further during FY21, the E&L Initiative is well-poised to deliver on the full set of outcomes and impacts envisioned in the new Business Plan.

Objective 1: Apply learning in countries and institutions

14. Ongoing consultations and experience highlight a strong demand to further share and embed learning from recent studies with CIF countries and institutions, as well as externally, to broaden the influence and impact of this work. In the FY20 Work Plan, this objective focused on three areas:
 - i) Broad dissemination to raise awareness and accessibility of CIF E&L work
 - ii) Deeper strategic learning engagements with countries, MDBs, other climate finance institutions, and CIF teams to integrate lessons into ongoing plans and strategies
 - iii) Tools and guidance to further build lessons into programs and projects

Broad dissemination and awareness-raising

15. Global dissemination activities are reaching new, important audiences with CIF lessons. Customized communication plans for the launch of new studies include blogs, newsletter features, social media engagement, email announcements, and easier accessibility on the [E&L Initiative webpage](#). Strategic partnerships with other knowledge platforms, such as the UN Climate Change Learn (UNCC:Learn) initiative and the Nationally-Determined Contributions (NDC) Partnership, are disseminating findings through websites, searchable databases, and knowledge packages for countries. Interactive “Climate Classrooms” held with [UN:CC Learn at COP25](#) in December and during COP Subsidiary Bodies (SB-15) meetings in June 2019 shared learning with practitioners and stakeholders. Insights from studies were also incorporated into online courses and other knowledge and communications efforts within MDBs.
16. Lessons from E&L Initiative work were highlighted at several key global events. At [COP25](#) in Madrid, findings on transformational change and other topics were shared and discussed at an official UN side event on MDBs and Paris Agreement alignment, at multiple joint sessions with the Green Climate Fund’s (GCF) Secretariat and Independent Evaluation Unit (IEU), and at a session on transformational change in Latin America and the Caribbean. Lessons were also showcased in an event on building resilient futures at the [UN Climate Action Summit](#), at the [Climate Opportunity 2019](#) conference on just energy transitions, and will be featured at the upcoming [Adaptation Futures 2020](#) conference. In these events, lessons from CIF experience, transformational change concepts and insights, and other learning is inspiring new thinking and action among key climate change funders, practitioners, and stakeholders.
17. E&L Initiative evaluations were formally recognized and featured at key events in the evaluation and development communities. Studies on [transformational change](#) in the CIF were featured at the International Development Evaluation Association (IDEAS) General Assembly, where the Evaluation of Transformational Change in the CIF was formally recognized with an [award](#) for most influential evaluation, acknowledging “outstanding evaluations of development interventions that promote or result in transformational change and are explicitly linked to the Sustainable Development Goals.” A [video](#) on the Transformational Change Learning Partnership (TCLP) experience was also produced and shared widely. Findings from this and other innovative studies were also highlighted at the American Evaluation Association conference.

Strategic learning engagements

18. Deeper strategic learning activities help countries and institutions apply contextually-adapted insights to priority action areas. A country-level workshop helped make the case for transformational climate resilience in Zambia (see box on next page). A new activity initiated by the Moroccan Agency for Solar Energy (MASEN) and the World Bank's Energy Sector Management Assistance Program (ESMAP) is building on the transformational change studies to further analyze and distill lessons from the Noor Concentrated Solar Power (CSP) experience, especially on local value contributions and development impacts. These lessons are in high demand and widely applicable to other countries in the region, and to the new CIF programs. Additional country and regional learning events are scheduled to take place over the remainder of FY20, including in Kenya, Tajikistan, and Jamaica. The E&L Initiative will also help to co-organize and participate in an event at Wilton Park in the UK, bringing together senior policy-makers and practitioners in climate change and evaluation from around the globe on the topic of transformational change, with a view towards informing actions and key messages leading up to COP26 later in the year.

19. The Transformational Change Learning Partnership (TCLP) continues to be an important platform for engaging CIF partners and other practitioners for deeper learning and sharing on this theme, and for advancing related conceptual and analytical work. Based on broad consultations and in alignment with the E&L Initiative's focus on applied learning and collaboration, the TCLP launched a next phase of work focused on reaching broader networks while deepening work on select topics. Virtual webinars have attracted over 100 participants, including many non-CIF actors from countries and sectors that had not previously engaged in TCLP or CIF activities. An in-person workshop is planned for Jamaica in May 2020, building on a PPCR Caribbean-Pacific regional exchange. The webinars and workshop are sharing lessons from recent E&L Initiative studies as well as other evidence-based learning efforts on transformational change and related topics from this expanded network of actors, which includes other climate funds, country stakeholders, donors, academics and experts in addition to the CIF community of MDBs, countries, civil society organizations (CSOs), and CIF Administrative Unit (CIF AU) teams.

Country-level Learning to Scale Successes and Addressing Remaining Challenges in Zambia

Responding to a request by the Government of the Republic of Zambia (GRZ), the E&L Initiative helped organize and sponsor a two-day workshop entitled [Resilience Ready – Zambia’s Vision 2030](#) in Lusaka in November 2019. The workshop was a collaborative effort with Ministry of National Development Planning (MNDP) in Zambia, the African Development Bank, and World Bank. It brought together stakeholders from government, private sector, civil society, and academia to share results and lessons from PPCR, with a focus on transformational change and how to address unmet challenges. Over 200 participants attended the workshop including four Ministers, over 20 Members of Parliament, and many senior officials. The workshop was explicitly timed to inform the development of the national Climate Change Action Plan (2020-2030) in Zambia.

A transformational change case study on Zambia was shared at the workshop as an input to the discussions. Key themes included how to make further progress toward transformational change, particularly on the dimensions of scale and sustainability. Discussions underscored the importance of systemic change, particularly related to resilience mainstreaming, cross-ministerial collaboration and learning, and community driven participatory approaches. Questions focused on how to scale-up proven successes and effectively engage the private sector to address financial barriers. A new USD 100 million World Bank project, Transforming Landscapes for Resilience and Development, which replicates key features of PPCR in other provinces, was approved on the day of the workshop, leading to discussions on how to replicate successes and address challenges building on CIF experience.

Participants from the private sector and the civil society continued to engage with the MNDP after the workshop on ways to enhance roles in planning and investment processes. Many government and non-profit actors who attended the workshop, such as the Ministry of Agriculture and World Wildlife Fund, invited the MNDP team to speak about lessons from the PPCR experience as relevant to their own plans and programs. According to Government officials, the workshop was successful in expanding awareness and scaling up effective climate resilience approaches based on CIF experience.



Tools and Guidance

20. Lessons from E&L Initiative activities are being integrated into new CIF programs. Evaluations of the [CIF Programmatic Approach](#) and [Transformational Change](#) have informed how the CIF business model is applied in the new programs. The draft Operational Guidelines for the new programs include criteria and guidance related to the transformational change dimensions of relevance, systemic change, scale, and sustainability at the level of both country/sector investment plans and projects. The recent Bloomberg New Energy Finance (BNEF) study on the [Use of Concessional Finance in the Clean Technology Fund \(CTF\)](#) helped inform the new CIF Global Energy Storage Program (GESP) and related MDB strategies.

21. An activity with the CIF AU local stakeholder engagement team is using lessons from the recent [Evaluation of Local Stakeholder Engagement in the CIF](#) to inform its upcoming Observer selection and onboarding process as well as guidance for stakeholder engagement in the new CIF programs. Similarly, findings and lessons on gender – including from the transformational change studies, a study by the Women’s Environment and Development Organization (WEDO), and a new [toolkit](#) by the European Bank for Reconstruction and Development (EBRD) – were used to actively inform the new CIF Gender Action Plan – Phase 3 (FY21-24).
22. Newly published work on transformational change is also providing guidance to inform new programs and investments. A knowledge brief on [Signals of Transformational Change](#) documents approaches and information used in the evaluation to assess the various stages of transformational change across CIF programs and countries. This learning will be shared and potentially piloted in select monitoring and reporting (M&R) workshops and activities. A new [book chapter](#) was published on experiences evaluating transformational change, written in collaboration with CIF, GCF and Global Environment Facility (GEF) evaluation offices.³ A toolkit on [Designing for Transformation](#), published by the Asian Development Bank (ADB) and Inter-American Development Bank (IDB), builds on the transformational change studies to provide practitioner-oriented guidance to integrate transformational change thinking into program and project design practices in MDBs.

Objective 2: Generate new learning on priority topics

23. The E&L Initiative completed several studies on priority themes in FY20, contributing relevant new insights to inform the new CIF programs and other actions. Studies initiated in previous years, relating to FY17-19 priority learning themes, were completed and disseminated. This includes both cross-cutting, strategic evaluations commissioned and managed directly by the E&L Initiative, and studies emanating from the previous E&L Call for Proposals modality implemented through CIF entities and Observers. Both sets of studies have influenced approaches and investments for MDBs, countries and others. New studies were also designed and commenced on the new priority learning themes highlighted in the E&L FY20-22 Business Plan, and are set to deliver relevant findings and lessons in FY21.
24. Table 1 presents an overview of E&L Initiative studies or activities completed, initiated, or continuing to be implemented in FY20, including the name of the activity, the implementing organization(s), and current status including expected completion date. These activities are described in greater detail below, according to the relevant learning theme.⁴

³ Evaluation for Transformational Change: Challenges and Opportunities for the Sustainable Development Goals. International Development Evaluation Association (IDEAS), 2019.

⁴ Please see the [E&L Initiative Overview](#) document for a list of all E&L Initiative activities from FY17-20, and the [E&L Initiative webpage](#) on the CIF website or all major published studies.

Table 1: E&L Initiative activities completed or ongoing in FY20, by learning theme

Activity title and implementing organization(s)	Activity type ⁵	Status or due date
<i>Transformational Change</i>		
Transformational Change Learning Partnership (TCLP) <i>CIF</i>	Cross-cutting	Ongoing
Country and Thematic Case Studies on Transformational Change (first set) <i>CIF, Itad, Overseas Development Institute (ODI)</i>	Cross-cutting	Jun. 2020
Signals of Transformational Change <i>CIF, Itad</i>	Cross-cutting	Complete
Designing for Transformation - A Practice-Oriented Toolkit <i>ADB and IDB</i>	CfP	Complete
Sector Evidence Gap Map and Systematic Review on Transformational Change <i>Center for Evaluation and Development, with GCF IEU</i>	Cross-cutting	Mar. 2021
<i>Mobilizing Private Sector Through Concessional Finance</i>		
Forward Look at Concessional Finance for Clean Energy in Emerging Markets <i>Bloomberg New Energy Finance (BNEF)</i>	Cross-cutting	Nov. 2020
St. Lucia's Private Sector Participation in Response to Climate Change <i>Government of St. Lucia and Environmental Governance Consulting</i>	CfP	Jun. 2020
Fiscal Incentives for Decreasing Deforestation <i>World Bank</i>	CfP	Sep. 2020
Role of Public Sector in Mobilizing Commercial Finance for Solar Projects <i>World Bank</i>	CfP	Complete
Towards Large-Scale Commercial Investment in African Forestry <i>AfDB, WWF Kenya</i>	CfP	Complete
<i>Development Impacts of Climate Finance</i>		
Evaluation of Socio-economic Development Contributions of CIF Investments <i>CIF</i>	Cross-cutting	Apr. 2021
Research and Case Studies of Just Transition in CIF Programs and Projects <i>CIF</i>	Cross-cutting	Dec. 2020
Lessons Learned from Noor Ouarzazate Solar Complex in Morocco <i>World Bank</i>	Cross-cutting	Dec. 2020
Welfare and Forests - An Assessment of FIP Contributions <i>World Bank</i>	CfP	Jun. 2020
Measuring Household Climate Resilience in Zambia <i>World Bank</i>	CfP	Jun. 2020
<i>Local Stakeholder Engagement & Benefit</i>		
Evaluation of Local Stakeholder Engagement in the CIF <i>Consensus Building Institute (CBI)</i>	Cross-cutting	Complete
Local Stakeholder Engagement in CIF Cambodia <i>Live and Learn Cambodia</i>	CfP	Complete
Private Sector Gender-Sensitive Climate Resilience in Tajikistan <i>EBRD</i>	CfP	Complete

⁵ "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 entities and Observers in 2017 and 2018.

Activity title and implementing organization (continued)	Type	Status or due date
<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	Jun. 2020
Engagement of Women and Gender-Related Groups in the CIF <i>Women and Environment Development Organization (WEDO)</i>	CfP	Apr. 2020
Climate Change and Health in Sub-Saharan Africa: The Case of Uganda <i>Government of Uganda and Climate Change Adaptation and Innovation</i>	CfP	Jun. 2020
Assessing Dedicated Grant Mechanism Through an Indigenous Lens <i>Maori and Indigenous Governance Centre and University of Waikato</i>	CfP	Jun. 2020
<i>Program and Sector-Specific Topics</i>		
Early Lessons from the Design and Implementation of FIP <i>World Bank</i>	CfP	Mar. 2020
Transformative Adaptive Capacity for Water Governance in Bolivia <i>IDB</i>	CfP	Apr. 2020
Operational Pathways for Modernizing National Hydro-met Services <i>World Bank</i>	CfP	Sep. 2020
Leadership for Optimal Project Planning and Performance: A Case Study <i>LEAD Pakistan</i>	CfP	Complete
Sustainable Land Management (SLM) and Innovative Financing in Bhutan <i>Bhutan Trust Fund for Environmental Conservation</i>	CfP	Complete
Synergy and Complementarity Among Climate Funds at the Country Level <i>CIF, GCF and Arepo Consult</i>	CfP	Apr. 2020

Transformational change

25. Country and thematic case studies on transformational change, drawing on the broader transformational change studies published in 2019 as well more recent information, are deepening insights and lessons for more effective climate action in countries, sectors and institutions. This includes Zambia’s resilience journey in PPCR (noted above), drafted to inform the recent country-level workshop. Others include Turkey’s CTF-supported work on energy efficiency and renewable energy, Mexico’s work on sustainable forestry supported by FIP, and global CIF experience with CSP investments. These case studies will be published later in FY20, with additional case studies completed in early FY21. Related analytical work on this theme is informing new programs and investments, as discussed above.

Mobilizing private sector through concessional finance

26. A new study on concessional finance tools and approaches in clean energy markets, following on the previous [report](#) published in 2019, was initiated and will be delivered by December 2020. It will show how various concessional financing tools can be best deployed to address a range of market barriers in specific types of technologies and market contexts relevant to the new CIF programs on energy storage and renewable energy integration. This new study involves deeper analysis of market trends and potential strategies for maximizing the use of concessional climate finance, with identification of additional lessons from CIF experience to help further grow and integrate clean energy markets.

Examples of feedback from E&L activity participants and users on application of lessons

“TCLP workshops have enabled us to make connections with experts from other recipient and donor countries, NGOs and other MDBs. We found these **transformational change** reports particularly useful. They helped us better understand many issues such as the concept of change, how contextual factors influence climate investments, advantages and disadvantages of using alternative modes of financing, and how to combine different modes of interventions. All these insights will have a significant impact upon climate investment project identification, design and implementation.”

- *CIF Recipient Country Representative and TCLP Participant*

“We are working on building **gender capacity** with forestry sector stakeholders, but maybe we need to build climate change capacity with gender experts and stakeholders. We will take it into account in the design of the next IPs and projects.”

- *CIF MDB Representative in response to recent report on gender*

“We presented at the Latin America Climate Week in August 2019 about **accelerating energy transitions** in emerging markets and spoke extensively about the CTF report findings. Many people reached out for more details about the concessional finance tipping points and enabling environment framework.”

- *Bloomberg New Energy Finance (BNEF) report author*



27. Several other studies on private sector investment were completed or advanced. A study on the [Role of Public Sector in Mobilizing Private Sector Investment in Grid-connected Solar Projects](#) was published by the World Bank, with insights on CTF and SREP markets including Chile, India, Maldives, Morocco, the Philippines, Senegal and South Africa. Another study, [Towards Large-scale Commercial Investment in African Forestry](#), was published by the African Development Bank (AfDB). Drawing on case studies in Ghana, Mozambique and Uganda, it assesses the current market potential, analyzes alternative investment models, and advises on the potential of a dedicated fund to promote new investments in the sector. Both of these studies are guiding new thinking and strategies in their respective institutions and have been shared widely with others. A study on PPCR efforts in St. Lucia to promote private sector investments in climate resilience and adaptation, due to be published by May 2020, provides lessons relevant to other Small Island Developing States (SIDS) and will be shared at the TCLP workshop and Caribbean-Pacific PPCR learning exchange in May.

Development impacts of climate finance

28. The goal of this new learning theme is to provide evidence and learning to enhance socio-economic impacts stemming from CIF and other climate finance investments. A learning-focused evaluation of these social and economic contributions is currently being designed and will be initiated in late FY20. The E&L Initiative together with the CIF AU M&R team are currently collaborating to undertake an initial program-level portfolio analysis and modeling exercise, which will inform the design and scope of the wider evaluation. It will likely start with CTF and SREP, and eventually expand to other CIF areas.
29. Country case studies on just transition in the CIF were begun as part of a wider CIF research effort on this topic.⁶ The aim is to inform the new CIF programs and other climate-related initiatives on how to better plan for and incorporate just transition elements in future strategies and investments. The first such case study is currently underway in South Africa, and additional cases will be determined later in FY20. They are focused initially on clean energy but will expand to include other sectors or thematic areas. The E&L Initiative is also supporting broader research and collaborative learning on this topic with partners and stakeholders.
30. Previously commissioned studies are also providing new insights into development impacts. A study on welfare impacts from FIP investments, including livelihoods, income, and access to goods and services, was completed by the World Bank and is due to be published by April 2020. A World Bank-led quasi-experimental impact study analyzing household-level resilience impacts in Zambia has completed its first results paper. These studies are stimulating new ideas on how to maximize these types of impacts in the new CIF natural capital investments program.

Local stakeholder engagement

31. An independent evaluation of local stakeholder engagement was published in February 2020 and is actively informing new strategies in this area (see text box on next page). A related [case study](#) on local stakeholder engagement in Cambodia (PPCR) was produced by Live and Learn Cambodia, a CIF Civil Society Organization (CSO) Observer.

New evidence on local stakeholder engagement

Engaging local stakeholders is an important feature of the CIF model and a key issue for climate finance. A new [Evaluation of Local Stakeholder Engagement \(LSE\) in the CIF](#) assesses how LSE has been implemented in CIF governance, country programs and projects across the four CIF programs, and identifies lessons to increase the effectiveness of LSE approaches in current investments and in the new programs. It demonstrates that effective stakeholder engagement at different stages of the governance, program and project cycles can produce a range of positive impacts, and shares good practice examples, challenges, and lessons learned that can also benefit other climate funds, MDBs, countries, and local stakeholders themselves.



⁶ The broader CIF research project includes a global analysis of just transition issues in emerging economies, the creation of a shared online database of relevant case studies, and stakeholder workshops to discuss evidence and applications. See *CIF Administrative Unit FY22 Business Plan* for further details.

32. Various studies are supporting further mainstreaming of gender-sensitive approaches and informing strategies in the new CIF Gender Action Plan. EBRD's [toolkit](#) and study on enhanced gender considerations in private sector-led resilience investments draws on experience in the Climadapt project in Tajikistan. This project is being replicated in other countries, including through GCF investments, and insights are informing approaches in these new initiatives. A quasi-experimental impact study led by the World Bank, assessing outreach mechanisms for engaging women in forestry projects using behavioral economics, presented findings to various stakeholders and is informing outreach in similar programs. A study by WEDO, a CIF Observer, has completed an analysis of CIF engagement with women's organizations and groups, which is due to be published in April.

Program and sector-specific topics

33. Other studies covering important program, sector, and thematic issues were also completed and will be published soon, informing activities at various levels. IDB completed a study on how PPCR investments are supporting adaptive governance in the water sector in Bolivia, with lessons for other countries facing water scarcity issues as a result of climate change. A study on leadership for transformational change, using a case study from PPCR Tajikistan, was published by LEAD Pakistan, a CIF CSO Observer. Also in PPCR, a study initiated by the Government of Uganda PPCR Focal Point Team analyzes health implications of climate change in Uganda, including recommendations for amending the national health tracking system and piloting an application for increased real-time data and analysis.

34. The World Bank completed a study analyzing lessons from the first set of FIP investment plans, using the transformational change dimensions of relevance, systemic change, scale, and sustainability to make recommendations for future forest investments. A study and learning exchange initiated by the Government of Bhutan PPCR Focal Point team, focused on the effectiveness of and innovative financing for sustainable land management (SLM) programs, was also completed. Government teams visited Tajikistan and Indonesia to learn effective practices, which, combined with an assessment of national SLM activities, is informing government actions in this area.

35. A study conducted in collaboration with the GCF Secretariat analyzed four country cases to explore synergies and experiences of combining investments from multiple multi-lateral climate funds. It shows that blending investments from diverse climate funds can lead to better outcomes, improved efficiency, and prospects for greater scale. These outcomes are more likely when the investments deliberately build upon one another, are supported by thematically or geographically complementary objectives, and coincide with parallel knowledge sharing efforts. The study, to be published in April, also notes challenges that can inhibit these synergies and makes recommendations for improvement.

Objective 3: Effective management, coordination, and partnership

36. Robust coordination and management of activities helps optimize quality, timeliness and impact. The E&L Advisory Group has continued to play a prominent role in guidance and strategic oversight, and new members have joined in response to turnover of members. Open and transparent processes were undertaken to nominate and select new recipient country, contributor country, and

MDB representatives.⁷ The Advisory Group held one in-person meeting, in February 2020, as well as several conference calls and virtual exchanges. Discussions focused on the development of the FY20 and FY21 Work Plans and guidance on the design and implementation of key activities.

37. Efforts were also made to coordinate activities with other CIF knowledge work, to enhance synergies and reduce potential duplication. This includes maintenance of resources for knowledge activity tracking and accessibility of relevant documents, and facilitating monthly coordination calls with partners and implementers. Additional implementation support, including consultants and firms, helped manage or implement E&L activities to ensure quality and timeliness.
38. Partnerships and collaborations helped reach expanded audiences and facilitate joint learning. This includes collaboration with GCF and an expanded TCLP, which is providing a rich platform for joint learning among climate funds, multilateral organizations, private philanthropy, country partners, and think tanks, among others. Partnerships with wider knowledge networks, such as the SDG Transformations Forum and IDEAS, are also spreading awareness and uptake. Continued collaboration across CIF AU teams, including M&R, program teams, local stakeholder engagement, gender, and private sector, is helping to ensure synergies, technical oversight, and relevance of findings.

3.2 Budget

39. The E&L FY20-22 Business Plan presented a three-year budget with an approved allocation of USD 2.5 million for activities in FY20. The E&L FY20 Work Plan described in more detail how this funding would be allocated. Table 2 shows planned estimated budget allocations as described in the E&L FY20 Work Plan, alongside actual or likely projections of budget commitments for these activities through the end of FY20. Please note that contracts for some activities will be procured or expensed in the final quarter of FY20, therefore the table includes a combination of actual and projected budget commitments through the end of FY20. Further detail on these activities are in Section 3.1 above.

⁷ The E&L Advisory Group consists of two representatives from recipient countries and one representative each from contributor countries, MDBs, Observers and CIF AU, in addition to three external experts in evaluation, learning, climate change and/or climate finance.

Table 2. FY20 estimated and actual or projected budget commitments

FY20 Work Plan Activity	Initial estimated budget (USD)	Actual or projected budget (USD)	Explanation/notes
<i>Objective 1: Apply learning in countries and institutions</i>			
Dissemination: Develop and implement strategic dissemination/communications plans	\$150,000	\$170,000	Communications/other support for reports, videos and events.
Learning Engagements: Strategic learning with countries, MDBs, and other institutions	\$250,000	\$270,000	Workshops/analyses in Zambia, Morocco, and Tajikistan; TCLP
Tools and Guidance: Further integrate E&L lessons in programs and projects	\$200,000	\$160,000	Signals of transformational change, book chapter, etc.
<i>Objective 2: Generate new evidence on priority topics⁸</i>			
Country and thematic case studies on transformational change	\$150,000	\$180,000	One study published and three others in advanced draft stage.
New BNEF study on use of concessional finance in CTF and SREP markets	\$300,000	\$250,000	Additional budget may be added in FY21 for study dissemination.
Evaluation of socio-economic development contributions of CIF investments	\$700,000	\$650,000	Portfolio analysis underway, larger procurement in May 2020.
Research and case studies on just transition in CIF programs and projects	\$250,000	\$320,000	Consultants contracted, first case study underway.
<i>Objective 3: Effective management, coordination and administration</i>			
Development of new partnerships and collaboration for learning and dissemination	\$250,000	\$250,000	Includes collaboration with GCF, UNCC:Learn, TCLP, and others.
Other implementation support ⁹	\$250,000	\$250,000	Additional admin support for implementing learning activities.
Total	\$2,500,000	\$2,500,000	

⁸ Several studies completed in FY20, including the Evaluation of Local Stakeholder Engagement and various Call for Proposal activities, were already resourced through previous years' budgets.

⁹ 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 FY21 Work Plan

40. The urgency of the climate crisis demands a renewed urgency for transformational responses. In FY21, the E&L Initiative will inspire new thinking and accelerated action through expanded outreach, and produce fresh insights to optimize investments in the new CIF programs and beyond.

41. Combining independent evaluation with applied learning, the E&L Initiative, with its current progress and proven track record, remains uniquely positioned to continue leveraging CIF's extensive experience for more transformative future investments. Several important activities have been initiated to implement the E&L FY20-22 Business Plan, and require additional work in FY21 to leverage their full impact. New resources are requested to realize these opportunities and fulfill CIF's mandate as a learning laboratory.

Key FY21 E&L activities include:

- **Integrate lessons** in new CIF programs and countries/MDBs
- Global **dissemination** to inspire climate action
- Case studies and learning on **transformational change**
- Study on **concessional finance** for clean energy
- Research, case studies, and learning on **just transition**
- Evaluation of **socio-economic impacts** in CIF investments
- Learning-oriented evaluation of early progress in **SREP**
- Synthesis of key lessons in **PPCR** relevant to new programs
- **Learning partnerships** and collaboration for impact



42. Developed by the Senior Evaluation and Learning Specialist in the CIF AU together with the Advisory Group, CIF colleagues, and other stakeholders, this section provides an overview of E&L FY21 Work Plan objectives and key activities, estimated budget allocations, and management and reporting.

4.1 Objectives and Activities

43. Building on the E&L FY20-22 Business Plan and based on continued stakeholder input and demand, the E&L FY21 Work Plan encompasses three main objectives:

- 1) Apply learning to catalyze climate action in countries and institutions
- 2) Generate new evidence to optimize new CIF program investments
- 3) Engage in collaboration, coordination and partnership for collective impact

44. Expected outcomes include:

- Countries, MDBs, and others apply frameworks and lessons on transformational change, just transition, concessional finance and more to improve the catalytic impact of investments.
- New strategies for enhancing socio-economic impacts, private sector investment, use of concessional finance, and other key areas help optimize investments in new CIF programs.
- Lessons learned for scaling-up clean energy access in low-income countries from SREP contribute to enhanced approaches and outcomes in CIF and other climate funds.
- Partnerships and collaboration spur enhanced collective understanding among institutions, countries and funds on designing and scaling more transformative climate investments.

45. A more detailed overview of major FY21 activities are presented in Table 3. This is followed by a more expansive explanation of activities, by objective and learning theme, further below.

Table 3: Overview of major E&L FY21 Work Plan deliverables

Objective	Learning Theme ¹⁰
<i>Objective 1: Apply learning to catalyze climate action in countries and institutions</i>	
1. Broaden dissemination and outreach to raise awareness, accessibility and use of CIF E&L work, inspiring new audiences for transformative climate action.	All
2. Develop learning engagements with countries, MDBs, CIF teams, and other institutions, including through the TCLP, to integrate lessons into ongoing plans and strategies.	All
3. Facilitate sharing of guidance, tools, and approaches to optimize CIF, MDB and country program/project investment design and implementation.	All
<i>Objective 2: Generate new evidence to optimize new CIF program investments</i>	
1. Develop additional country or thematic case studies, new guidance, and other knowledge contributions on transformational change in climate action.	TC
2. Deliver new study on concessional finance approaches to grow clean energy markets in CTF and SREP countries, with a focus on technologies relevant to new CIF programs.	PS
3. Implement evaluation of socio-economic development contributions of CIF investments, including impacts on jobs, economic value-add, energy security, gender, health, etc.	DI
4. Develop additional country case studies on just transition in the CIF context, as well as contributions to framework development, joint learning, and other research.	DI
5. Carry out learning-oriented evaluation of early implementation progress, outcomes, and lessons learned in SREP.	SP
6. Conduct synthesis of key lessons learned from PPCR-related E&L studies and other CIF knowledge, including insights relevant to new programs.	SP
<i>Objective 3: Engage in collaboration, coordination, and partnership for collective impact</i>	
1. Actively engage Advisory Group, CIF entities, and broader stakeholders in activities to ensure relevance, quality and use of E&L work.	All
2. Ensure effective coordination and management of activities, and develop mechanisms to track dissemination, use and uptake of lessons.	All
3. Develop new partnerships and collaborative approaches for collective learning and impact, including with GCF and other funds, institutions and stakeholders.	All

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

46. This objective focuses on reaching expanded audiences to spark new thinking and climate action. It includes opportunities to inform the new CIF programs and initiatives, programs, policies and strategies of countries, MDBs and others. Recent experience and ongoing consultations demonstrate continued high demand for both broad dissemination of lessons globally as well as more strategic, contextualized, in-depth learning engagements. Key FY21 activities under this

¹⁰ TC=transformational change; PS=private sector/concessional finance; DI=development impacts; SP=sector/program-specific. Themes are interrelated, and many activities address multiple themes.

objective are described below and represent a continuation of the themes and activity areas already initiated and underway in FY20.

47. Broaden dissemination and outreach to raise awareness, accessibility and use of E&L work, inspiring new audiences for transformative climate action. This includes:

- i) Implement dynamic communications plans for all relevant studies, including materials (briefs, infographics, posters, videos, etc.) and active dissemination mechanisms, to scale learning to broader audiences. Partnerships and collaborations will be leveraged to take advantage of existing dissemination channels, platforms and networks in the CIF and externally. Accessibility and visibility of lessons will also be increased through CIF website enhancement, the new CIF Knowledge Review newsletter, and other means (see text box).
- ii) 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/or country levels. COP26 will be especially important this year, and sessions to share learning on key topics will be developed with partners.

Examples of disseminating lessons through new platforms

- CIF and other websites or knowledge repositories
- Targeted newsletters, email and social media
- Learning exchanges in TCLP and country/regional events
- Participation in global conferences
- E-learning and in-person course modules
- Production of briefs and guidance notes
- Partnering with MDB and country KM/communications



48. Develop deeper strategic learning engagements with countries, MDBs, CIF teams, and other institutions to integrate E&L lessons into plans and strategies. This includes:

- i) Undertake select country or regional-level engagements for applied learning, based on country demand, building on initial pilots conducted in FY20. 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.
- ii) Develop strategic engagements with MDBs and CIF teams to deepen learning from E&L Initiative studies as applied to new programs, initiatives, and investments. This includes working with MDB focal point, KM, communications, and sector or thematic teams to conduct activities such as BBLs, briefings, workshops, and other activities. In some cases,

follow-on analytical work will also be supported. A systematic, demand-driven process will be used to elicit, prioritize, and support opportunities with clear institutional and/or client country demand for applying learning to new strategies and investments.

- iii) Implement a revamped TCLP to foster new analytical work, guidance and peer learning in support of transformational climate action and investments. This includes: 1) An expanded and more diverse set of participants, from both within the CIF community and externally; 2) Smaller TCLP Interest Groups exploring priority themes in more depth, based on participant demand; and 3) A regular series of webinars and at least two in-person workshops to actively share concepts, lessons, and examples on transformational change-related work. The TCLP will also enhance co-ownership through a volunteer Steering Committee and volunteer participant facilitators, supported by external experts and facilitation as needed.

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

- i) Provide guidance to integrate lessons from E&L Initiative studies into the design and roll-out of new CIF programs and investments. This includes informing implementation of operational modalities, programmatic approaches, monitoring and reporting, financing, private sector programming, local stakeholder engagement, gender, and other areas. Guidance from studies will also inform policies and investment plans on enhancing and tracking socio-economic development impacts; ensuring attention and support to just transition issues; designing, implementing, monitoring, and evaluating for transformational change; and maximizing the strategic deployment of concessional finance.
- ii) Partner with other networks and organizations to further develop or share relevant tools and guidance. This includes collaborating with TCLP participants and others to further develop guidance on transformational change, and providing inputs to climate finance briefing notes, guidance, e-learning course modules, learning events, and other modalities.

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

50. The E&L Initiative is producing new studies on some of the most timely and important topics for the new CIF programs and for climate finance more broadly. New insights and lessons will result in new strategies for enhancing socio-economic impacts, support to just transitions, private sector investment, use of concessional finance, transformational change, and other areas in CIF and beyond. Lessons for scaling-up clean energy access in low-income countries, drawing on experience in SREP, will also contribute to improved approaches and outcomes in CIF and other climate funds. New evidence will be shared on an ongoing, real-time basis as much as possible, reflecting the current urgency for action, and target explicit design and decision-making moments in new programs.

51. Several studies initiated in FY20 will be fully implemented and completed in FY21. Follow-on analytical work stemming from previous or existing studies will also provide new learning in key areas. Specific activities are as follows, organized by priority learning theme.¹¹

¹¹ Priority learning themes are inter-related, and many studies include coverage of multiple learning themes.

52. Transformational change

- i) Transformational change remains the goal of the CIF and many climate initiatives. There is strong demand to build on earlier ground-breaking work and thought leadership to deepen understanding and guidance as applicable to new investments. Together with the revamped TCLP, additional analytical work to more fully explore frameworks, lessons, examples, and guidance on this topic. This includes additional country or thematic case studies; work related to transformative program/project design, implementation, monitoring and evaluation; and contributions to the wider field of knowledge on transformational change in climate action. Specific content will be based on TCLP participant demand and oriented toward informing new CIF programs.

53. Mobilizing private sector through concessional finance

- i) Catalyzing increased private sector investment in clean energy, climate resilience, and climate-smart cities and landscapes is a key aim of CIF programs. As noted in Section 3.1, a new study is analyzing strategic uses of concessional finance tools and approaches in clean energy markets and technologies. The study is currently under implementation and will be delivered by December 2020. It will inform and help optimize investments in the new CIF Global Energy Storage Program (GESP) as well as the new CIF renewable energy integration program. Key findings will be shared at COP26 and other major conferences, in addition to other consultations and debriefing events with MDBs, countries, and others.
- ii) Various insights and analyses related to mobilizing private sector investment will also be included in studies listed under other learning themes. This includes, for example, thematic and country case studies on transformational change, the PPCR lessons learned synthesis, studies on development impacts and just transition, and the evaluation of SREP.

54. Development impacts of climate finance

- i) The ability of climate investments, policies and programs to trigger enhanced well-being for people is key to climate ambition and achieving the SDGs. An evaluation of the social and economic development contributions of CIF investments will be further implemented and completed during FY21. By assessing impacts on jobs, economic value addition, energy security, health, gender mainstreaming, and other areas, including potential unintended outcomes, it will help new CIF programs to better design, implement, monitor, and evaluate socio-economic impacts.
- ii) Ensuring a just transition is also important for climate ambition and broader development goals. As noted in Section 3.1, the CIF and E&L Initiative are producing knowledge, guidance, and resources to assist partners in this area. This includes a just transition framework, analysis, case studies, and lessons to help CIF, MDBs, and countries to support just transitions for workers and communities impacted by the structural changes that are needed in many sectors to reach climate goals.

55. Program and sector-specific priorities

- i) It is important to take stock of SREP implementation experience to help guide future work in the critical area of low-carbon energy access in low-income countries. An evaluation of early

implementation progress, outcomes, and emergent learning in SREP will inform new CIF programs and other related initiatives and investments. This activity was prioritized in the new E&L Business Plan based on strong demand. The formative learning orientation is merited due to the challenging nature of many SREP markets. It will build on SREP-related content from previous E&L studies and will use data and insights from the ongoing work on development impacts, TCLP case studies, and other existing or ongoing CIF knowledge work.

ii) A synthesis of key lessons from PPCR-related studies will be developed to support new programs and other investments, in response to requests from PPCR program colleagues. The synthesis will include content related to the above learning themes as well as topics relevant to the new CIF programs, including climate-resilient infrastructure, water resources management, and climate-smart agriculture.

iii) Other activities on topics relevant to the new CIF programs will be further explored and potentially initiated. This may include, for example, targeted thematic evaluations or case studies on relevant technologies, approaches, themes, markets, countries, or regions, which may be conducted through the transformational change case studies, country and institutional learning engagements, or work related to other priority learning themes. The E&L Initiative will continue to take an adaptive and flexible approach, responding to new priorities and interests as needed.

How are E&L themes and activities prioritized?

- Previous studies and experience identified important persisting knowledge and implementation gaps
- Consultations with over 100 stakeholders and TFCs in 2019 led to priority themes, topics and activities
- Ongoing engagement with CIF entities and new program areas demonstrate continued relevance
- Dialogue and exchange with other institutions show high interest across the climate finance sector
- All E&L Initiative activities are selected based on demand and opportunities for strategic impact



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

56. Inclusive stakeholder engagement, coordination, collaboration, and partnership help to optimize the quality, relevance and impact of activities. These approaches will continue to be core to the E&L Initiative approach. This includes continuing to facilitate the work of the Advisory Group, which provides valuable representation, expertise and overall guidance to E&L Initiative. It also includes mechanisms for stakeholder engagement in new studies. Deeper collaboration and institutional partnerships will be developed where relevant and feasible, and steps will be taken to ensure coordination of activities with relevant MDB and country focal point teams. Specific activities in this objective are detailed below.

57. Stakeholder Engagement: Actively engage Advisory Group, CIF entities, and broader stakeholders in activities to ensure relevance, quality and use of E&L work. This includes:

- i) Continue to facilitate the Advisory Group’s guidance on overall implementation and deeper participation in select FY21 activities, as well as engagement in strategic planning for FY22. The Advisory Group will continue to refresh membership and roles, as per the Terms of Reference¹², and will conduct two in-person meetings, bimonthly conference calls, and regular virtual exchanges as needed.
- ii) Engage CIF and external stakeholders in participatory mechanisms related to new studies as well as for dissemination, learning, and uptake activities. This includes participation in the TCLP, consultations, and reviews of plans and draft reports for new and ongoing studies, and engagement in dissemination and uptake at various levels and with a range of audiences.
- iii) Participate in CIF events and activities, including TFC meetings, regional learning events, conferences, and workshops, to contribute insights and lessons from E&L Initiative activities to inform the design and early implementation of new CIF programs.

58. Coordination: Ensure effective coordination and management of activities, and develop mechanisms to track dissemination, use and uptake of lessons. This includes:

- i) Coordinate and monitor E&L Initiative activities alongside other CIF knowledge activities, including through regularly updated and accessible activity lists and coordination calls with implementing partners. This includes continued proactive coordination with other CIF AU teams, MDBs, and countries to build synergies and manage potential overlaps.
- ii) 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.
- iii) Establish and implement a process to capture, track and report on use of findings and lessons from E&L Initiative activities by intended audiences. This includes information on approaches and modalities that have been successful in encouraging use and uptake of lessons, and applying this to future activities to enhance effectiveness.

Strategies to promote use and uptake of lessons

- Demand-driven development of priority themes and engagement in design of activities
- Pre-identification of key audiences and uses
- Focus on quality and relevance of findings
- Multi-level, targeted communications plans
- Follow-on learning engagements to help apply lessons to new policies, plans or initiatives
- Analytical work to further deepen insights relevant to certain countries or institutions
- Multi-stakeholder learning exchange



¹² See [E&L FY19 Annual Report and FY20-22 Business Plan](#), Annex 3, for Advisory Group Terms of Reference.

59. Collaboration and Partnership: Develop new partnerships and collaborative approaches for collective learning and impact. This includes:

- i) Develop partnerships for joint implementation and collective learning on priority topics, based on demand and interest. This includes a systematic process for eliciting, prioritizing and supporting CIF entities to undertake joint analytical work and/or strategic learning engagements to enhance uptake and application of learning on priority themes. The Initiative will continue to engage leading research, evaluation, and learning organizations to ensure quality, relevance, and expanded uptake through new knowledge networks.
- ii) Collaborate with CIF AU, MDB, and country teams to build synergies and cross-fertilization of lessons. For example, collaboration will continue with the CIF AU 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 as relevant.
- iv) Engage other climate finance institutions, such as the GCF, GEF, NAMA Facility, Adaptation Fund and others, on relevant learning to inform programs and investments. This includes a tentative visit to the GCF Secretariat in July 2020, in collaboration with colleagues from the Secretariat and the GCF IEU, to share lessons from recent CIF and GCF evaluations (and potentially other agencies) meet with sector and thematic teams. It will also include collaborative learning and planning with the GCF IEU, including planning for joint sessions at COP26. The TCLP also continues to be a rich venue for learning and exchange amongst climate funds, and efforts will be made to facilitate sharing of lessons from multiple agencies in webinars and workshops.

60. Overall, FY21 Work Plan activities will result in the following specific deliverables:

- Broad dissemination of studies and lessons through communications and outreach
- 4-5 major conferences or events showcasing insights and lessons from E&L studies
- 5-6 country, regional, MDB and/or other institutional strategic learning engagements
- 4-5 new partnerships developed for joint study implementation and/or learning uptake
- 3-4 additional case studies or analytical briefs on transformational change completed
- 2-3 new E&L studies on priority topics initiated and under implementation
- 4-5 existing E&L studies on priority topics completed, launched and disseminated

61. Indications of whether the FY21 Work Plan objectives are being successfully achieved include the following, which will be actively tracked and monitored for learning and continuous improvement:

- New studies and activities actively inform new CIF program implementation, as well as ongoing CIF programs and investments and those of other climate finance initiatives;
- Lessons and insights are shared, accessed and used broadly by intended audiences;
- Countries, MDBs, CIF teams and other institutions make explicit use of findings and lessons in new plans, strategies and investments;
- Joint learning and knowledge sharing activities are relevant to institutional learning priorities and lead to new and more effective actions and collaborations; and

- CIF and other climate finance stakeholders indicate usefulness of studies and activities.

62. Towards the end of FY21, planning will take place to inform new activities in FY22. This is likely to include activities related to the ongoing studies, analytical work, and learning engagements mentioned above, and work on other topics relevant to the new CIF programs. In FY22, the E&L Initiative also plans to undertake a synthesis of recent evidence within each priority learning theme, as generated through these and other studies. This would serve as an over-arching summary of the most important findings and lessons from work by the E&L Initiative and broader CIF within the context of the E&L FY20-22 Business Plan. Additional planning and details for this and other activities will be developed with the Advisory Group and others later in FY21, and eventually presented as part of the FY22 E&L Work Plan.

4.2 Budget

63. Additional resources are requested to fully leverage the unique opportunities described above. The proposed three-year budget for the E&L FY20-22 Business Plan is USD 6.0 million. In June 2019, the TFCs approved an initial allocation of USD 3.0 million, including USD 2.5 million for FY20 activities, with agreement to consider the provision of additional resources at its next meeting. The E&L Initiative is thus requesting an additional budget provision USD 3.0 million to fully fund the activities in the E&L FY20-22 Business Plan through FY22, with a specific budget allocation request of USD 2.0 million in FY21 to implement the activities of the E&L FY21 Work Plan. These budget requests are presented in the context of the CIF Administrative Unit FY21 Business Plan.

64. The overall projected three-year budget allocation for the E&L Initiative, by FY20-22 Business Plan objective and based on actual and projected commitments in FY20 as well as projected commitments for FY21-22, is presented in Table 4 below.

Table 4: E&L FY20-22 Indicative Budget Allocations, by Business Plan Objective and Year

Business Plan Objective	FY20 (USD) Actual/projected	FY21 (USD) Estimated	FY22 (USD) Estimated¹³	Total
1. Application of learning	\$600,000	\$500,000	\$500,000	\$1,600,000
2. New evidence on priority themes	\$1,400,000	\$1,100,000	\$600,000	\$2,800,000
3. Collaboration and partnerships	\$250,000	\$200,000	\$200,000	\$1,000,000
Other implementation support	\$250,000	\$200,000	\$200,000	\$600,000
<i>Total</i>	\$2,500,000	\$2,000,000	\$1,500,000	\$6,000,000

65. 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.

¹³ More detailed descriptions and budget allocations for FY22 activities will be provided when the E&L FY22 Work Plan is developed and submitted towards the end of FY21.

66. Indicative budget commitments for specific FY21 Work Plan activities are provided in Table 5 below. 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: FY21 Work Plan Activities and Indicative Budget Commitments

FY21 Work Plan Activity	Indicative Budget (USD)	Explanation
<i>Objective 1: Apply learning to catalyze climate action in countries and institutions¹⁴</i>		
Dissemination: Broad dissemination to raise awareness and visibility of E&L work	\$150,000	Support for wide dissemination of findings and lessons from E&L studies
Learning Engagements: Deeper strategic learning with countries, MDBs, and other institutions	\$250,000	Learning events or activities with countries, MDBs, climate funds, etc.
Guidance: Develop and share guidance, tools and approaches to inform new strategies	\$100,000	Includes work to integrate lessons or approaches in new CIF programs
<i>Objective 2: Generate new evidence to optimize new CIF program investments¹⁵</i>		
Transformational change: Country or thematic case studies and other analytical work	\$200,000	New case studies and/or other analytical or conceptual work
Just transition: Case studies of CIF programs and projects, other evidence and learning activities	\$300,000	Country case studies and contributions to related research and learning ¹⁶
Development impacts: Additional analyses for evaluation of CIF development contributions	\$50,000	Main budget to be committed in FY20; support for additional analyses in FY21
SREP evaluation: Learning-oriented review of early outcomes and lessons in SREP	\$500,000	Large, program-wide evaluation requiring significant field data collection
PPCR lessons learned synthesis: Synthesis of key PPCR lessons relevant to new programs	\$50,000	PPCR lessons learned with focus on informing new programming areas
<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	Includes TCLP and other partnerships for studies and learning activities
Other implementation support ¹⁷	\$200,000	Additional support for coordination and implementation of activities
Total	\$2,000,000	

¹⁴ At least USD 200,000 will be reserved for select MDB and country learning engagements and follow-on analytical work related to E&L Initiative studies, to be requested by and implemented through MDBs. A systematic process for eliciting, prioritizing and supporting these activities will be developed and shared with MDBs and countries.

¹⁵ Some studies to be completed in FY21 have already been resourced through last year's budget.

¹⁶ Additional resources of approximately USD 200,000 are planned to be allocated in FY22 to continue and complete activities related to just transition.

¹⁷ 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.

4.3 Management and Reporting

67. E&L FY21 Work Plan activities will continue to be guided by the Advisory Group. The Senior Evaluation and Learning Specialist in the CIF AU will continue to lead overall implementation of the Initiative. The Specialist will work together with the Advisory Group, colleagues in the CIF AU and the broader CIF community to coordinate and implement E&L activities. The CIF AU will provide annual reporting on the delivery of the E&L FY20 Work Plan in conjunction with the CIF AU overall annual reporting and business planning process. Additional feedback will be gathered through ongoing stakeholder consultations and during the TFC meetings to inform and adapt FY21 activities. The E&L Initiative is committed to continuing a practice of ongoing reflective learning, with the Advisory Group and other stakeholders, to ensure continued relevance, quality, and impact of activities.

5 Annex

Annex 1: Guiding Principles for Evaluation and Learning

68. 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.¹⁸
- 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.

¹⁸ 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.