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# GCF KM STRATEGY OUTLINE AND THEORY OF CHANGE

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20 August 2019

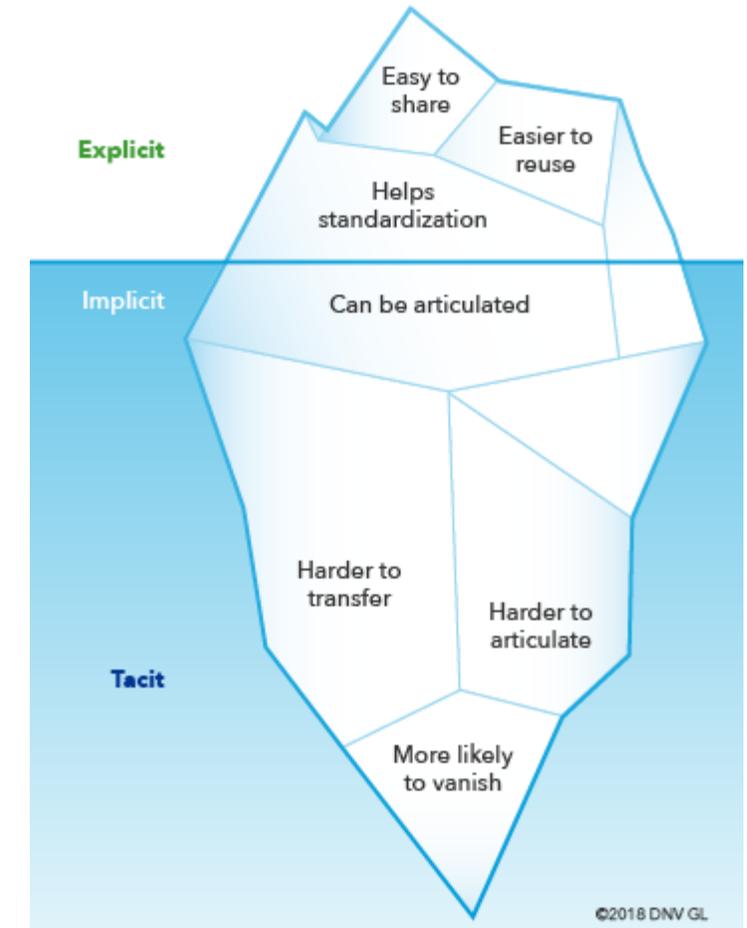
# WHAT IS KNOWLEDGE?

- **Explicit** – knowledge that is articulated. Manifested in documents, reports, drawings, etc., ideally organised in structures recognisable and easily retrievable for re-use.
- **Implicit** – knowledge that could be articulated. Can be captured in artefacts such as reports, personal network maps, concept maps, etc.
- **Tacit** – knowledge that is hard to articulate. Requires peer-to-peer approaches ensuring that the donor transfers their knowledge to colleagues.



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# FOCUS ON CRITICAL KNOWLEDGE



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- Critical knowledge is the type of knowledge that is hard to replace once lost and is essential to deliver GCF's mandate, operations and performance.
- For example:
  - GCF's know-how and know-who to partner with in a global network of Accredited Entities and partners to provide them direct access to projects/programmes funding.



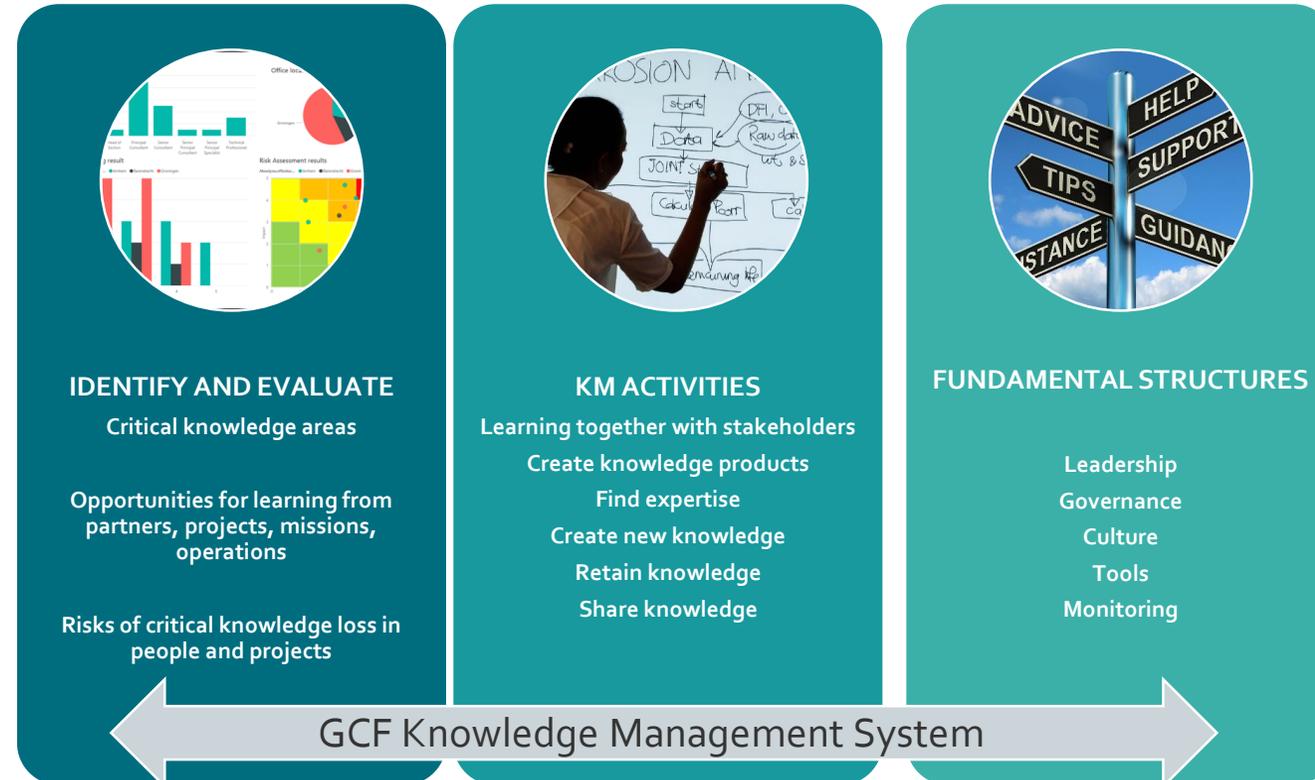
# KNOWLEDGE MANAGEMENT SYSTEM



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KMS – balancing people,  
process and technology





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# KNOWLEDGE MANAGEMENT STRATEGY DEVELOPMENT

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# RATIONALE



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NOT A GOAL IN ITSELF, BUT A MEANS TO AN END.

**Expansion and replication of knowledge** is crucial in realising a paradigm shift towards low carbon climate resilient development pathways in developing countries.

**GCF's Governing Instrument** calls on the Secretariat to establish and run effective knowledge management practices.

# VISION



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Become a knowledge hub and a thought leader in climate finance.



Instil a culture of asking, learning and sharing by breaking down silos and building internal and external communities and partnerships.



Gradually mature towards a coordinated and impact driven KMS for knowledge generation, sharing and capture to improve efficiency, effectiveness and sustainability of GCF operations.

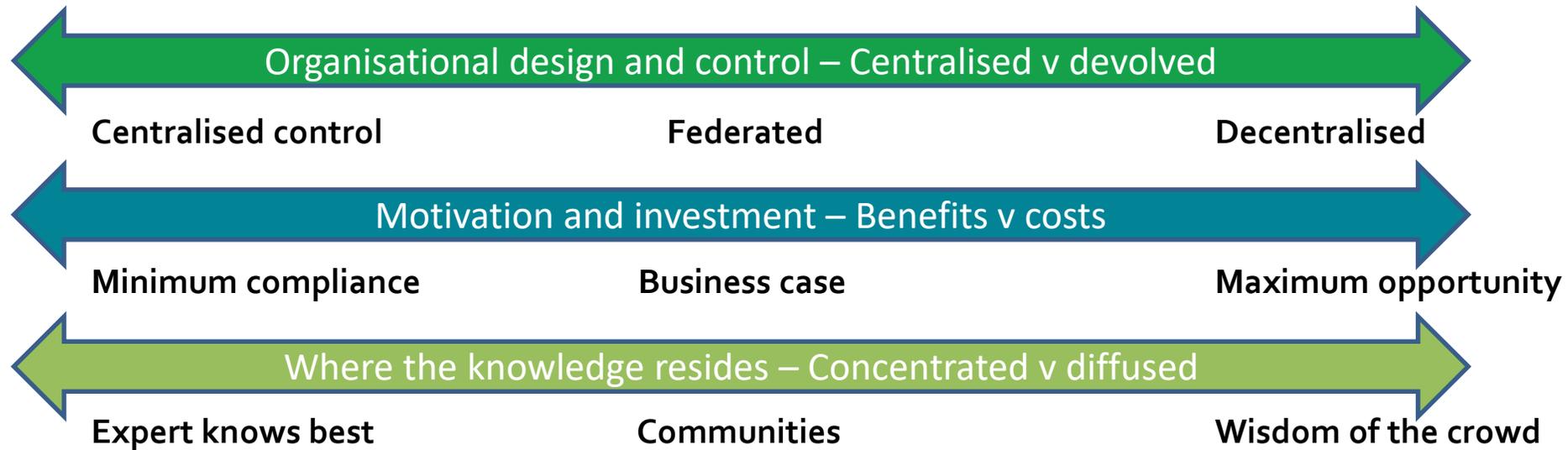


# DEFINING OPTIONS FOR A KM STRATEGY



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# STRATEGIC PRINCIPLES



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# STRATEGIC PRINCIPLES



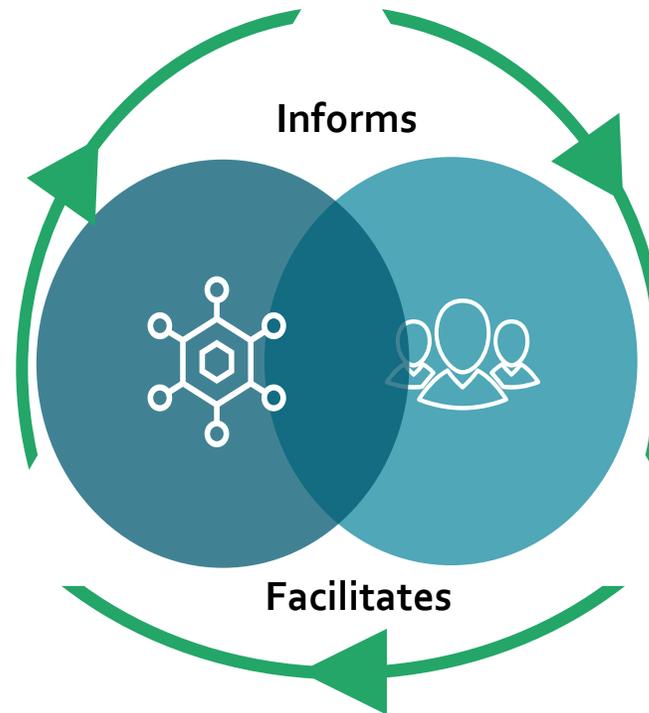
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## BALANCE EXTERNAL AND INTERNAL PERSPECTIVES

### EXTERNAL

- Target and address knowledge gaps with countries and partners
- Become a knowledge hub and thought leader in climate finance.
- Build the capacity of countries
- Use existing business tools



### INTERNAL

- Identify and prioritise knowledge areas
- Promote a culture of Ask, Learn and Share
- Build and maintain a corporate memory
- Reduce potential knowledge loss
- Encourage knowledge transfer and sharing

# THEORY OF CHANGE



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Expansion and replication of knowledge on transformative climate investment

**IF** lessons learnt from GCF investments, operations and its partners are codified and shared

**THEN** GCF will be more effective in enabling countries to accelerate efforts towards low emission climate resilient development pathways

**BECAUSE** good practices will be leveraged

External

Internal

1) GCF is positioned as a knowledge hub and a thought leader in the climate finance landscape to scale-up paradigm shifting climate compatible investments globally

2) GCF has a collaborative culture and enabling environment for knowledge generation, sharing and capture and improves the efficiency, effectiveness and sustainability of its operations

1.1) Improved consolidation of climate finance knowledge through knowledge partnerships

1.2) Strengthened GCF contribution to knowledge on blended finance

1.3) Enhanced stakeholder capacity to absorb & leverage lessons & good practices

2.1) Improved knowledge generation & dissemination

2.2) Enhanced explicit knowledge capture, storage and re-use

2.3) Reinforce a culture of tacit knowledge sharing across the Secretariat & teams

**Share knowledge on climate finance**

- AE workshops
- Knowledge partner workshops

**Share knowledge on blended finance**

- GCF contribution to int'l. Forums
- GCF conferences
- Publish in influential channels

**Share lessons from GCF projects and programmes**

- Capacity building workshops
- Transfer lessons learned & good practices

**Share new knowledge & insights**

- Innovation sprint/ideation meetings
- Collaborative Tools

**Share captured knowledge**

- Newsletters
- Templates
- Handover sessions

**Share & socialise the knowledge**

- Intranet, e.g. digital library
- Induction/onboarding package

**Offer integrated search and support for stakeholders to find expertise and codified knowledge**

- On-line helpdesk
- Search engine with filters
- Frequently asked questions

**Offer integrated search to staff for improved findability of expertise and codified knowledge**

- Search engine with filters and faceted search capabilities

**Codify knowledge on climate finance**

- Deliver and maintain online platforms (e.g. readiness knowledge bank, DCAP)
- Develop and maintain taxonomy – protocol for categorisation of documents

**Codify knowledge for re-use**

- Protocol for document management
- Deliver and maintain online knowledge repositories and catalogue (SharePoint)
- Develop and maintain taxonomy – protocol for categorisation of documents, technology for tagging

**Validate knowledge products**

**Validate knowledge products**

**Create knowledge products on climate finance**

- Publications
- Lessons learned & good practices
- Sectoral/thematic guides

**Create knowledge products on blended finance**

- Working papers, blogs, conference presentations, podcasts, good practice guides, case studies

**Create knowledge products on applying lessons from projects and programmes**

- User guides
- Training modules
- GCF annual outlook, board reports

**Create new knowledge & insights**

- Innovation plan
- Deliverables on innovative and transformative internal GCF project

**Create knowledge products**

- Manuals, Guidelines, SOPs
- Training modules

**Capture knowledge transfer**

- Art of GCF
- Succession knowledge capture, e.g. videos
- Knowledge bytes

**Learn with partners**

- Complement and cohere with other climate funds
- Build and strengthen knowledge partnerships (e.g. Communities of Practice, iTAP)
- Capture lessons from mutual challenges and knowledge in climate finance from partners

**Stimulate innovation**

- Annual ideation competition
- Innovation project template

**Learn from partners**

- Lessons from IEU and GCF operations
- Implement lessons learned
- Text mining and data analysis

**Retain knowledge**

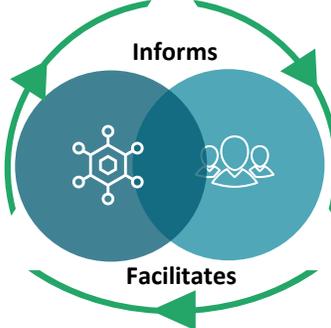
- Critical talent mapping
- Knowledge retention programme
- Spatial planning, knowledge cafés
- Culture champions

**Prioritise knowledge gaps in the global climate finance landscape**

- Identify and evaluate knowledge gaps in the climate finance landscape (evidence gap maps)
- Stakeholder needs analysis

**Prioritise knowledge gaps to address GCF theory of change**

- Identify and evaluate knowledge risks and opportunities to deliver GCF's overall strategic outcomes
- KMS diagnostic



Secretariat expertise to generate knowledge    Procurement    Power to convene knowledge partnerships    KMS consultant expertise    ICT    HR    KM team, KM focal points & KMWG members    SMT resources & buy in    Financial resources for KM

**Sufficient resources: human capacity & financial**    **Staff buy-in to KM**    **Cross-secretariat collaboration**    **Targeted channels**    **High quality deliverables**    **Leadership & management support**    **External stakeholders buy-in**    **One GCF approach**  
*Delayed/incomplete implementation    Lack of adoption    Silo suboptimality    Insufficient visibility for KM    Lack of trust in KM    Lack of buy-in/support    Lack of commitment & engagement    Individual/team agendas*

ToC  
Statement

Outcomes

Outputs

Activities

Inputs Fundamentals

Assumptions  
Risks

# YOUR ENGAGEMENT



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# GROUP DISCUSSIONS



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- **Q1:** What are the main ingredients that will ensure the success of KM strategy? Please share examples of mechanisms for knowledge sharing and good KM practices.
- **Q2:** What are the main pitfalls to avoid and the risks to control? Please identify knowledge gaps that your organisations (as AEs) are currently facing and need to be addressed
- **Q3:** How can your organisation contribute to GCF's KM goal and objectives?



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