

THE CLIMATE AND DEVELOPMENT KNOWLEDGE NETWORK (CDKN) EVALUATION

FINAL REPORT

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(IDRC)

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TABLE OF CONTENTS

ACRONYMS	iv
EXECUTIVE SUMMARY	vi
1. INTRODUCTION	1
1.1. CDKN Overview.....	1
1.2. Evaluation Scope	1
1.3. Evaluation Methodology and limitations	2
2. Appreciation of CDKN achievements and approach	4
2.1. Extent to which CDKN achieved its expected results	4
2.1.1. Achievement according to targets	4
2.1.2. level of achievement of cdkn's outputs.....	7
2.1.3. Level of achievement of cdkn's short- and medium-term outcomes	14
2.1.4. Evidence of contributions towards long-term outcomes:	21
2.1.5. Evidence and/or examples of unplanned/ unintended outcomes (positive or negative).....	22
2.1.6. Perceived effectiveness of the MEL for capturing outcomes and impacts	23
2.1.7. Level of alignment of CDKN2 results to IDRC and DGIS's strategic priorities	24
2.2. Southern and partnership-based approach contribution to the achievement of expected results	25
2.2.1. PERCEPTION AND/OR EXAMPLES OF CONTRIBUTION OF CDKN2 APPROACH TO THE ACHIEVEMENT OF RESULTS	25
2.2.2. Limitations/constraints of CDKN2 approach for the achievement of results....	28
2.2.3. Evidence and/or examples of co-benefits or unexpected results generated by this approach	29

3. CDKN CONTRIBUTION TO THE UPTAKE OF RELEVANT AND ACTIONABLE KNOWLEDGE ACROSS SCALES AND THEMATIC AREAS.....	29
3.1. Extent to which CDKN's themes of focus and levels of intervention have produced relevant and actionable knowledge or achieved knowledge uptake	30
3.1.1. Relevance to needs of the knowledge produced and brokered by CDKN2 in each of the 4 key themes for the national, regional and global levels.....	30
3.1.2. Bringing knowledge into action	35
3.2. Extent to which CDKN contributed to putting into use the research generated by knowledge basis projects.....	36
3.3. Knowledge gaps and opportunities for impact which might be tackled in a subsequent phase	39
3.3.1. Perceived gaps for relevant and actionable knowledge, and knowledge uptake in each of the 4 key themes and beyond those themes.....	39
3.3.2. Perceived gaps for relevant and actionable knowledge, and knowledge uptake at the different levels at: national, regional and global level.....	40
3.3.3. strengths and weaknesses of the channels and tools used to achieve results	41
4. Strengths and weaknesses of the funding partnership and of the granting arrangements	42
4.1. Extent to which the granting arrangements under CDKN2 enabled or constrained outcome achievement?	43
4.1.1. extent to which the granting arrangement under CDKN2 contribute or limit the achievement of expected results.....	43
4.1.2. Level of satisfaction regarding the role in grant management played by SSN, FFLA and ICLEI in supporting the achievement of results.....	44
4.2. Extent to which the funding partnership and the relationship between CDKN and the donors enabled or constrained outcome achievement.....	45
4.2.1. Level of satisfaction regarding the role played by IDRC in supporting the achievement of results	45
4.2.2. Perceived shortcomings in the funding partnership of CDKN2	47
5. CONCLUSION AND RECOMMENDATIONS	48
5.1. Program and strategy coherence and alignment.....	49
5.2. Coherence of the institutional set up and delivery model	50
5.3. Achieving expected results	51
5.4. The southern and partnership-based approach contribution to achieving expected results	52
5.5. Production of actionable knowledge.....	52
5.6. Opportunities for impacts	53

5.7.	Future and Sustainability of CDKN as a Network	54
6.	ANNEXES	56
6.1.	ANNEX 1: Theory of Change of CDKN2	57
6.2.	ANNEX 2: Evaluation Matrix (Q1, 2, 3 and 4).....	58
6.3.	ANNEX 3 : Reviewed Documentation	65
6.4.	ANNEX 4: List of interviewees	67
6.5.	ANNEX 5: CDKN evaluation interim report	69

ACRONYMS

AKC	Agriculture Knowledge Centre
ASSAR	Adaptation at Scale in Semi-Arid Regions
CARIAA	Collaborative Adaptation Research Initiative in Africa and Asia
CCD	Climate Compatible Development
CSA	Climate-Smart Agriculture
CDKN	Climate and Development Knowledge Network
CEL	Country Engagement Leads
CMEFMAVP	Chief Minister Environment Friendly Model Agriculture Village Programme
CRGE	Ethiopia's national climate fund
DECCMA	Deltas, Vulnerability and Climate Change: Migration & Adaptation
DFID	Department for International Development
DGIS	Directorate-General for International Cooperation
FCDO	Foreign Commonwealth and Development Office
FCFA	Future Climate for Africa
FFLA	Fundación Futuro Latinoamericano
GEAG	Gorakhpur Environmental Action Group
GSE	Gender and social equity
ICCCAD	International Centre for Climate Change and Development
IDRC	International Development Research Center
IISD	International Institute for Sustainable Development
IPCC	Intergovernmental Panel on Climate Change
KBP	Knowledge Basis Projects

KPI	Key Performance Indicators
LAC	Latin America and the Caribbean
MEL	Monitoring Evaluation and Learning
MoLMAC	Ministry of Land Management, Agriculture and Cooperatives
NDC	Nationally Determined Contribution
NDIM	New Delhi Institute of Management
ODI	Oversea Development Institute
PICC	Plan for the Management of Climate Change
SSN	SouthSouthNorth
ToC	Theory of Change
UNDRR	United Nations Office for Disaster Risk Reduction
UNFCCC	United Framework Convention on Climate Change
VRA	Vulnerability and Risk Assessment
WEF	Water Energy Food nexus

EXECUTIVE SUMMARY

The Knowledge Accelerator initiative is the second phase of the Climate and Development Knowledge Network (CDKN2). It aims to create an enabling environment for the implementation and scaling up of climate and development actions in order to drive inclusive, sustainable and climate resilient development, and enhance the quality of life for the poorest and most vulnerable to climate change. This second phase of CDKN is led by SouthSouthNorth (SSN), as host agency for CDKN, in a consortium with ICLEI South Asia and Fundación Futuro Latinoamericano (FFLA), as regional hubs for the network, as well as the Overseas Development Institute (ODI).

IDRC commissioned an independent final evaluation of CDKN2 that included two main objectives:

- To provide independent judgment on future pathways towards the long-term sustainability for CDKN. This will be immediately useful and of particular importance for CDKN leadership along with the donors; and
- To assess progress against objectives, with a focus on the relevance of knowledge produced and brokered, effectiveness of engagement & outreach approaches, and successes in building leadership & collaboration on implementation through peer learning. This will be used by funders primarily along with CDKN leadership.

An interim report responding to the first objective of the evaluation was produced in May 2021 with the purpose of feeding into the then ongoing discussions about the future of CDKN addressing the following question: ***Considering the changes in structure, functioning and resourcing in its most recent phase (2018-2021), how relevant and coherent has the CDKN Knowledge Accelerator approach proven to be? What are opportunities and challenges in the CDKN structure and functioning going forward, and what unmet needs remain?***

During its first phase, the evaluation found that the strategy of intervention of CDKN2 is relevant and coherent. It is built around a clear, well-structured theory of change with sensible pathways to outcomes and impact. The limited number of themes was relevant to give a strategic focus to the program and the development of country and regional strategies in 2020 were a positive effort to ensure the coherence of the program across its different levels of intervention, which is particularly important for a demand-led program to not lose its strategic focus. However, this strategic focus could have been emphasized earlier, from the onset of the program.

The lean, southern-led and horizontal governance structure of CDKN2 is well aligned to the budget, scope and focus of the program. It builds upon key relevant lessons learned from CDKN1 and other network funded by IDRC, which led to an overall sound and relevant institutional set-up. *Overall, CDKN implementing partners were complementary and relevant to the scope and thematic focus of the program. However, this complementarity could perhaps have been better exploited through stronger cross-regional exchange and coordination mechanisms.*

To conclude, during this first phase of the evaluation, it was found that CDKN2 has a strong niche and an added value in the global climate compatible development sphere which lies in the fact that it is a southern-based trusted global knowledge broker.

Findings and recommendations from this first phase are reflected in the consolidated conclusions and recommendations section of this overall final report.

The core of this final report focuses on the second objective of the evaluation. It addresses three evaluation questions to allow the funders and CDKN leadership to assess the progress made against the objectives. The main findings are summarized below:

To what extent has CDKN succeeded, or not, in achieving its objectives and outcomes? Is the CDKN Phase II approach (2018-2021) contributing to achieving the program's objectives and outcomes?

The evaluation found that CDKN2 has achieved and in many cases surpassed the targets that were established for the program at the output level. There is clear evidence that short-term outcomes are being met and the program is on track to deliver on its long-term outcome in terms of implementation of gender-responsive and socially-equitable climate change actions. The shift from CDKN1 to CDKN2 to a southern-based leadership and partnership approach has been well received, has been proven to contribute to the achievement of results and can overall be considered as an improvement relative to the first phase of CDKN. One of the main co-benefits of the approach identified through the evaluation was the strengthening of the network and the capacities of the members of the consortium and of SSN in particular.

To what extent has CDKN's focus on each of its four key themes (climate finance, gender, cities, water-energy-food nexus), and the three regions plus a global focus, produced relevant and actionable knowledge or achieved knowledge uptake? What gaps remain that could inform future work and areas of focus?

The evaluation found that the knowledge produced and brokered by CDKN2 in the area of climate finance, gender and cities has been highly relevant to the needs of the key actors involved and has in many cases led to concrete actions. Appetite for the WEF nexus theme has been much more limited compared to the other themes and consequently CDKN scope of engagement under that theme has been narrow. The level of activity and the results achieved have been significant across regions and levels of intervention. However, work on all themes did not have to, and in fact did not happen equally in all regions and at all levels, contributing to making the CDKN2 approach flexible and focused on the specific needs and demands of the concerned stakeholders.

The resources and time invested in the KBPs by CDKN contributed significantly to the achievement of expected results and considerably helped to illustrate, although at a very small scale, how research results can have concrete impacts at the local level through targeted knowledge brokering. Opportunities to further the work on the Gender, Climate finance and Cities themes have been identified while it is considered that work under the WEF theme should be abandoned at this stage. Beyond the theme of focus under CDKN2, further or new work on nature-based solutions, climate-smart agriculture (CSA), water and waste management or food systems could be relevant as they reflect the expressed needs of CDKN key stakeholders. Moving forward, efforts will be required to further document the

effectiveness of the CDKN brokered knowledge on different themes and its translation into developmental action.

To what extent and how has the funding partnership, including the role of IDRC and the granting arrangements, enabled or constrained the achievement of outcomes under CDKN Phase II?

The evaluation found that the funding partnership has been positive. Each funding partner brought value to the program that together significantly contributed to the achievement of results. The evaluation found that IDRC funding partner, DGIS, and the three implementing partners have been highly satisfied with the role played by IDRC in supporting the achievement of CDKN results. IDRC has been considered as a genuine partner to the implementation team providing ongoing support and the necessary internal capacity building opportunities in line with the knowledge and know-how necessary to deliver the expected results. The evaluation team also found that the granting arrangements and the consortium design partnership in which one lead partner (SSN) sub-grant to their regional partners (FFLA and ICLEI) has overall enabled good collaboration among the implementing organizations and coherent reporting on program achievement and learning. One characteristic of the funding partnership limiting outcome achievement relates to the duration of the program. The short three-year period poses a risk to the sustainability of some of the program results, in particular in a context where the new leadership and partnership had to be given some time to get set up and that a coherent work program based on a new focus on knowledge brokering had to be established.

A number of recommendations are provided at the end of this final report. They include recommendations to pursue the successful approaches adopted under CDKN2 as it pertains to the southern-based leadership, the thematic work approach, the successful KBP's type of interventions and the nurturing of trusted relationships with key stakeholders. Some of the other key recommendations include the following:

Regarding program and strategy coherence and alignment

➤ Strengthening the alignment across all levels of interventions

It is recommended to roll out the Theory of change of the program through the regional and country-level strategies from the onset of a potential subsequent phase of the program. Working on a strong alignment from the beginning - while also adapting to regional and national specificities – could help identify opportunities early on from potential cross regional learning, complementarities, and exchanges.

Regarding the coherence of the institutional set up and delivery model

➤ Strengthening program wide strategic decision-making

It is recommended to strengthen the program steering committee by setting up a more formalized internal strategic decision-making structure.

➤ Clarifying functions at the institutional level

The evaluators recommend having a clearer distinction between coordination, global and regional work functions at the institutional level (from the organization of the team to the budget level). This will give a clearer outlook of the work conducted at these different levels and would ensure that sufficient staff time is allocated to each one.

➤ Considering new partnerships

Bringing in new partners such as ICCAD and GRP could be considered. New partners could open-up a new sub-region such as Francophone west and/or central Africa that has been showing interest in CDKN work. A partnership with the CLimate and REsilience (CLARE) project could also be an opportunity for CDKN. The role of ODI as an institution should be reassessed for a subsequent phase to better reflect the actual level of engagement of the organization within the network.

Regarding the achievement of expected results and its documentation

➤ Mainstreaming the peer learning approach within all intervention

CDKN should systematically consider the peer-learning opportunities offered in the context of all its interventions.

➤ More systematically documenting expected and achieved results

More systematic use could be made of the country strategies, their targets and expected outcomes to assess outcome achievements at the country level. Strong support also needs to be provided by the program in order to build outcome monitoring skills internally and to provide opportunities to interact with key actors sometime after the interventions to confirm whether the knowledge was indeed applied, to what extent and with what results.

Regarding the southern and partnership-based approach contribution to achieving expected results

➤ Supporting the active engagement of all partners in the strategic leadership of the program

It is recommended to move forward with the partnership approach in the future while ensuring that sufficient resources are allocated within each partner to actively participate in the overall coordination and strategic orientation of the program across regions and thematic areas.

Regarding the production of actionable knowledge

➤ Better documenting the use made of different categories of knowledge products and the types of events convened

As important levels of resources are dedicated to the development of knowledge products and tools and to convene events, CDKN might wish to investigate and/or document their respective potential to lead to action.

Regarding opportunities for impacts

➤ Scaling up and replication of successful models piloted

CDKN could take up efforts to act more as a broker between potential climate finance sources and approaches and CDKN target actors at different levels, recognizing that local communities' climate finance access needs and effective knowledge brokering channels are different from those of national government departments for instance.

➤ Consolidating know-how and providing leadership on climate knowledge brokering

CDKN should continue pulling out learning on knowledge brokering in a southern led set-up, including on the most appropriate channels and tools to support knowledge brokering leading to climate action. Reflecting on this knowledge brokering approach, identifying the most effective capacity building interventions design, channels and tools, sharing lessons and building a community of practice of knowledge brokers to push techniques and approaches could be an opportunity to consider going forward, building upon CDKN2 experience.

➤ Considering expanding the scope of CDKN

Different avenues could be considered to expand the scope of the program if the budget allowed. One avenue would be to support communities and/or on the ground organizations in the implementation of pilots to test and demonstrate the application of some knowledge outputs on the ground and ensure an effective knowledge uptake. Another area to investigate could be around renewed efforts to gather on-the-ground knowledge generated by communities and broker this valuable knowledge from the bottom up. Another option to consider based on the learning from the implementation of the KPBs could be to build a business case around some knowledge outputs and/or pilots that could be presented to potential donors and/or investors.

Regarding the future and sustainability of CDKN as a network

The evaluators encourage pursuing the discussions on the future of CDKN. Several options exist for the financial sustainability of the network and a few suggestions with potential benefits and tradeoffs are presented in the interim report. Given that each option has its own benefits and tradeoffs, the evaluators recommend considering a hybrid combining different funding sources to balance out potential tradeoffs.

1. INTRODUCTION

1.1. CDKN OVERVIEW

The Climate and Development Knowledge Network (CDKN) is an initiative established since 2010 that provides knowledge, technical assistance, and research services to help developing countries in Africa, Asia and Latin America and the Caribbean (LAC) to achieve climate compatible development (CCD). During its first phase, from 2010 to 2017, CDKN received £101.7 million in funding from the former UK Department for International Development (DFID, now Foreign Commonwealth and Development Office (FCDO)) and £18.3 million from the Directorate-General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs. This first phase will be referred to as CDKN1 in this document.

In June 2018, CDKN launched a new phase with the Knowledge Accelerator initiative (CDKN2) to be implemented from 2018 to 2021, funded by the International Development Research Center (IDRC) and DGIS for a total of 12,120,000 CAD. The funding from this new phase is therefore significantly reduced, and the scope of the program shifted from knowledge generation, technical assistance, and knowledge management under phase I to focus solely on knowledge brokering for phase II. This second phase will be referred as CDKN2 in this document.

The goal of the CDKN Knowledge Accelerator initiative is to create an enabling environment for the implementation and scaling up of climate and development actions in order to drive inclusive, sustainable and climate resilient development, and enhance the quality of life for the poorest and most vulnerable to climate change. Recognizing that a limited number of themes was relevant to give a strategic focus to the reduced CDKN program, CDKN2 focused on four main themes: Climate finance, gender, cities, and the Water Energy Food nexus (WEF). The Knowledge Accelerator Proposal Theory of Change (ToC) that identified: activities, outputs, short and medium-term outcomes, long term development outcome, impact, as well as key assumptions and overall pathways to change is presented in ANNEX 1.

This second phase is led by SouthSouthNorth (SSN), as host agency for CDKN, in consortium with ICLEI South Asia and Fundación Futuro Latinoamericano (FFLA), as regional hubs for the network, as well as the Overseas Development Institute (ODI). CDKN has been active at the Global and the regional level (Africa, Asia and Latin America) as well as in 10 focal countries in particular: Ecuador, Peru, Colombia, Ghana, Ethiopia, Kenya, Namibia, India, Nepal and Bangladesh. Ecuador, Ghana and Namibia were added as focal countries under CDKN2, while the other 7 countries were also deep engagement countries under CDKN1.

1.2. EVALUATION SCOPE

IDRC commissioned an independent final evaluation of CDKN2 and selected Le groupe-conseil Baastel Itée to conduct it, following an open competitive bidding process. The evaluation's objectives are two-fold:

- To provide independent judgment on future pathways towards the long-term sustainability for CDKN. This will be immediately useful and of particular importance for CDKN leadership along with the donors; and
- To assess progress against objectives, with a focus on the relevance of knowledge produced and brokered, effectiveness of engagement & outreach approaches, and successes in building leadership & collaboration on implementation through peer learning. This will be used by funders primarily along with CDKN leadership.

An interim report responding to the first objective of the evaluation was produced in May with the purpose of feeding into the then ongoing discussions about the future of CDKN. The full interim report is included as ANNEX 5 of this report. Its Findings and recommendations from this first phase are reflected only in the conclusion and recommendations section and in the executive summary of the present report to avoid repetitions. The core of this final report focuses on the second objective of the evaluation. It addresses three evaluation questions with their sub-questions to allow the funders and CDKN leadership to assess the progress made against the objectives:

- SQ2: To what extent has CDKN succeeded, or not, in achieving its objectives and outcomes? Is the CDKN Phase II approach (2018-2021) contributing to achieving the program's objectives and outcomes?
- SQ3: To what extent has CDKN's focus on each of its four key themes (climate finance, gender, cities, water-energy-food nexus), and the three regions plus a global focus, produced relevant and actionable knowledge or achieved knowledge uptake? What gaps remain that could inform future work and areas of focus?
- SQ4: To what extent and how has the funding partnership, including the role of IDRC, enabled or constrained the achievement of outcomes under CDKN Phase II? What might be done differently next time?

The sub-questions are further unpacked into a subset of indicators in the validated Evaluation Matrix for the entire two-phase evaluation, presented in ANNEX 2.

1.3. EVALUATION METHODOLOGY AND LIMITATIONS

The evaluation was carried out through the following steps.

An **inception phase** in March 2021 that included two inception meetings with the evaluation Reference Group (including IDRC program management, IDRC Evaluation and SSN): one on the overview of CDKN and expectations of the evaluation, and one on the evaluation methodology. This phase was concluded by an inception report describing the methodology proposed for conducting the evaluation, as well as key evaluation tools such as the evaluation matrix, interview protocols, list of people to interview and list of documentation to be reviewed.

The first **data collection and analysis** phase took place in April 2021 and included a thorough review of the documentation as well as a series of 12 interviews with: key CDKN staff in SSN, ICLEI, FFLA and ODI, IDRC and a few key global players. An interim report presenting the findings for the first evaluation question was submitted in May 2021.

An **updated evaluation design** was prepared by the evaluation team before initiating the second phase 2 of the evaluation. This updated evaluation design presenting the overall methodology and tools to be used to carry out the second phase of the evaluation (to document questions, 2, 3 and 4) was commented on and endorsed by the evaluation Reference Group.

The second **data collection and analysis** phase focusing on informing the response to the three remaining evaluation questions took place from July to September 2021 and included a thorough review of the documentation listed in ANNEX 3 as well as a series of 20 in depth key informant interviews with key CDKN staff in SSN, ICLEI, FFLA and ODI. Representatives from IDRC, KBP partners and a few key external stakeholders including national and local government representatives. Despite several attempts, the evaluation team could not arrange an interview with representatives from DGIS. A full list of interviewees is provided in ANNEX 4. To complement the in-depth interviews, an online survey was conducted with key CDKN partners, in particular national governments' stakeholders, some regional and global partners with which CDKN collaborated, KBP and some participants to CDKN workshops and event. A total of 48 individuals completed the survey representing a relatively low response rate of less than 5% and most likely not representative of all the stakeholder groups reached through CDKN knowledge brokering work. The majority of the respondents (64%) worked for organization involved at the national or local level, while 19% worked mostly at the global level and 15 % at the regional level. A quarter of the respondents were subnational or national government officials, another quarter worked for non-governmental organizations, 23% were consultants, while the remaining were private sector representatives, researchers, or others. Respondents from Africa were slightly overrepresented in the survey with about 45% of the respondents coming from this region while 21% were from Latin America, 18% from Asia and the remaining from Europe and North America. The intent of the survey is to cast a wider net for data collection, and it has been used to complement and nuance when relevant the information collected through the documentation review and the in-depth key informant interviews.

Based on the information collected during the documentation review and interviews and through the survey analysis, the evaluation team analyzed and triangulated the data collated to inform the indicators and answer the evaluation sub-questions and its overarching questions. As mentioned above, this **final report** presents in detail the findings for the evaluation questions 2,3, and 4 only. The conclusion and recommendations section of this report include the main findings formulated during the first phase of the evaluation and presented in the interim report. When relevant, the original recommendations made in the interim report have been amended or enhanced based on the finding from this second phase of the evaluation.

2. APPRECIATION OF CDKN ACHIEVEMENTS AND APPROACH

Evaluation Question 2: To what extent has CDKN succeeded, or not, in achieving its objectives and outcomes? Is the CDKN Phase II approach (2018-2021) contributing to achieving the program's objectives and outcomes?

Main findings: The evaluation found that CDKN2 has achieved and in many cases surpassed the targets that were established for the program at the output level. There is clear evidence that short-term outcomes are being met and the program is on track to deliver on its long-term outcome in terms of implementation of gender-responsive and socially-equitable climate change actions. The shift from CDKN1 to CDKN2 to a southern-based leadership and partnership approach has been well received, has been proven to contribute to the achievement of results and can overall be considered as an improvement relative to the first phase of CDKN. One of the main co-benefits of the approach identified through the evaluation was the strengthening of the network and the capacities of the members of the consortium and of SSN in particular.

2.1. EXTENT TO WHICH CDKN ACHIEVED ITS EXPECTED RESULTS

2.1.1. ACHIEVEMENT ACCORDING TO TARGETS

CDKN2 has achieved and in many cases surpassed the targets that were established for the program at the output level. There is clear evidence that short-term outcomes are being met. From the perspective of achieving expected results at the medium to long-term outcome level, the program appears to be well on track to deliver on its commitments. The following table summarizes CDKN achievement based on the key performance indicators (KPI) identified in the monitoring evaluation and learning program framework.

Table 1. CDKN achievements against program key performance indicators

Level	ToC Area to track	KPI	Target	Achievement June 2018 – May 2021
Outputs	1.1 A suite of knowledge products and decision support tools communicate collective knowledge and learning, including gender-responsive and socially-equitable perspectives, from CDKN and other	1.1.1 Number of knowledge products and tools produced or adapted (disaggregated by GSE content, product type, and KBP-origin)	40 x publications 3 x films 3 x decision support tools 10 x short videos 10 x multimedia products	81 publications 3 films 4 decision support tools 10 short videos 11 multimedia products 230 feature articles 53 blog posts 5 Wikipedia pages 2 podcasts

	programs are tailored and packaged in innovative formats and languages, and are relevant and useful to the needs of key actors	1.1.2 Percentage of survey responses rating a sample of knowledge products and tools as useful or better - by a diverse range of key actors (disaggregated by product type)	80%	88%
	1.2 CDKN-managed and brokered knowledge and tools, including those which explicitly support the design, implementation and use of gender-responsive and socially-equitable approaches, are available through digital channels	1.2.1 Percentage of knowledge products and tools promoted through CDKN digital channels (disaggregated by GSE content, product type and channel)	75%	100%
	1.3 Active outreach and engagement activities , designed in a gender-responsive and socially-equitable way, to target key actors to promote uptake of CDKN-brokered and managed knowledge and tools	1.3.1 Number of engagement activities targeting key actors (disaggregated by GSE content)	12 webinars 9 country-level interventions 1 large CDKN event 6 small global and regional outreach events	25 webinars 72 country-level interventions 48 global and regional outreach events (incl. external conference sessions)
		1.3.2 Number of individuals attending engagement activities (disaggregated by gender, country and key actor type)	No target	7,331 individuals (45% women)
		1.3.3 Percentage of participants rating engagement activities as useful	75%	98.8%
	1.4 Peer learning and support to key actors provides a forum for sharing successes and challenges on implementation and promotes collaboration on gender-responsive and socially-equitable climate action	1.4.1 Number of peer-learning activities organized by CDKN (disaggregated by activity type, country and gender)	6 x national events 4 x country visits and/or bilateral exchanges	21 regional or cross regional events
		1.4.2 Number and percentage of participants rating learning activities as useful (disaggregated by gender and country)	75%	82%
Short-term outcomes	2.1 Key actors, including those responsible for gender-responsive and socially-equitable practices, access and are aware of useful information, learning and tools from the CDKN, including through CDKN	2.1.1 Percentage of survey respondents reporting occasional or regular access to CDKN's knowledge products (disaggregated by gender, country and stakeholder type)	50%	76%

	and via other regional and global platforms, online news and social media.	2.1.2 Number and description of mentions of CDKN knowledge products in selected regional and global platforms, other online sources and social media (disaggregated by type of mention and GSE content)	no target	195 mentions 25% with GSE content
	2.2 Key actors collaborate and learn from their peers supporting each other in their challenges, in order to advance the implementation of gender-responsive and socially-equitable climate action.	2.2.1 Percentage of participants of peer-learning activities reporting intentions to interact or actual interactions with peers after the activity, for the purpose of learning (disaggregated by gender, country and stakeholder type)	60%	94% (Based on 2 post-event surveys only)
Medium term outcomes	2.3 Key actors start to request, share, adapt and apply CDKN-brokered and managed knowledge to inform / influence / finance gender-responsive and socially-equitable climate action.	2.3.1 Number and description of requests from key actors for knowledge products, collaboration and/or events from CDKN to support their work (disaggregated by type of actor, GSE content, country, type of request)	45 (10 per region and 15 global)	136 requests (56 from key actors) 51 for services 52 for products 33 for partnerships 25% related to GSE content
		2.3.2 Number and description of cases where key actors share, adapt or apply CDKN-managed and brokered knowledge and tools to inform / influence / improve / invest in gender-responsive and socially-equitable climate action (disaggregated by GSE content)	9 (1 per country)	Outcome case identification ongoing and target is already achieved
	2.4 Key actors demonstrate enhanced capability to implement or influence gender-responsive and socially-equitable climate actions	2.4.1 Number and description of cases of key actors demonstrating enhanced capability to implement or influence gender-responsive and socially-equitable climate actions, with a plausible contribution from CDKN	9 (3 per region)	Outcome cases identification ongoing - Highly likely to be achieved

Long-term outcome	3.1 Actors in policy, planning, programming and delivery of climate action at sub-national, national and international levels interdependently implement gender-responsive and socially-equitable climate actions	3.1.1 Number and description of cases illustrating progress on implementation of gender-responsive and socially-equitable climate change actions with a plausible contribution from CDKN	3 (1 per region)	Outcome cases identification ongoing - Likely to be achieved
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2.1.2. LEVEL OF ACHIEVEMENT OF CDKN'S OUTPUTS

The evaluation found that CDKN2 has largely surpassed the output level targets that were established for the program. The targets in terms of number of knowledge products and decision support tools produces and the number of outreach and engagement activities conducted were exceeded more than five-fold. Several of these products and events have been tailored for decision makers and other key actors intervening in specific context, thematic area, and level of governance based on demand making them relevant to their needs by nature, others are relevant to a wider audience. Appreciation of the relevance to needs of knowledge products as well as usefulness of the events convened or co-convened by CDKN has by and large been confirmed through this evaluation.

2.1.2.1 Development of relevant and useful knowledge products and decision support tools

Under CDKN2, between June 2018 - May 2021, a total of 399 knowledge products and decision support tools were produced or adapted¹ largely exceeding the original target of 66 knowledge products and decision support tools. These include an important variety of products in terms of types, geographical relevance, gender and social equity content, themes covered and key audiences targeted.

The majority of the knowledge products reported being CDKN feature articles (283) published on the CDKN website. Feature articles have been delivered on a regular basis by the CDKN team (two to three per week). They have been used to disseminate research and opinions within the Knowledge Accelerator. They also serve to recognize informal collaborations and to involve innovative research projects that do not fall within those that are funded by IDRC or DGIS. Although they were not initially expected to be included in the reporting on KPI 1.1.1, it was early on recognized that they were a genuine contribution. It was collectively decided by the CDKN program coordination and leadership team, together with IDRC, to include them.

A large amount of knowledge products are considered as publications (81). These publications include CDKN working papers, synthesis reports, policy briefs, case studies, inside stories,

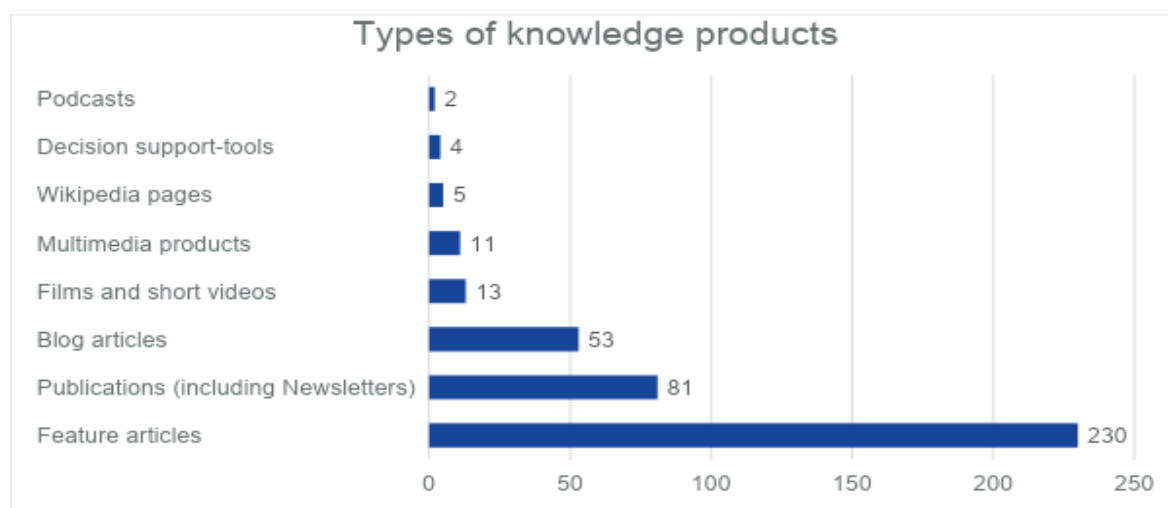
¹ Analysis based on Annex 2 of CDKN Annual Report - 1 June 2020 – 31 May 2021: *Outputs Table June 2018 - May 2021*.

opinions, Essentials2 (25), toolkits, training manuals and guidebooks (21), Newsletters (12), CDKN guides to IPCC reports (10) and others (13). These knowledge products are the ones that vary the most in terms of scope and depth, purpose and key audiences targeted. The majority of these products have been tailored for intervening in specific context, thematic area and level of governance.

A total of 13 films, short videos were also produced. Five new Wikipedia pages were created during the Wiki4Climate, a week of Wikipedia editing on climate change topics, organized by Future Climate for Africa (FCFA) and CDKN and with support from experienced Wikipedia editors³.

Four decision-making tools were developed. They include the *City Heat Resilience Toolkit for Surat City*, a *Facilitation Guidebook for evidence informed dialogue on water issues* and a tool linked to the weather forecast and related agricultural advice disseminated through the “Climate information for the grain sector” website. The other decision-making tool is a gender training package that was originally developed to help climate and development professionals in Ethiopia to integrate gender perspectives into climate projects and programs. This training package includes a particularly innovative component in the form of two gender games. A “*Climate and Society Game*” which comes in four versions, adapted for the Latin American Andean and non-Andean, Ethiopian and South Asian contexts. A second “*Weather Game*” is also included in the tool. This has two versions; a general one and one adapted for the Ethiopian context.

CDKN has also experimented with other innovative knowledge product formats including multimedia products among which infographics and animation slide packages (11), Wikipedia new pages (5) and podcasts (2).



2 CDKN Essentials are a type of CDKN publication summarising findings and lessons gained on specific topics through program implementation.

³ Source: https://en.wikipedia.org/wiki/Wikipedia:Meetup/Online_edit-a-thon_on_climate_change_-_November_2020#New_Wikipedia_articles_created

Figure 1. Types of knowledge products developed by or with the support of CDKN between June 2018 - May 2021 (Data source: Annex 2 of CDKN Technical Report - 1 June 2020 – 31 May 2021)

Although, outputs have not been tagged according to whether they had a KBP-origin as planned, a rapid classification of the publication and decision support tools by the evaluation team shows that about 20% of the outputs originated from the implementation of one of the KBPs. Outputs have not been tagged according to the CDKN2 relevant thematic areas either. A rapid classification of the publication and decision support tools by the evaluation team shows that several outputs relevant to the climate finance, gender & social inclusion, cities can be identified while only a few are relevant to the WEF nexus.

About half of the knowledge products developed by or with the support of CDKN included some form of gender and/or social equity relevant content. The importance and depth of the gender and social equity content varies significantly from one product to the other. Several products have an explicit emphasis on gender or social equity issues such as the “Gender training pack for Ethiopian practitioners”, the policy brief “Reducing gender inequality in urban water management in Nepal” as well as several CDKN case studies, blog and feature articles focusing on climate and gender and/or social equity questions. Several other knowledge products while not explicitly about climate change and gender and social equity issues do include relevant contents. For example, the CSA Training Manual developed for Nepali government extension workers across municipal, provincial and federal levels who are responsible for designing and implementing climate change and livelihood-related programs and projects, has a full module dedicated to the implementation of gender equality and social inclusion issues in planning, implementation and monitoring of CSA.

Although there was no specific target in terms of inclusion of gender and social equity perspectives in CDKN knowledge products, the evaluation team considers that the level of inclusion of gender and/or social equity relevant content is substantial considering that not all climate relevant knowledge brokered by CDKN can or should be considered through a gender or social equity perspective.

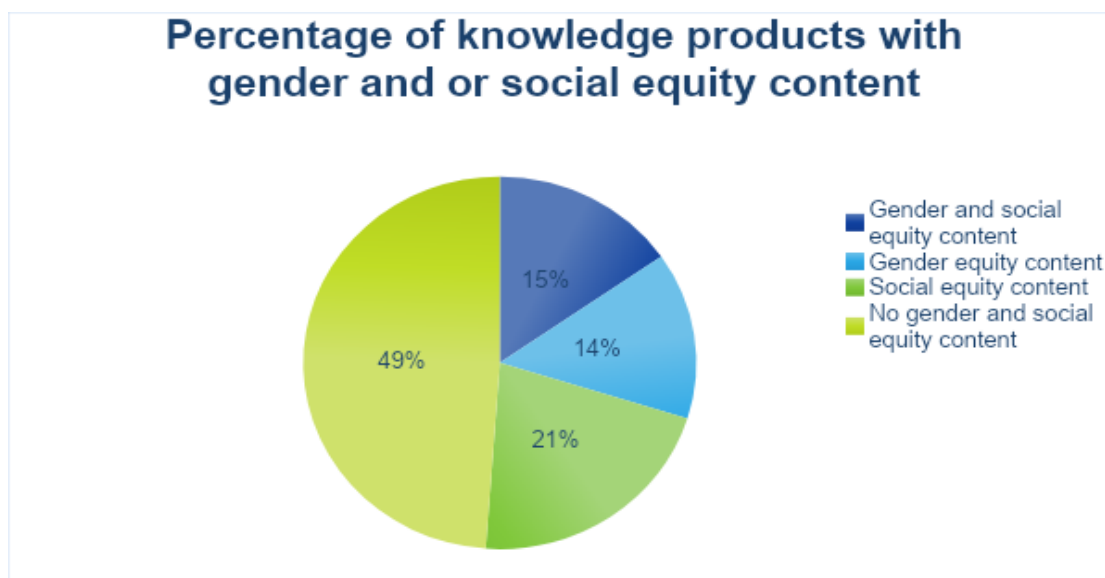


Figure 2. Percentage of knowledge products with gender and or social equity content between June 2018 - May 2021 (Data source: Annex 2 of CDKN Technical Report - 1 June 2020 – 31 May 2021)

One of the approaches adopted by CDKN to assess knowledge products relevance and usefulness to the needs of its users was to invite a large number of people identified as **key actors** to take a survey in which they were invited to rate a sample of knowledge products and tools. Results from these CDKN managed last two users' surveys show that, on average, 88% of survey respondents qualified the selected knowledge products and tools as *useful or better*⁴.

CDKN has defined **key actors** as “people of all genders in developing countries involved in implementing or influencing climate actions at sub-national, country, regional and global levels defined specifically in country, regional and global engagement plan”.

In the context of a demand-led program in which engagement plans have to be constantly reconsidered and adapted based on learning, evolving context and opportunities, targeted audiences are a moving target.

The majority of the respondents to the surveys identified themselves as researchers, representatives from a Non-Governmental Organization or consultants, The least represented categories were national government officials, representatives from multilateral organizations and journalists hinting that the user surveys did not necessarily represent the views of the decision makers targeted by CDKN. These surveys provide a very partial view of the overall knowledge products relevance and usefulness to the needs of key actors as they only covered feature articles (in general as a type of knowledge product) and 13 CDKN specific knowledge products of which 12 are IPCC-related. It is interesting to note that on average feature articles were rated as useful as specific knowledge products. When asked which knowledge products they would like to see more of, the majority of the respondents said case studies, followed by policy briefs. .

⁴ Based on analysis of surveys results presented in the Quarterly MEL report June 2020-August 2020, the Quarterly MEL report September 2020-Nov 2020 and the complete June 2020 user survey results analysis . As per the KPI, this figure does not include those who rated the products as partially useful but only those who found the outputs useful or very useful.

In terms of geographical coverage, slightly more than a third of the knowledge products developed by or with the support of CDKN targeted issues relevant to specific Latin American countries or to the region as a whole, a quarter targeted issues relevant to specific African countries or Africa in general while about 20% addressed issues relevant to specific South Asian countries or to South Asia as a whole. The remaining 20 % of the knowledge products were tagged as being relevant to the Global South in general.

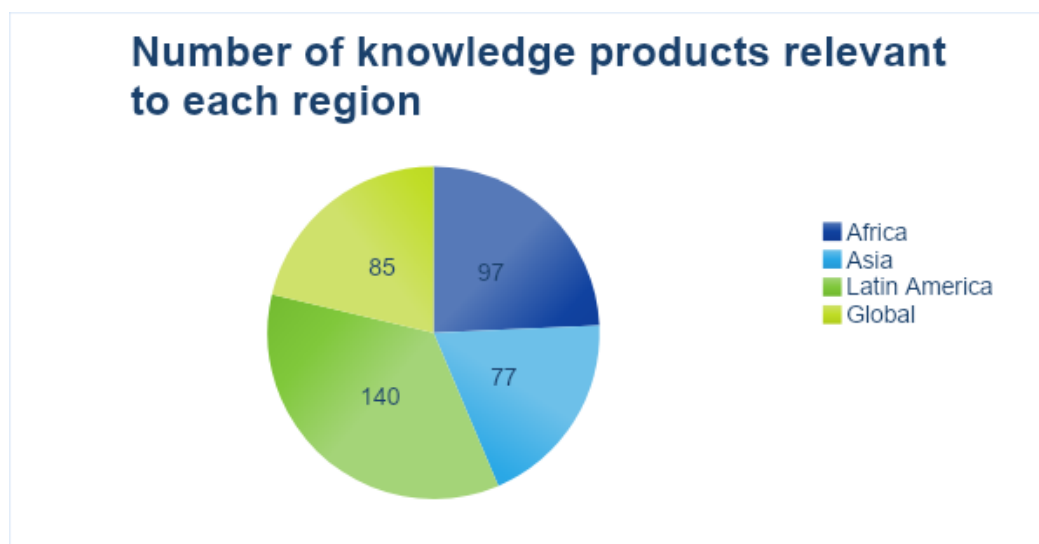


Figure 3. Number of knowledge products relevant to each region (Data source: Annex 2 of CDKN Technical Report - 1 June 2020 – 31 May 2021)

The large majority of the knowledge products have been published in English, while about 25% have been written or translated into Spanish and only 4 were translated in French. The *NDC Highlights Newsletter* series aimed at strengthening the knowledge management and information exchange on NDC implementation processes in Ethiopia have also been translated in Amharic. Although they have not been all recorded officially in the “CDKN output tables”, several other knowledge products have been translated into local languages such as in Nepali, Bengali and Ewe with the aim of making them more relevant and useful to the targeted audiences.

Further insights regarding the relevance and usefulness of knowledge products developed or supported by CDKN to the needs of key actors are presented later in this report, in particular in the section reporting on the achievement of short- and medium-term outcomes (sections 2.1.3 and 2.1.4) and in the section reporting on the level of relevance to needs of the knowledge produced and brokered by CDKN in each of the 4 key themes for the national, regional and global levels (section 3.3.1).

2.1.2.2 Availability of CDKN-managed and brokered knowledge and tools through digital channels

All of CDKN knowledge products produced or adapted between June 2018 - May 2021 have been disseminated through digital channels. The vast majority have been published on the CDKN website. Twitter, Facebook and LinkedIn and newsletters have also been widely used channels to promote CDKN knowledge products. Two newsletters (the NDC Highlights

newsletter in Ethiopia and the Non-Motorized transport newsletter in Kenya) have also been shared via email to relevant stakeholders. YouTube has been used to disseminate films, short videos and multimedia products.

Access to the CDKN knowledge products produced through those digital channels are discussed in the section reporting on the achievement of short- and medium-term outcomes (section 2.1.3.1) below.

2.1.2.3 Outreach and engagement activities promoting the uptake of CDKN-brokered and managed knowledge and tools

Under the CDKN2 between June 2018 - May 2021, a total of 144 outreach and engagement activities were convened or co-convened by CDKN across the program. . About 50% of those events were “country interventions”. A third were “global and regional outreach events” which included a number of side events convened in the context of large international events such as during UNFCCC COP 24 and COP 25, the 14th International Conference on Community-based Adaptation to Climate Change (CBA14), the Climate:Red summit, Race to Resilience etc. CDKN has also organized a number of webinars focused on different aspects of knowledge brokering building on the learning and experiences of the program in particular the work of CDKN’s KBP partners and in-country teams.⁵

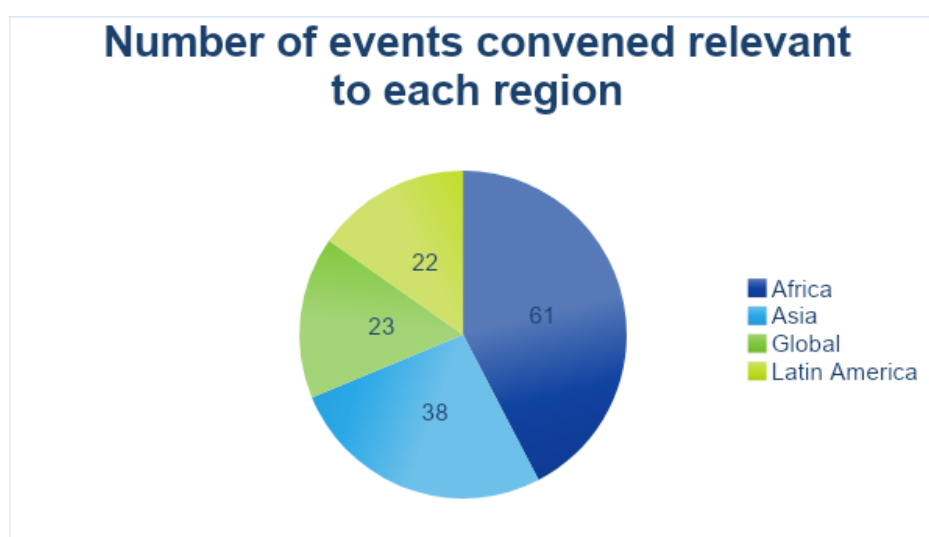


Figure 4. Number of events convened relevant to each region (Data source: Annex 3 of CDKN Technical Report - 1 June 2020 – 31 May 2021)

⁵ In the event log, the events were not correctly categorized as per the KPI categories due to the way in which the CDKN team have been inputting the events. The analysis in this paragraph is thus based on the analysis found in CDKN technical report 1 June 2020 – 31 May 2021.

Under the CDKN2 between June 2018 - May 2021, a total of 7,331 individuals participated in engagement activities convened or co-convened by CDKN⁶. (including 3,328 women or 45%)

About half of the outreach and engagement events convened by or with the support of CDKN included some form of gender and/or social equity relevant content⁷. The importance and depth of the gender and social equity content varies significantly from one event to the other ranging from events focusing strictly on gender and climate change, to the inclusion of some the data disaggregated by gender.

Between June 2018 - May 2021, 42 post-event surveys have been administered which specifically ask participants how they rate the usefulness of the engagement for their work. 98.8% of the respondents to these post-event surveys rated the engagement activities as useful.⁸

2.1.2.4 Peer learning opportunities and support to key actors

Under the CDKN2 between June 2018 - May 2021, a total of 21 peer-learning activities had been organized across the program. Although this KPI target has been exceeded as well (a total of 10 peer-learning activities was originally expected), it has been the most negatively impacted by COVID-19. This is due to the interpersonal nature of the approach that calls for face-to-face engagement and consequently many of the planned activities have been postponed or took place online (80% of the activities). A third of the activities was relevant to Asia, another third to Latin America, less than 15% to Africa and the remaining was relevant to the Global South. All activities involved stakeholders from more than one country. Among CDKN priority countries, the 3 Asian countries have been the most involved in the peer-learning activities (participating to 9 or 10 activities) while the African and Latin American priority countries participate in fewer activities on average (3 to 5 activities). A minority of peer-learning activities (about 20%) included participants from more than one region (Asia and Africa).

Latin American countries have not been involved in global level peer-learning activities (which were all learning exchanges among KPB implementation teams of which none were based in LAC9); however, the Latin American team has set up a large cross-regional peer learning and sharing program in the form of the Clik Hub which brings together various actors across the region to collaborate and share their learning on climate change action.

Although the numbers above report on activities specially designed to facilitate peer learning, interviews conducted in the context of this evaluation pointed that in several cases, outreach and engagement activities have also provided a forum for sharing successes and challenges on implementation and promotes collaboration among peers. Several examples of this can be mentioned. For instance, although the event “*National Community of Practice for Gender Equality and Social Inclusion in Climate Change, Workshop*” that took place in Ethiopia has

⁶ Quarterly MEL report : 1 March 2021-31 May 2021

⁷ CDKN event log

⁸ Quarterly MEL report : 1 March 2021-31 May 2021

⁹ See section 3.2 regarding KBP activities under CDKN2.

been recorded as an outreach and engagement activities, this Community of Practice especially intends to provide an opportunity for sharing of knowledge and experiences among key actors and stakeholders within the government, in particular between government ministries, as well as NGOs, development partners and the private sector.

While only two peer-learning events explicitly focused on promoting collaboration on gender-responsive and socially-equitable climate action “*Advancing gender equality in climate knowledge brokering - CDKN fourth Learning Exchange*” and “*Peer learning exchange about the incorporation of gender into climate policies of Peru, Chile and Ecuador*”, several other events did include a gender-responsive and socially-equitable perspective.

Between June 2018 - May 2021, 6 of the peer-learning events included a post-event survey question about the usefulness of the event. On average, 82% of these survey respondents qualified the peer-learning events as *useful or better*.

2.1.3. LEVEL OF ACHIEVEMENT OF CDKN'S SHORT- AND MEDIUM-TERM OUTCOMES

From the perspective of achieving expected results at the short-term outcome level, the evaluation found that the program has delivered on its commitments ensuring that key actors access and are aware of CDKN knowledge and that key actors collaborate and learn from their peers supporting each other to implement climate action.

During the last year of implementation, there has been increasing evidence that key actors request, share, adapt, or apply CDKN-managed and brokered knowledge. In a number of contexts, capabilities to implement climate action have been strengthened.

2.1.3.1 Key actors access and awareness of CDKN knowledge products

Through 15 post-event surveys and 2 user surveys, it was found that 76% of CDKN event participants and knowledge users are having occasional or regular access to CDKN's knowledge products. There is also evidence from documentation reviewed and interviews conducted in the context of this evaluation, that this outcome is being met through online channels and social media but also and perhaps more importantly through the involvement of key actors at various stages of knowledge product development.

Despite the fact that the CDKN website has become in need of an update during CDKN2¹⁰, it remained an important platform to access CDKN brokered knowledge. Between June 2018 and May 2021, it received over 486 000 views of English and Spanish pages, with about 7 000 users per month. It is interesting to note that five of the top ten countries accessing the website over the past year are CDKN focal countries (all three of the Latin American countries as well as India and Bangladesh) with Kenya being 11th, Nepal 18th, and Ethiopia 26th. Ghana

¹⁰ The CDKN website was developed at the inception of CDKN 1 in 2010. At the time of CDKN2 closure, it has been underperforming (it has been slow and difficult to navigate) and work has been initiated to launch a new version.

(number 41) and Namibia (number 77) are lower down the list possibly due to the digital divide and the important differences in terms of total population.

Between June 2020 and May 2021, there were over 8 000 downloads of English and Spanish products (compared to 3 000 during the previous year). These downloads were spread across nearly 800 current (CDKN 2) and historical products (CDKN 1) on the CDKN website.

Top 10 Resource Downloads (June 2020-May 2021)

1. Cambio climático, procesos de análisis y toma de decisión (Case study: Climate change, analysis and decision-making process - from 2017) = 286
2. Communicating Climate Change Guide = 226
3. GCF Funding Proposal Toolkit = 215
4. Comunicando el cambio climático: Una guía para profesionales (Communicating Climate Change: A Guide for Professionals) = 205
5. Understanding Climate Diplomacy = 191
6. IPCC Special Report on Climate Change and Land: What's in it for Latin America (Spanish) = 161
7. Género y cambio climático en América Latina (Case study: Gender and climate change in Latin America - from 2017) = 143
8. Working Paper: Accelerating Adaptation in Africa = 143
9. Capacitación en Financiamiento Climático- Guía Modulo 1: Ciencia del cambio climático y Gobernanza Internacional (Climate Finance Training - Guide Module 1: Science of Climate Change and International Governance) = 116

CDKN's Facebook and LinkedIn followers are now at 8 800 and 9 900 respectively and engagements are increasing on both platforms. Twitter is the platform where the most reach and engagement is occurring with about 14 000 followers and an average of 30 000 impressions per months with rising engagement rates.

Translation of the knowledge products in French, Spanish and several local languages can be considered as a useful approach to improve the accessibility of the knowledge brokered by CDKN. French translations of IPCC's special reports on land and oceans have been in high demand from representatives of Francophone Africa countries at COP and other conferences, these translations increase the accessibility of the information. Four of the Top 10 resource downloads between June 2020-May 2021 were in Spanish. The Spanish version of the Communications Guide has been very popular, with almost the same number of views as the English version. The LAC team attributes this success partly to the very dynamic communication campaigns it pursues when key resources are developed and launched. -The FFLA team hired a dedicated communications person to do social media, they spend more time on this than the other regional and global teams. Other factors contributing to this success might be related to the generally higher usage of the internet in the region especially compared to Africa and the nature of the key actors in Latin America (in Latin America there were more national level key actors versus local level actors in South Asia, some of which are in remote areas where connectivity is poor). It is also worth mentioning that the Latin American team has partnered with 19 Latin American climate knowledge networks linking a group of institutions that have complementary experience on specific climate topics through its Klik Hub initiative which might play a role in amplifying the reach of the knowledge produced by CDKN.

A number of CDKN “super-events” have contributed to making a large number of actors aware of CDKN brokered knowledge. For example, in Latin America, at the first session of the CDKN Spanish version online communication course in 2020, around 700 participants attended. Another key virtual event in the region which made key actors aware of the latest climate science was the IPCC virtual event which reached 400 people.

Extended CDKN involvement in key influential global events have also been identified as an important factor boosting reach and engagement on social platforms and access and awareness to CDKN brokered knowledge although of course, the number of downloads does not per se indicate if and how the knowledge is being used.

Another important indication of key actors access and awareness of CDKN knowledge products, is that through country engagement strategies and KBP awareness and access to useful CDKN brokered knowledge has been ensured through the involvement of key actors at various stages of knowledge product development. The demand-driven, collaborative approach has been key to make key actors highly aware of the CDKN knowledge relevant to their work and to gain ownership of it.

Between June 2018 - May 2021, 195 mentions have been detected, of which about 25% is considered to have included GSE content. As for the type of mentions, the majority of these were made on social media (53%) or links on regional or global platforms (33%), while the remaining mentions were made on traditional media (10%), e , academic publication (2%) or in blogs (1%).

CDKN products have been promoted on important global climate change websites including UNFCCC, UNDRR, IPCC, IISD, Climate Adaptation Summit and PreventionWeb.

The survey conducted in the context of this evaluation demonstrates that key actors have had access or became aware of knowledge brokered by CDKN through a variety of means has shown in Figure 5 below.

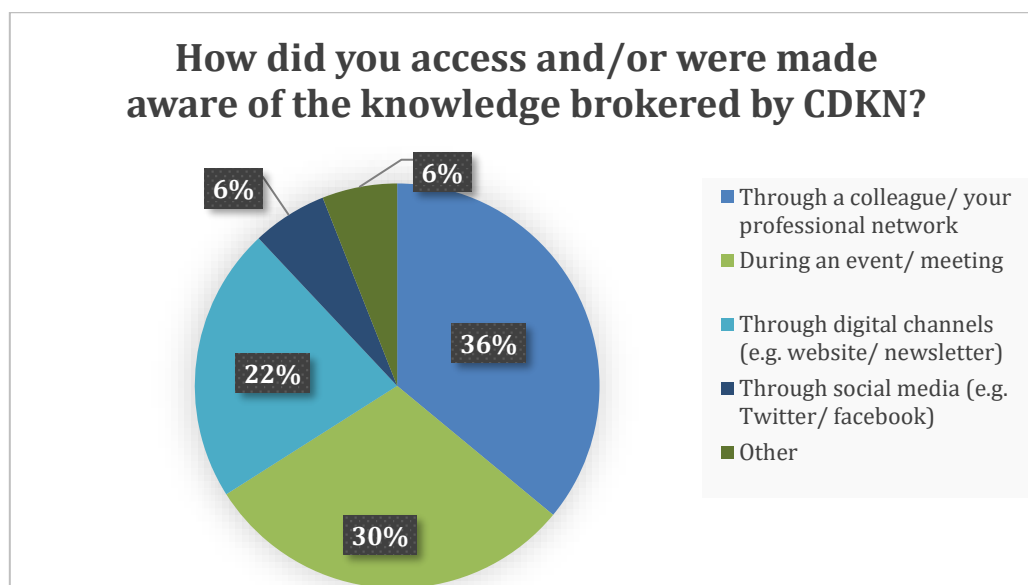


Figure 5. How knowledge users accessed and/or were made aware of the knowledge brokered by CDKN (Source: CDKN Final Evaluation External Stakeholders Survey)

2.1.3.2 Collaboration and learning between key actors

According to the CDKN quarterly reports, only 2 post-event surveys included a question related to the intentions to interact or actual interactions of the participants with peers after the activity. From those 2 events, 94% of the respondents have indicated their intention to interact or have referred to actual interactions with peers.

Opportunities provided by CDKN for key actors to collaborate and learn from their peers have been well documented. Detailed accounts of peer learning events (including the series of *Peer to Peer Learning Dialogues for Local Authorities in South Asia*, *Clik Hub regional events* and the global *KBP Learning exchange sessions*) in the CDKN regional and global reports demonstrate that they have been conceived based on needs and interest of the participants and that the participants have generally found them to be useful, a number of them participating to several events involving the same participants. However, the extent to which these opportunities resulted in improved capacity to face challenges related to the implementation of climate action has for the most part, not been well documented. One notable exception concerns the peer learning exchange about the incorporation of gender into climate policies of Peru, Chile and Ecuador that has resulted in “*the gender experts who were involved being frequently in touch, sharing information and looking for opportunities to organize joint conversations and continue discussions on the topic of gender and climate change*”¹¹. These further interactions have not been initiated by the CDKN Latin American team showing independent collaboration, support and learning between these key actors afterwards.

As alluded to in a previous section, outreach and engagement activities should also be considered for their high potential to contribute to the achievement of this short-term outcomes. An interesting illustration of this comes from the online co-creation workshop “*Piloting Electric Buses in the City’s Bus Rapid Transit System*” hosted by the C40 City Solutions Platform along with the Addis Ababa Transport Bureau. The event was co-convened with support from CDKN and was attended by a diverse range of international and local participants, including federal and city-level officials, NGOs, private companies, academic representatives, consultants and entrepreneurs. Participants based in other African cities, such as Dar es Salaam, Kigali, Nairobi, and a number of South African cities, shared some of the challenges and successes from their own experience. The second day focused on co-creating solutions in small groups and pitching their ideas to a panel of senior city government officials. The Addis Ababa Transport Bureau, committed to analyze and evaluate the solutions pitched in the workshop to outline a pathway for implementation that is in line with national and municipal ambitions to decarbonize their transport sector and introduce electric mobility.¹²

Following up a number of engagement activities, Taru, the lead organization for the KBP “*Urban health and climate resilience*” based on requests from several experts and participants created an informal WhatsApp group called ‘Heat Resilience Network’ to foster collaborations, cross-learning and knowledge sharing. By May 2021, the group had 40 members including

¹¹ SSN. CDKN Third Technical Report June 2019-May 2020

¹² CDKN Feature Article: *Potential for electric buses to provide Addis Ababa with multiple benefits* available at: https://cdkn.org/2021/02/electric-buses-addis-ababa/?loclang=en_gb

health care professionals, academicians, urban practitioners, development professionals and key experts in the field.¹³

It could also be relevant to note here that after the *Wiki4Climate* event, a number of participants joined the User Group, Wikimedians for Sustainable Development, and have been actively engaging with editors in that sub-community on Telegram and Facebook thereby continuing the collaboration and learning. There is also evidence that a few participants are consistently participating in both CDKN and non-CDKN facilitated climate- and environment-related Wikipedia edit-a-thons over time.¹⁴

Although there is indication that CDKN engagement and peer-learning activities have led to collaboration and learning, and that the targets in terms of the of peer learning activities organized and participant appreciation initially set have been surpassed there seems to remain an important potential to tap at this level. A number of external stakeholders interviewed, including national and local government representatives consulted in the context of this evaluation have highlighted that those opportunities for collaboration and learning from peers have not been optimal or in some cases non-existent, and have expressed their interest for it. Recognizing that the pandemic context adversely impacted the implementation of peer learning activities, the evaluation team found that this type of support is bearing fruits and that there is a clear appetite for these opportunities among the key actors. Evidence of key actors requesting, sharing, adapting and applying CDKN-brokered and managed knowledge

Between June 2018 - May 2021, a total of 136 requests for knowledge products (52), services (51) or partnerships (33) by various actors were recorded by the CDKN implementation team. Among these, 56 have been made by key actors and about 25% of the requests were related to gender and social equity contents. It should be noted that a number of these requests are for hard or soft copies of CDKN publications or subscribing to the CDKN newsletter which is more revealing about actors gaining access to CDKN's knowledge products (short-term outcome) than about key actors requesting support from CDKN. However, several of the requests were about permission to use, share or adapt CDKN knowledge products, about the participation of CDKN representatives in specific events or to organize events or training on specific topics as confirmed by the members of the implementation team interviewed in the context of this evaluation.

Although there is ample evidence that CDKN brokered knowledge is being shared and accessed through digital channels and social media and that it is relevant to an increasing number of stakeholders, it is a more demanding task to identify what knowledge has been used and how and with what results across the program. In order to deal with this challenge, CDKN has adopted the strategy of gathering relevant outcome cases as evidence of progress. At the time of conducting this evaluation, the process of gathering of outcome cases was undergoing. The evaluation team found that through this process a number of well documented outcome cases on sharing, adapting and applying CDKN-brokered knowledge could be identified in each region.

¹³ ICLEI. Asia Technical Report June 2020-May 2021

14 SSN. Africa CDKN technical report 1 June 2020 – 31 May 2021

- In India, the New Delhi Institute of Management (NDIM) contributed to a toolkit on peri-urban ecosystems and urban resilience that is being developed by CDKN KBP partner Gorakhpur Environmental Action Group (GEAG). In its annual report, ICLEI reported that the KBP work is being promoted in professional courses nationally by the School of Planning and Architecture, Bhopal, Centre for Ecological Economics and Natural Resources (CEENR)- Institute for Social and Economic Change and also internationally by the Wageningen University. The institutions have approached GEAG requesting them to contribute in their training modules from the perspective of urban resilience.¹⁵
- In Namibia, a Vulnerability and Risk Assessment (VRA) tool developed by Oxfam has been used by government to implement gender responsive climate action by financing community projects/women's groups. The KBP has held several training and capability building events focused on equipping national and regional governments to use the VRA tool as an approach to selecting community projects to receive grants. The tool ensures that the government differentiate across vulnerable groups when evaluating the vulnerability of different groups, as opposed selecting only women's groups or only making decisions based on income. Government has been able to use the engagement at the VRA training to identify one women's group to which it will provide financial support.¹⁶
- The Ethiopia's Environment, Forest and Climate Change Commission has put in place a team that is working on the production, translation and dissemination of an NDC highlights newsletter. As the series progressed from issue one to five, the CDKN team has been progressively less involved in the article production as the Environment, Forest and Climate Change Commission team started working proactively with partners to write articles. The content of the newsletter has been increasingly driven by government actors.¹⁷
- The application of CDKN-brokered knowledge was built in the course on communicating climate change effectively organized by the CDKN Latin American Climate Knowledge Network Click hub. The course was made up 7 virtual modules taught live in May and June 2020. At the end of the course, five communication campaign proposals elaborated by participants who completed the course were selected to receive a seed fund so that they could be implemented in the institutions in which the participants of the course belong. This provided a very concrete opportunity to the participant to apply the knowledge gained during the course as well as for CDKN to be able to appreciate how the knowledge shared can be applied by people enrolled in the course and the range of types of climate action that can be supported through putting knowledge into use.¹⁸

Stakeholders interviewed in the context of this evaluation mentioned that they became aware of several cases where key actors have shared/disseminated the CDKN knowledge products

15 ICLEI. Asia Technical Report June 2020-May 2021

¹⁶ SSN. Africa CDKN technical report 1 June 2020 – 31 May 2021

¹⁷ Ibid

¹⁸ FFLA. LAC CDKN technical report 1 June 2020 – 31 May 2021

or adopted and sometimes adapted different training materials. Although some interviewees could also highlight specific instances where targeted actors at the government and at the community levels adopted new practices (in the areas of CSA and alternative livelihoods for example), several mentioned that they expected to observe such changes in the near future.

In the survey conducted in the context of this evaluation, respondents were asked to provide examples of actions taken by themselves or their organization based on the CDKN knowledge. The answers provided demonstrate the range of action triggered by knowledge produced and brokered by CDKN coherent with what had been reported through CDKN reporting work. The vast majority of the respondents reported having been capacitated to take action in the area of knowledge transfer, communication or brokering. They have reported actions related to the delivery of training, designing of guidelines, translation and dissemination of information, development of communication material, awareness raising, strengthening the communication skill of other stakeholders and providing advisory services (at the technical and at the policy level). Other types of actions reported by the respondents included the use of CDKN guidelines to develop project proposals or to support the implementation of projects or programs. Finally, a minority of respondent reported having adopted new farming practices. Of course, these actions reported by the survey respondents reflect the type of stakeholders that it was possible to reach through the survey which might not be fully representative of all the stakeholder groups reached through CDKN knowledge brokering work.

2.1.3.3 Capability to implement or influence gender-responsive and socially-equitable climate actions

CDKN has also adopted the strategy of gathering relevant outcome cases as evidence of progress in terms of key actors' capability to implement or influence gender-responsive and socially-equitable climate action. A number of outcome cases are in the process of being developed. The evaluation has identified several convincing such outcome cases reported in technical reports such as the one presented below¹⁹.

- Following a request from Ethiopia's national climate fund, the Climate Resilient Green Economy (CRGE) facility, CDKN produced a scoping report and convened different actors in a workshop to discuss the progress, gaps and required actions to address gender and climate change issues in Ethiopia. One outcome of the workshop indicated the need to engage and train district-level experts to ensure sustainability of actions. The CRGE facility has shown an increased commitment and staff time for gender and climate change-related activities in the past six months. The facility's gender and safeguard expert has dedicated time to be fully engaged in the development of a training pack which was key in addressing the facility's need to deliver a quality and standardized training to all relevant sectors and at all levels (from federal to district level experts and communities). The training built the capacity of participants, while also demonstrating the enhanced capability of the CRGE facility, who delivered the

¹⁹ It should be noted that this evaluation did not include the elaboration of in-depth cases studies and that the outcome cases reported through CDKN reporting exercise have not been independently verified.

training material themselves and there have been requests for translation of the material in Amharic to take the training at the sub-national level.²⁰

- The Latin America team provided technical support to the Mayor of Carepa in Colombia during the development, implementation, and evaluation of the Comprehensive Plan for the Management of Climate Change (PICC). The team helped to support the Mayor of Carepa in the creation of a Commission that would be guiding the implementation of the plan. CDKN supported the provision of advisory services and knowledge management in support of the political processes behind the Commission and the Plan and supported the definition of the functions of the Commission, and the action plan to implement the PICC. In October 2020, the Plan was adopted by the Municipality through the Decree 157.²¹
- In 2018, the Framework Law on Climate Change was published in Peru. In order to implement all the regulations and to promote the participation of prioritized actors (women, youth and Afro-Peruvians organizations), the Ministry of Environment decided to lead the elaboration of roadmaps for their effective participation in the National Commission on Climate Change. CDKN supported the elaboration of these roadmaps which allowed to strengthen the capacities of each group and to facilitate their informed and organized participation in the National Commission on Climate Change. Through CDKN support, women's groups are now formally organized into the "National Committee on Women and Climate Change", have defined their needs, agenda, and elected their representatives to participate in the National Commission on Climate Change. Afro-Peruvian organizations have built their climate change agenda and defined their election process to choose their representatives to participate in the National Commission on Climate Change.

The evaluation team also found that a number of outcome cases identified through the reporting process are less convincing at the moment. For example, one such case about the enhanced capacity of women's groups on land use and management in Ghana as a result of training received could be better documented. Interviews revealed that evidence of women improved capacity in terms of land use and management have not actually been documented at this stage beyond increased capacity in the area of soap making. Similarly, the outcome cases on the establishment of a regional platform on climate change for integrating, coordinating, and planning climate change in Namibia is presented more as a potential outcome than as a documented outcome.

2.1.4. EVIDENCE OF CONTRIBUTIONS TOWARDS LONG-TERM OUTCOMES:

The evaluation found that the extent to which the program has been able to document its contribution to the implementation of climate actions by the key actors leading to enhanced quality of life and resilience for the most vulnerable to climate change is limited so far and could be better documented in the coming months as these outcome level results become more apparent if resources are committed to this task.

²⁰ SSN. Africa CDKN technical report 1 June 2020 – 31 May 2021

²¹ FFLA. LAC CDKN technical report 1 June 2020 – 31 May 2021

2.1.4.1 Implementation of gender-responsive and socially-equitable climate actions

Although it is still early to be assessing the long-term outcomes of CDKN2, at a limited scale, there are some indications that CDKN long term expected outcomes likely to lead to impacts in terms of enhanced quality of life and resilience for the most vulnerable to climate change could be achieved.

One example that seems to qualify as evidence of progress towards CDKN long-term outcomes arose from the KBP implemented in Nepal. The CDKN Asia annual report stated the following: *“The training manual on “Climate Smart Agriculture” developed by LIBIRD has now been adopted by the Gandaki Provincial office of Ministry of Land Management, Agriculture and Cooperatives (MoLMAC) and local municipalities.” As a result, CSA is being integrated in relevant policies, strategies and plans with increased budget allocation.*” It further reports that *“Women farmers of Tallo Kudule village, Syanja district of Nepal have begun to spread awareness regarding climate smart women friendly farming technologies to help other farmers, based on the training and supporting materials received under the CDKN project. Using the climate-smart technologies demonstrated under the KBP, they observed a good growth of crops with less infection of pests and diseases, which encouraged them to spread the information to other farmers. In addition, seeing the effectiveness of the climate-smart agriculture practices, the farmers’ cooperative members in the villages under the Chief Minister’s Environment Friendly Model Agriculture Village Program, included training on CSA in their village plan and are now providing the support material to farmers that promote climate-smart agriculture.”*

The results from the KBP *Mitigating the effects of climate change on grain quality and losses* implemented in Kenya and Uganda are also promising in terms of providing evidence of progress against CDKN expected long-term outcomes. In its final report to CDKN, the KBP grantee provides detailed examples of women applying diverse technologies and practices to adapt to climate change and document the concrete benefit they are directly deriving from them.

2.1.5.EVIDENCE AND/OR EXAMPLES OF UNPLANNED/ UNINTENDED OUTCOMES (POSITIVE OR NEGATIVE)

Because of the broad nature of the brokering function of CDKN and the flexible approach to implementation the program has adopted, it is sometimes hard to distinguish unintended outcomes from the rest of the achievements under the CDKN umbrella. Stakeholders interviewed in the context of this evaluation have, however, highlighted a few unintended outcomes.

Transitioning from a very large program focusing on technical assistance to a program focusing on knowledge brokering meant that CDKN lost a number of partners that were not interested in the new CDKN value proposition. While this created some challenges by slowing down the inception phase of the program as time was needed to explain CDKN’s new offer to key actors, it also created some opportunities to work with new partners where existing

partners chose not to pursue their partnership with CDKN such as in Kenya for instance and to engage further at the regional and global level.

During the design phase of CDKN2, a lot of consideration was given to country engagement, and much less to global level involvement. The high level of engagement that in the end occurred at the global level came as a surprise. Even though SSN was already actively engaged in the global arena prior to CDKN, it seizes the opportunity to scale up CDKN intervention at this level. Because the network is southern led, it has given it more legitimacy in international fora such as UNFCCC and the Resilience Partnership that has given traction to further that global involvement. As highlighted in the interim report of this evaluation, even though global engagement was not considered as a high priority at the inception of CDKN2, it proved to have positive benefits to the program and is an area that is worth investing further in.

According to the project implementation team COVID-19 provided a new opportunity to think about ways of engaging with actors at the community level. The initiative Voices from the frontlines, which shares 45 stories of community responses to the pandemic across Asia and the Pacific, Africa and Latin America, provided voices from local communities a new access to global platforms. The evaluation team agrees with this assessment that with this initiative CDKN added value to the global process, which should live beyond the pandemic.

2.1.6. PERCEIVED EFFECTIVENESS OF THE MEL FOR CAPTURING OUTCOMES AND IMPACTS

The CDKN program implementation team perceived the MEL to have been highly effective at capturing output-level results and short-term outcomes while it has been considered less so at capturing medium- and long-term outcomes. Evidence collected in the context of this evaluation confirms that these perceptions are well-founded.

As evidenced by the analysis above, the MEL system has enabled the documentation of the majority of the KPI although there have been some issues regarding quality and completeness. Given the geographical spread of the program and the substantial amount of outputs and events, mentions and requests that the program is implementing and receiving, the MEL system is not without its challenges, especially regarding consistency and correct input. Small inconsistencies have been noted in the recording of knowledge products that have been recorded twice or more in the log table, similar products are being assigned to different product types and gender equality and social inclusion content have not systematically been reported.

The situation is perhaps more challenging regarding events. Currently only certain events are logged, those that are convened or co-convened by CDKN or where CDKN makes a significant contribution e.g., hosts a session. There is at times confusion over what events should count and also whether events should count as one or more than one event. There has also been difficulty in getting participants to use online mediums like Google forms and mentimeter, with some participants not completing the questions. Using print forms has been challenging because, as experienced in events in Ghana and Ethiopia, participants often write these forms in a rush and the handwriting is often illegible.

While they were not initially designed for that purpose, the engagement stories (about what has been challenging / surprising/ confirming) reported collected through the MEL system and presented in the quarterly reports have been useful to identify potential outcomes but more details needed to be collected to frame these as stand alone/convincing outcome cases. The reporting process has been more useful to identify progress at the outcome level as it was through this process that outcome cases are been collected. The presentation and the consistency of the outcome cases are not yet homogenous. Discussion about the contributing factors to the achievement of certain outcomes is also important but has not happened to the extent it should have happened involving all key program management actors. It is unclear whether CDKN has been documenting well learning from the process.

According to one of the interviewees, one of the issues is that it is not always obvious to recognize an outcome as such as it is easy to lose sight of the broader aim of the program while implementing a small part of it. Although guidance was provided to the implementation team regarding approaches to the identification and documentation of outcome cases, a number of interviewees highlighted that more regular internal exchanges on the identification of outcomes from the perspective of CDKN would be helpful. CDKN reporting is different from the typical reporting on projects or program components including specific targets from the onset of the program – with CDKN there is a need to showcase why the interventions are successful and how – this requires developing some reporting skill and build capacities internally, it might also require to dedicate resources to go back to key actors to find out how knowledge was integrated, used adapted an applied, how this led to increased capacity and ultimately to enhanced quality of life and resilience. Outcomes might take a long time to appear, and attribution becomes challenging.

The MEL system was changed so that there is not undue expectation to meet the long-term development outcomes by the end of December 2020 (it was agreed that it is acceptable not to reach the long-term development outcomes by the end of December 2020)²². The evaluation team fully agrees that the kind of change described in the long-term development outcome could in many cases be observable only several months after the end of the interventions.

2.1.7. LEVEL OF ALIGNMENT OF CDKN2 RESULTS TO IDRC AND DGIS'S STRATEGIC PRIORITIES

The evaluation found that CDKN2 results is well aligned to DGIS and perhaps even more so to IDRC's strategic priorities.

At the donor level, a governance committee was set up to “*oversee the direction, strategy and main priorities of the partnership between IDRC and DGIS*” and thus ensure continued alignment of CDKN2 results to IDRC and DGIS's strategic priorities. The committee effectively met in November 2018, May 2019, and for the last time in October 2020. These meetings provided an opportunity to identify potential misalignment between CDKN2 and the donors. About a year into implementation, there were two concerns about CDKN's involvement in certain spheres and with certain actors, and in the broader sense of the alignment between

²² MTR report Final (Nov 2019)

results and DGIS' strategic priorities. DGIS raised concerns about Ecuador being included as a deep engagement country in Latin America and DGIS noted they were not aware of CDKN's involvement in the Global NDC Partnership conference. It was agreed that plans for international conferences will be shared with DGIS as early in the planning phases as possible via email to guarantee coordination and coherence.

Aside from relatively minor concerns, the alignment between CDKN2 results and DGIS priorities appeared strong overall. DGIS noted that *"CDKN has been the one investment next to the 'knowledge' component of DGIS's climate strategy, raising the prominence of the partnership"*²³. The reduced DGIS engagement during the latest phase of program implementation and the fact that it has not been as proactive in identifying future direction for the program can raise a doubt about its perceived strategic relevance going forward.

There is clear evidence of the alignment between CDKN2 results and IDRC priorities. At the highest level, CDKN2 results are highly relevant to 2 out of 3 core objectives of the latest IDRC Strategy to 2030: Objective 2 - Share knowledge for greater uptake and use and Objective 3- Mobilize alliances for impact. Interviews revealed that CDKN2 is considered a flagship program in relation to objective 2 and it contributes to Objective 3 both through its funding partnership with DGIS and through the mobilization of southern knowledge and the fostering of collaborating with and among complementary partners to achieve results.

Another element indicating the relevance of CDKN to IDRC lies in the recent IDRC demands for CDKN services. CDKN was recently selected by IDRC division "Sustainable and inclusive economy" as well as for a project on climate justice to provide knowledge brokering services. CDKN is perceived as highly relevant to support IDRC mandate with knowledge sharing and knowledge translation and could support the brokering of all the division of IDRC. In addition, the evaluation team believes there is great potential through CDKN work to further bridge that gap between IDRC supported applied research and the scaling up and out of identified solutions that can contribute to addressing the climate crisis and the enabling role to accessing climate finance that CDKN could play in the future.

2.2. SOUTHERN AND PARTNERSHIP-BASED APPROACH CONTRIBUTION TO THE ACHIEVEMENT OF EXPECTED RESULTS

2.2.1. PERCEPTION AND/OR EXAMPLES OF CONTRIBUTION OF CDKN2 APPROACH TO THE ACHIEVEMENT OF RESULTS

Findings from the second phase of the evaluation confirm the conclusion of the interim report stating that the lean, southern-led and horizontal governance structure of CDKN2 is well aligned to the budget, scope and focus of the program. It builds upon key relevant lessons learned from CDKN1 and other network funded by IDRC, which led to an overall sound and relevant institutional set-up.

²³ Minutes from the CDKN Governance committee October 2020

Important characteristics of CDKN2 have been its funding partnerships (discussed further in section 4 to limit repetitions), its consortium design leading to the management of the program by three core institutional partners and its almost exclusively southern-based leadership, expertise and network. Perception of these characteristics by key stakeholders interviewed have been largely positive and there is a consensus that they have been actively contributing to the success of CDKN.

Each funding partner brought value to the program that together significantly contributed to the achievement of results. At the inception of CDKN2, DGIS actively supported the program networking activities which enabled the implementation team to reach out and connect with key actors. IDRC has been considered as a genuine partner to the implementation team providing ongoing support and the necessary internal capacity building opportunities in line with the knowledge and know-how necessary to deliver the expected results.

CDKN is led by SSN in South Africa, in partnership with FFLA in Ecuador, ICLEI - South Asia, in India with the support of ODI²⁴. Together, these southern based organizations are deeply familiar with the issues relevant to the global south as well as with the limitations, attitudes and strengths of the key actors. It works in 9 of the 10 priority countries through country engagement leads (CELs)²⁵. This arrangement was taken up from the first phase of CDKN. These CELs, *“being nationals of the countries in which they work, have a deep understanding of cultural norms and practice, decision-context and the possible enablers (and barriers) that may be encountered in applying knowledge in decisions and actions. As such, they can more easily build the trust of key actors than non-local consultants and have the capacity to adapt, frame and select knowledge that is relevant to the situation”*²⁶.

24 It should be noted that the evaluation team found that ODI’s contribution to the partnership has mainly been through the solid thematic leadership provided by one Senior Technical Advisor on the Gender theme

²⁵ With the exception of Namibia where the work is being done primarily through KBP partners.

²⁶ IOD PARC. CDKN EYE7 Evaluation. June 2017

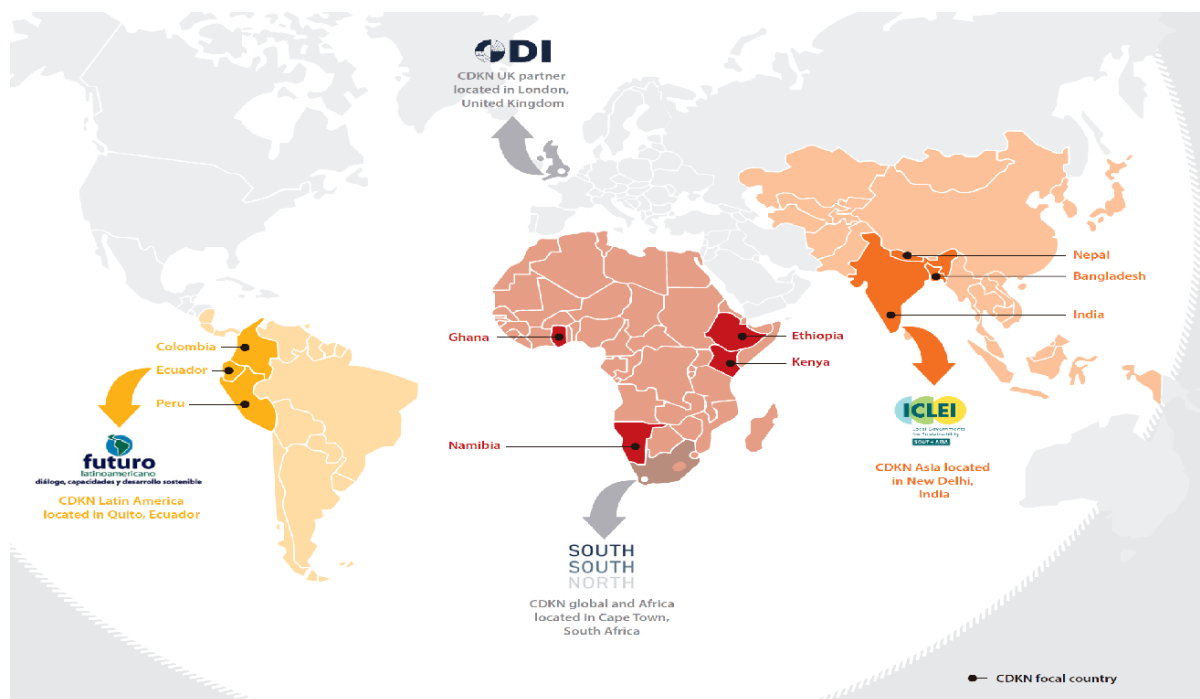


Figure 6. CDKN Southern-based leadership and implementation teams across the three regions

Interviews conducted in the context of this evaluation confirmed that stakeholders at all levels perceive that the southern and partnership based approach has been a strong contributing factor to the success of CDKN2. The shift from CDKN1 to CDKN2 to a southern-based leadership and the predominant reliance on expertise from the south of the program has been well received by all partners and considered as an improvement relative to the first phase of CDKN. It is considered as providing for a more flexible program better embedded in southern realities. Members of the implementation team across the three regions had opportunities to provide support to and/or learn from projects based in different locations (although mostly within their respective regions) but similar contexts.

There is also evidence that the key actors CDKN wished to engage with have been highly receptive to this approach and recognize the increasingly important space occupied by the program in the knowledge brokering niche. This allowed CDKN to develop a horizontal bond with other southern based organizations, such as ICCCAD and to be recognized as a legitimate voice from the global south. The work with UNFCCC on climate finance and CDKN relationship with the NDC partnership are also considered as an example of partnerships that were as made possible by the legitimacy of the CDKN representing a voice from the south.

The approach adopted has proven to contribute to the achievement of results in particular in the context of the pandemic where movements have been severely limited. Partnerships have proven useful by contributing financial and human resources, sharing knowledge and learning, extending the reach and impact of CDKN brokered work as well as facilitating the building of networks and introducing potential collaborators.

The flexible, adaptive management approach to project activities and outputs endorsed by the funding partners has also helped CDKN to remain relevant and to achieve results in uncertain times. The COVID-19 pandemic demanded rapid and deep changes in approach to CDKN

program implementation. The lockdown period was utilized to focus on knowledge synthesis outputs, while engagement and outreach had to be mostly limited to virtual modes. An example of this occurred in the Asia program: *“When the KBPs could no longer travel to implement their workshops and training, time and resources were diverted to developing knowledge products that could be disseminated to key actors to support their local actions. Knowledge products were also modified in some cases to suit current requirements. This helped to avoid loss of time, and kept the program relevant to the key actors”*²⁷.

2.2.2. LIMITATIONS/CONSTRAINTS OF CDKN2 APPROACH FOR THE ACHIEVEMENT OF RESULTS

Although the partnership and southern based approach adopted was recognized as contributing to the achievement of the expected results, it also presented a number of challenges.

A challenge identified early on through regular IDRC-SSN monitoring meetings was that cross-regional and cross-thematic coordination is demanding and sometimes inefficient. The fact that the large geographic area across several time zones that CDKN covers made it challenging to bring all the partners together. This early on resulted in difficulty at various levels in particular in terms of alignment of the knowledge base (identified through the thematic scoping) with the needs and priorities that came out of the country engagement processes. All regions have taken a demand-led approach but there are challenges in fitting this within CDKN’s framework and development of knowledge products from existing research. To meet this challenge, SSN convened a country engagement lead workshop in Cape Town in May 2019. This helped significantly to foster stronger alignment across the program and helped to identify peer-learning opportunities within and across the regions²⁸. While it is recognized that there is a need for more interaction between regions to share experience and lessons learned and to coordinate efforts on specific themes, time and resources for these interactions are limited and a general feeling of meeting fatigue was highlighted early on during implementation.²⁹ Interviews conducted in the context of this evaluation confirmed that for a number of stakeholders this coordination challenges remained throughout implementation but that this is perceived as a characteristic of this type of global program. Section 4.1 of this report shows that overall SSN is considered to have provided adequate support throughout the setting up and the implementation of the program.

Another challenge relates to SSN capacity to manage both the Global program as well as the Africa regional program while championing CDKN work at the global level. There has been an underestimation of the time needed by SSN to manage both the Global program as well as the Africa regional program. This has been addressed early with an increase in days for the Program Coordinator and the recruitment of three additional team members as well as one intern.³⁰ However, interviews confirmed that capacity to deliver work on topics beyond gender

²⁷ Technical Report Period: June-November 2020

²⁸ CDKN Annual Analytical Progress Overview 1 August 2019

²⁹ Mid-term reflection report final (Nov 2019)

³⁰ 1st Annual Report Jun-May 2019

at the global level remains limited given the limited dedicated resources working on cross-regional issues.

2.2.3. EVIDENCE AND/OR EXAMPLES OF CO-BENEFITS OR UNEXPECTED RESULTS GENERATED BY THIS APPROACH

The evaluation found that the main co-benefits of the approach was to strengthen the capacities of the members of the consortium, to bring more focus to the program and to improved it efficiency.

The implementing partners highlighted that the access to the network of the other organizations and the support provided by IDRC in the form of training for the members of the implementation team, technical support, flexibility, and openness to new ideas when challenges arose allowed them to grow. SSN, in particular, became a champion in knowledge brokering on climate change issues in the South as demonstrated through the demands it received by high-profile international organizations such as UNFCCC. ICLEI claimed to have expanded its network of partners in Nepal and India and to have facilitated the partnership between ICCCAD and CDKN.

The consortium of southern-based organizations was also considered by a number of stakeholders to have eased the mutual understanding and collaboration and allow to concentrate resources and efforts on issues that were relevant to the Global South and to be considered as a legitimate voice from the South.

The approach is also considered to have led to increased efficiency of the program. Indeed, CDKN leadership shifted from being northern-based and relying on technical support from northern-based consultants, towards being a southern-led network that draws on southern consultants and on the staff within the implementing organizations themselves. While this is considered a very positive development for CDKN, it has led to a significant level of underspending as the original budget was developed based on the previous model of CDKN's programming where external technical support was a significant source of expenditure.³¹

3. CDKN CONTRIBUTION TO THE UPTAKE OF RELEVANT AND ACTIONABLE KNOWLEDGE ACROSS SCALES AND THEMATIC AREAS

Evaluation Question 3: To what extent has CDKN's focus on each of its four key themes (climate finance, gender, cities, water-energy-food nexus), and the three regions plus a global focus, produced relevant and actionable knowledge or achieved knowledge uptake? What gaps remain that could inform future work and areas of focus?

³¹ CDKN no-cost extension request

Findings: The evaluation found that the knowledge produced and brokered by CDKN2 in the area of climate finance, gender and cities have been highly relevant to the needs of the key actors involved and have in many cases led to concrete actions. Appetite for the WEF nexus theme has been much more limited compared to the other themes and consequently CDKN scope of engagement under that theme has been narrow. The level of activity and the results achieved have been significant across regions and levels of intervention. However, work on all themes did not have to, and in fact did not happen equally in all regions and at all levels, contributing to making CDKN2 approach flexible and focused on the specific needs and demands of the concerned stakeholders.

The resources and time invested in the KBPs by CDKN contributed significantly to the achievement of expected results and considerably help to illustrate, although at a very small scale, how research results can have concrete impact at the local level through targeted knowledge brokering. Opportunities to further the work on the Gender, Climate finance and Cities themes have been identified while it is considered that work under the WEF theme should be abandoned at this stage. Beyond the theme of focus under CDKN2, further or new work on nature-based solutions, CSA, water and waste management or food systems could be relevant as they reflect the expressed needs of CDKN key stakeholders. Moving forward, efforts will be required to further document the effectiveness of the CDKN brokered knowledge on different themes and its translation into developmental action.

3.1. EXTENT TO WHICH CDKN'S THEMES OF FOCUS AND LEVELS OF INTERVENTION HAVE PRODUCED RELEVANT AND ACTIONABLE KNOWLEDGE OR ACHIEVED KNOWLEDGE UPTAKE

3.1.1. RELEVANCE TO NEEDS OF THE KNOWLEDGE PRODUCED AND BROKERED BY CDKN2 IN EACH OF THE 4 KEY THEMES FOR THE NATIONAL, REGIONAL AND GLOBAL LEVELS

CDKN2 activities have been defined based on identified needs of stakeholders, making them relevant to needs by nature. As explained in the CDKN2 *Final evaluation interim report*³², which addresses the coherence of CDKN2's intervention strategy, the theme selection process was based on the available knowledge products, needs identified in the countries, needs and demands at the global level, and partners' internal expertise on the topic. While the overall rationale for the theme selection does not appear strongly from reviewed documentation, they were considered relevant to bring focus to CDKN2 work.

During the scoping and inception phases of CDKN2, the implementation team has focused on understanding the context within each of the nine priority countries (Ghana, Kenya, Ethiopia,

³² See section 1.3. of this report: Evaluation Methodology and Limitations.

India, Nepal, Bangladesh, Ecuador, Peru and Colombia), to ensure that knowledge products are relevant and appropriate to the context and respond to the expressed needs. Several country engagement meetings including sectoral experts and practitioners working at local and regional levels were conducted to identify knowledge gaps under various thematic areas.

During the implementation of the program, the demand-driven nature of the program has led the implementation team to continuously define jointly with the key actors (including the relevant government actors, community groups, etc.) and partner organization the knowledge to be produced and brokered. The knowledge produced and brokered was shaped to target very specific needs of and in several instances co-created with the targeted actors.

In the three CDKN2 regions, there has been substantial appetite for the climate finance and gender themes in which significant amount of content was produced and brokered. Demand on the Cities theme has also been important to attract interest for location-specific products that meet individual city contexts and needs. It should be noted that the gender theme, in addition to have been considered as one of the central themes, it has also been included to a large extent as a cross-cutting theme in the climate finance and cities theme as well as in the other non-thematic work undertaken such a CSA. Attractiveness of WEF nexus theme has been much more limited compared to the other themes. Although work was initiated on that theme in Ecuador and Ghana, it has proven difficult for CDKN2 to find its niche on that specific topic in the absence of a clear signal of interest for collaboration by the key actors involved.

Being a demand-led program, CDKN2 has also been involved in a number of additional thematic areas. Among the most recurrent additional themes covered by CDKN2 we can note water and CSA, implementation of NDC and climate change adaptation (including nature-based solutions and alternative livelihood opportunities). Of course, more broadly, given the focus of CDKN2, it goes without saying that climate change knowledge brokering itself has also become an important non-thematic area of intervention of the program during this phase to actually develop the capacity of actors in knowledge brokering. Several interventions primarily aiming at strengthening knowledge brokering capacities were implemented such as the Wikipedia guide and the Wiki4Climate event (a week of editing climate change topics on Wikipedia) and the knowledge products and course on communicating climate change effectively.

As discussed in the interim report of this evaluation (see annex 5) the themes are deemed useful to keep the program focused given its limited resources. Stakeholders interviewed in the context of this second phase of the evaluation have been unanimous in saying that the knowledge produced and brokered by CDKN2 is highly relevant to the needs of the targeted audiences. Several of them explicitly recognized that work on all themes did not have to, and in fact did not happen equally in all regions and at all levels, contributing to making CDKN2 approach flexible and focused on the needs and demands of the concerned stakeholders. This general assessment is also echoed in the survey conducted in the context of this evaluation, the vast majority of the respondents considering the knowledge produced and brokered by CDKN2 in each of the 4 key themes relevant to their needs.

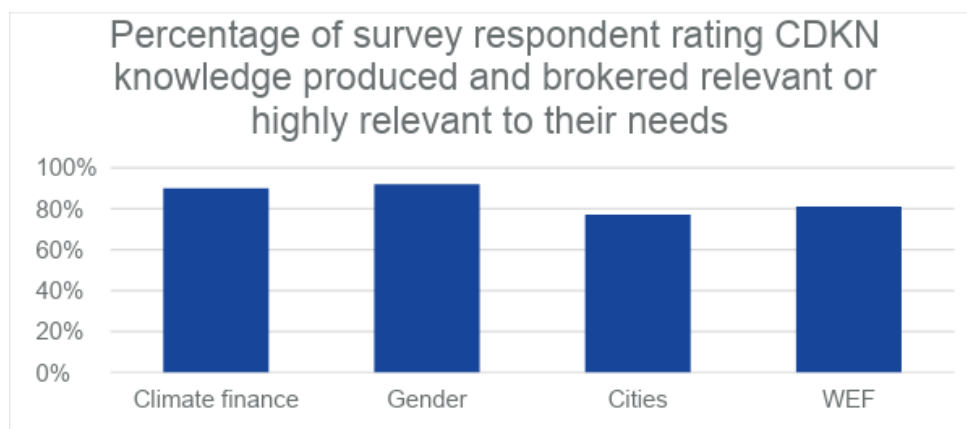


Figure 7. Appreciation of the relevance to needs of the knowledge produced and brokered by CDKN in each of the 4 key themes (Source: CDKN Final Evaluation External Stakeholders Survey)

Table 2. below shows a number of CDKN interventions by theme and level of intervention based on needs identified and documented through the country programs, KBP proposals, technical reports and interviews conducted in the context of this evaluation. This compilation reflects the more limited prevalence of interventions on the WEF theme generally and also confirms the finding from the interviews in the regards.

Table 2. Some key examples of CDKN interventions by theme and level of intervention

Level of intervention	Theme				
	Gender	Climate finance	Cities	WEF	Other
Local/sub-national	Ghana (Sogakope and Keta Municipalities)	Bangladesh (coastal areas) Colombia (Carepa)	Colombia (Cartagena Climate plan) Kenya (Nairobi-transport) Ghana (Accra- peri-urban ecosystems) Ethiopia (Addis Ababa-Transport)		Climate-smart Agriculture (Gandaki province-Nepal) Water (cities of Dhulikhel and Dharan- Nepal) Peri-urban ecosystems (Gorakhpur- India) Climate compatible development (Oshana and Omusati region- Namibia)
National	Ecuador Namibia Ethiopia Peru	Ecuador Colombia	India (Urban health)	Ghana Ecuador	NDC (Ethiopia)
Regional	Ecuador/Peru/Chile	LAC (Climate finance training) India/Nepal/Bangladesh	India/Nepal/Bangladesh (nature-based solution for urban areas)		Knowledge brokering (LAC through Clik Hub & CC communication course) Adaptation (Africa) Climat-Smart Agriculture (Kenya/Uganda)

3.1.2. BRINGING KNOWLEDGE INTO ACTION

CDKN2 works on the premise that a vast amount of knowledge on climate action is available but that *“the forms and ways in which this knowledge is produced and shared is often not conducive to its uptake and use by key actors who are working to influence and implement climate change action in developing countries”*³³. Producing and brokering actionable knowledge is thus at the very core of the program.

Stakeholders interviewed in the context of this evaluation felt that the knowledge produced has been highly actionable across all themes (with the exception of the WEF nexus) and all levels of intervention, as this knowledge is stemming from demands from users and can be directly used. Several of the interviewees highlighted that they considered a wide definition of “action” ranging from NGOs communicating about climate change and governments adopting new policies to local communities implementing new livelihood strategies. While a minority of interviewees adopted a narrower definition and thus believed that CDKN sometimes felt short of delivering actionable knowledge in the climate finance theme for example when the knowledge brokered could not directly be used to leverage climate finance. The interviewees also pointed out the challenge related to documenting the action taken based on CDKN knowledge brokered and mentioned that more resources should be allocated to assess and report on knowledge uptake and its effects.

There are numerous CDKN outputs which are expected to lead to direct action such as manuals and courses, training packages and training, guidelines, toolkits and co-creation workshops.

One challenge faced in appreciating the actionable nature of the knowledge produced and brokered by CDKN is that it requires a certain level of engagement with the knowledge recipients to confirm whether the knowledge was indeed applied, to what extent and with what results. The section above on the achievement of short- and medium-term program outcomes is showing a number of actions that have actually been taken by CDKN knowledge recipients. The numerous examples provided in section 2.1 of this evaluation shows that CDKN managed and brokered knowledge has indeed led to actions under the Gender theme and to a lesser extent, under the Climate Finance and Cities themes as well. It is interesting to note that knowledge brokered under other themes including on CSA, NDC and climate knowledge brokering have also led to action. Nevertheless, the very large number of outputs generated and events convened by the program across 3 regions, four main themes of intervention and multiple intervention levels make it difficult to have a comprehensive view across the portfolio.

In the survey conducted in the context of this evaluation, the great majority of the respondents have considered that knowledge produced and brokered by CDKN can be applied concretely to a good or to a large extent. Section 2.1 above highlights several examples of CDKN brokered knowledge leading to concrete actions by key stakeholders.

³³ Technical Report, Period: June 2020 – May 2021

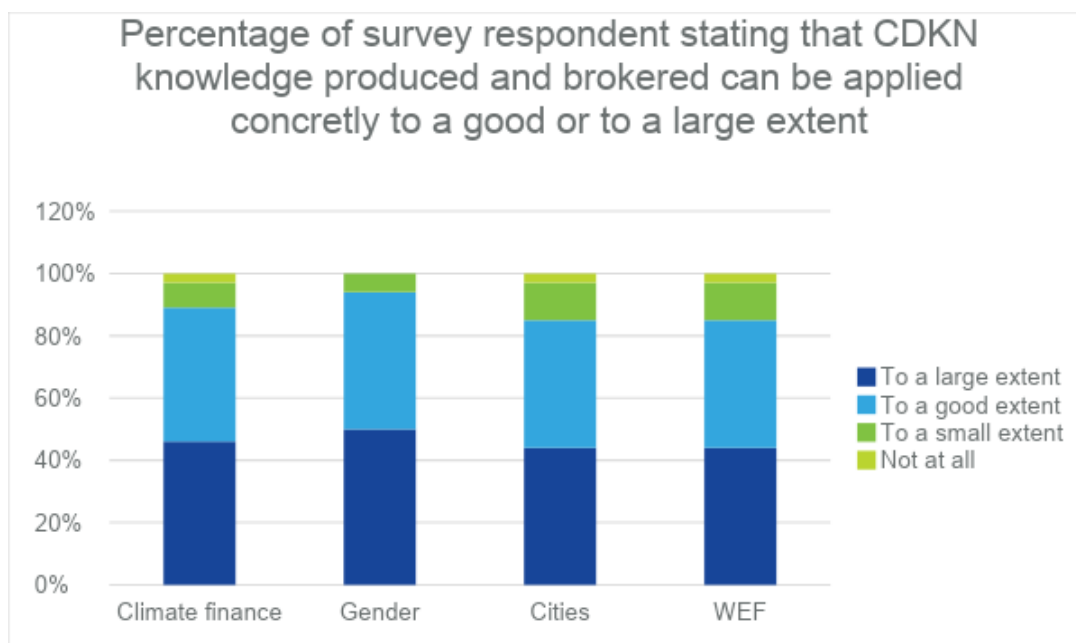


Figure 8. Appreciation of the actionable nature of the knowledge produced and brokered by CDKN in each of the 4 key themes (Source: CDKN Final Evaluation External Stakeholders Survey)

3.2. EXTENT TO WHICH CDKN CONTRIBUTED TO PUTTING INTO USE THE RESEARCH GENERATED BY KNOWLEDGE BASIS PROJECTS

The evaluation found that the resources and time invested in the KBPs by CDKN contributed significantly to the achievement of expected results and help to demonstrate how research results can have concrete impact at the local level through targeted knowledge brokering.

To maximize the use and impact of research and learning emerging from key regional and global climate research programs within target countries, CDKN set aside 630,000 CAD to provide support to KBPs³⁴. While individual projects were submitted in Africa and Asia, LAC took on a different approach and created the Clik Hub consisting of a group of institutions that have complementary experience on specific climate topics with the aim of creating a network of networks to enhance knowledge for climate action. To shape the Clik Hub, representatives of 18 networks met in Quito from 18-20 June 2019 to define objectives, a way of working together and an action plan. The CDKN program also provided support to the KBP teams in Africa to develop and implement their initiatives. Proposal development lab intended to help design quality projects and to get started with proposal development have been offered to the potential KBPs. There is ample evidence from surveys conducted in the follow-up of these labs organized for KBPs that demonstrate their satisfaction with the support received from CDKN³⁵. Documentation reviewed and interviews conducted in the context of this evaluation

³⁴ CDKN. Concept note - Establishing knowledge partnerships with research program KBPs for country impact - 2018.

³⁵ KBP Lab Evaluations

revealed that throughout implementation, CDKN supported the selected KBPs by providing expertise on communicating climate change, the tailoring of research results, advice on strategic communications and engagement planning and showcasing their project results. The CDKN program also provided opportunities for peer-learning across the KBPs teams. Four learning exchanges on knowledge brokering were organized between the African and Asian KBPs and the wider CDKN team to foster peer-learning.

KBP representatives interviewed in the context of this evaluation have been highly positive regarding CDKN collaboration and support to their projects. They felt considered as equal partners and they appreciated the flexibility of the program that allowed them to be innovative and to adapt to evolving implementation context including to the COVID-19 pandemic. One of the KBP leads mentioned the following: *“I felt in charge and empowered... Sometimes donors are so prescriptive that we get paralyzed, or we just implement activities because there is a contract whether they are still relevant or not”*. Similarly, in the Project Closure Report of the project *“Mitigating the Effects of Climate Change on Grain Quality and post-harvest losses”*, the project team reported that *“CDKN has been a valuable partner that did not only provide finances but useful technical support and knowledge which will outlive the partnership”*.³⁶

Support from CDKN to adapt the information to the project audience in plain and simple language had been particularly appreciated. On the administrative side, KBP partners have reported a smooth process as well as simple and manageable reporting requirements.

The section of this evaluation reporting on CDKN achievement of expected results above shows that KBPs have contributed to the generation of a significant amount of knowledge products, events convened, and peer-learning opportunities delivered through CDKN. There is also strong evidence that KBPs have been significantly contributing to CDKN progress against its short- and medium-term targeted outcomes. To get access to CDKN funds, KBP had to have mature research results and relationships with key stakeholders primed for impact. It is thus not surprising that several of the early outcome cases identified through CDKN reporting efforts showcase KBP knowledge uptake. Although at a small scale, it is primarily through KBPs that the evaluators could document CDKN knowledge leading to changes in practices down to the community level in Nepal, Ghana, Namibia, Uganda and Kenya in particular.

KBP representatives interviewed in the context of this evaluation noted they have been very satisfied with the level to which research results have been put into use through their work under CDKN2.

The KBP implemented in Namibia *“Towards climate compatible rural development in Namibia”* was built on the findings from the project Adaptation at Scale in Semi-Arid Regions (ASSAR) consortium of the Collaborative Adaptation Research Initiative in Africa and Asia (CARIAS). The project identified factors that are constraining adaptation planning and implementation in Namibia including the perception that local communities as homogenous people and not as socially differentiated communities and the limited capacity of regional councils to engage in rural development that is compatible with climate change adaptation. The project thus focused

³⁶ Project Closure Report. KBP - *Mitigating the Effects of Climate Change on Grain Quality and post-harvest losses*. July 2021

on informing decision-makers about implications of the IPCC 1.5 Degree special report for Namibia and their regions and what approaches and actions are required at the community level to ensure that adaptation interventions are gender inclusive and socially inclusive. As discussed above, although full uptake remains to be seen at the national level, the VRA tool promoted through the KBP project has been used as an approach to selecting community projects benefiting the most vulnerable to receive grants.

In Nepal, the objective of the KBP “*Supporting Gandaki Provincial Government for Climate Compatible Agriculture Development*” was implemented to enhance the capacity of provincial and local government through providing customized knowledge-based support services for mainstreaming CSA technologies and practices into provincial and local government policies, plans and programs. The knowledge-base for this project built on participatory research with farmers and stakeholders and on the evaluation of indigenous technologies and practices. As explained in section 2 above, through the work done under CDKN, CSA is being integrated in relevant policies, strategies and plans with increased budget allocation, and a good growth of crops with less infection of pests and diseases is being observed following the application of the CSA practices by farmers.

In the case of the KBP implemented in Ghana “*Empowering Women and Transforming Gender Relations in the Volta Delta*”, uptake of research results from the findings of the Deltas, vulnerability & Climate Change: Migration & Adaptation (DECCMA) research from 2014 – 2018 and sponsored by IDRC on which the project was built is not clear. However, interestingly the project facilitated the sharing of knowledge mostly already available to the District Assemblies to women’s groups: “*the project team reported that their engagement revealed how the District Assembly has a wide repository of knowledge and skills they can and were willing to deliver to women within the district during the training. They had previously been constrained by the lack of resources required to organize training such as the CDKN-funded one for them, which gave them a good platform and opportunity to deliver on their mandate which is to share information, equip and build capacity*”³⁷.

KBP representatives interviewed noted that more work needed to be done to scale up knowledge brokering activities, in particular to other localities/regions and that continued support from CDKN would be welcome. This suggests that key actors involved in the projects might not yet be at the point where they can implement climate action without external support. Barriers appear to be related to the financial resources needed to share the knowledge and replicate/scale up the knowledge brokering efforts just as much or in some cases even more than in terms of access to relevant knowledge or knowledge brokering capabilities itself. Also, experience with the KBP in Ghana, Nepal and in Kenya/ Uganda revealed that support to the most marginalized in the form of information sharing or training, might be insufficient for them to actually uptake technologies or practices that requires some level (although potentially minimal) of investment.

³⁷ SSN. CDKN Technical Report: June 2020– May 2021

3.3. KNOWLEDGE GAPS AND OPPORTUNITIES FOR IMPACT WHICH MIGHT BE TACKLED IN A SUBSEQUENT PHASE

3.3.1. PERCEIVED GAPS FOR RELEVANT AND ACTIONABLE KNOWLEDGE, AND KNOWLEDGE UPTAKE IN EACH OF THE 4 KEY THEMES AND BEYOND THOSE THEMES

The evaluation found that implementing partners and external actors involved with the program see the need for CDKN to deepen and expand the work that was undertaken during the last three years.

Stakeholders interviewed in the context of this evaluation highlighted a number of remaining gaps or missed opportunities in this phase of CDKN with regards to actionable knowledge and knowledge uptake under the different thematic areas, which might be tackled in a subsequent phase.

The Gender work is unanimously considered as having generated a large amount of actionable knowledge and knowledge uptake at all levels. Under this thematic area, a number of stakeholders highlighted the need to focus more efforts towards bringing concrete changes on the ground.

Significant amount of actionable knowledge is also considered to have been generated under the Climate Finance theme. A few stakeholders highlighted the potential to focus more on issues related to the regulation of the financial sector regarding climate risk if CDKN is seeking to have an important impact. The Global South is further behind in terms of regulation on risk disclosure which weakens the financial sector resilience in a context where we can expect significant increase in extreme weather events and there are not important actors currently focusing on this in CDKN countries of focus.

Stakeholders interviewed considered that the Cities theme did generate a fair amount of actionable knowledge though less so than under the gender and climate finance themes. It was mentioned that although ICLEI and FFLA have made the city lens work well, the inclusion of informal settlements and economies and more work on peri-urban areas could be relevant development on the theme. Several interviewees highlighted that they perceived the Cities theme more as a level of intervention rather than as a thematic focus, while acknowledging that cities face particular challenges and have particular needs.

Capacity development for climate knowledge brokering came up as a theme of intervention in itself under CDKN2. It is considered as a rapidly evolving area of activity and the implementation partnership is still very much learning from its experience and that of others. For the way forward, stakeholders have indicated that it would be useful to document best practices on knowledge brokering and identify the most effective capacity building interventions in this area in terms of leading to climate action. There is a need to document knowledge uptake and the concrete use made of that knowledge to be able to draw lessons on effective or less effective approaches.

Given the limited uptake of the work done on the WEF nexus, the majority of the interviewees considered that the work on that theme should be dropped and that further or new work on other themes such as nature-based solutions, CSA, climate justice, water and waste management or food systems could be more relevant, as was already echoed in the first phase of this evaluation.

Finally, a large number of stakeholders interviewed stressed the need for further efforts on ensuring the sustainability of the work done under CDKN2. In several cases, it was felt that key actors did not yet reach a stage where their capabilities have been adequately strengthened to implement climate action on their own.

With respect to knowledge gaps and opportunities for knowledge uptake and impact to be tackled in a subsequent phase of CDKN, respondents to the survey conducted in the context of this final evaluation raised the need to provide more support for women and vulnerable communities to engage in sustainable livelihood activities, provide additional learning and training opportunities for the youth, translate knowledge into local languages to reach stakeholders at the local level, and replicate successful work in other areas to the benefit of a larger number of stakeholders.

It is the general assessment of the evaluation team based on the different streams of evidence provided above that for CDKN and its partners to continue to strengthen themselves in their knowledge brokering niche and function, more efforts are required moving forward to document and ascertain the effective uptake of that knowledge and its translation into developmental action. This will allow CDKN to identify and to focus on the proven most effective approaches to knowledge brokering.

3.3.2. PERCEIVED GAPS FOR RELEVANT AND ACTIONABLE KNOWLEDGE, AND KNOWLEDGE UPTAKE AT THE DIFFERENT LEVELS AT: NATIONAL, REGIONAL AND GLOBAL LEVEL

The evaluation highlighted that CDKN has delivered actionable knowledge at all scales but that much more work could be done at all levels and that CDKN should put further emphasis on strategically connecting its works across scales.

Indeed, even though an important amount of work has been carried out at the local or subnational level during CDKN2, several stakeholders highlighted that needs at this level remain significant. In particular, they noted that there is still limited exchange between the national and local levels causing partial and inadequate consideration of the local needs on one hand and the limited understanding and capacities to implement general directives at the local and subnational levels, on the other hand. There remains a gap in terms of what communities need and action taken at the government level. CDKN could play a more important role in bringing community voices at the government level.

“Moving forward, we need more decentralized knowledge, more experience-based knowledge, place-based knowledge and context-based knowledge.”

Source: CDKN final Evaluation interviewees

Stakeholders from LAC highlighted the important opportunities to foster peer-to-peer exchanges at the regional level on topics of common interest for the countries. Based on successful although limited experience under CDKN2, it is felt that CDKN should be scaling up opportunities through which ministries from different countries have the chance to exchange among themselves, as well as the dissemination of the information coming out of those events.

Although much more than expected was achieved at the Global level, a number of stakeholders also highlighted that there are still several opportunities for increased outreach and engagement at this level but that a more strategic approach is needed building on the learning from CDKN2.

3.3.3. STRENGTHS AND WEAKNESSES OF THE CHANNELS AND TOOLS USED TO ACHIEVE RESULTS

A variety of channels and tools were used by CDKN and its capacity and flexibility in selecting and testing options, to ensure in the end an optimal use of channels and tools for different audiences and purposes has been strengthened and is a major strength of the network. At the same time, the CDKN2 experience and the challenges faced through the pandemic have also highlighted the limits of virtual meeting formats for vulnerable groups and local communities, and the need to rethink how to better engage these and other less vocal groups in particular.

Indeed, the wide range of output types delivered and activities conducted during CDKN2 shows that as a knowledge broker, CDKN has used a wide variety of channels and tools to facilitate knowledge brokering on climate change. Interviews conducted in the context of this evaluation revealed that during CDKN2, the implementation team has learned that for any intervention, it needs to be tailored and responding to a demand (workshops, peer learning, etc.) and be appropriate to the need of policy-makers or community. Messages need to be short and clear, and importance must be given to who delivers the message and the credibility of the person for the targeted audience.

According to the stakeholders interviewed in the context of this evaluation, what has been very useful was to have a menu of channels and tools available as well as the flexibility to add and combine them to reach objectives. The flexibility of CDKN provided an opportunity to be innovative and to try different channels and tools and to explore what is better suited in certain contexts when gaps have been identified.

Adapting channels and tools to the new online reality under COVID-19 restrictions has enabled the implementation team and partners to continue the development of knowledge products and to pursue interaction with key stakeholders although with a lower level of engagement. Interviewees reported that engaging the stakeholders during online event has been challenging. In particular, certain participants were not actively participating in the discussions in particular in larger online events, therefore affecting the richness of the exchanges. This move to online engagement has also caused some people to be left behind from convening opportunities. This has been for instance the case in the South Asia program, where poor women, farmers and some of the smaller municipality staff involved with CDKN were reported

to have struggled to engage online revealing that “*the tools CDKN used to adapt to changing circumstances under COVID-19 weren’t appropriate for all target participants*”³⁸.

In the survey conducted in the context of this evaluation, respondents were asked to share their views regarding the most and the least appropriate and effective channels and tools used by CDKN to achieve results. Overall, stakeholders have highly appreciated peer learning activities and in person participatory events that allowed them to engage with each other and take ownership of activities. The advantages of media channels to “boost the reach of related information” and to reach people despite the pandemic, have been highlighted as well. Finally, involving policy makers seemed to be valued as well to ensure the actionable nature translation of the knowledge produced and brokered. Regarding the weakest channels used by CDKN, further highlighting the shortcomings already alluded to above, some respondents mentioned “zoom fatigue” and that online engagements, while beneficial for national and regional level governance, would be less useful to local communities as they lacked access to technology that would have allowed their participation. It is interesting to note that several respondents stated that none of the tools and channels was weak in itself and that all have their respective advantages. Although it is recognized that a variety of channels have been useful, implementing partners recognized that they are still learning about the relative usefulness of each to turn knowledge into action.

4. STRENGTHS AND WEAKNESSES OF THE FUNDING PARTNERSHIP AND OF THE GRANTING ARRANGEMENTS

Evaluation Question 4: To what extent and how has the funding partnership and the granting arrangements, including the role of IDRC, enabled or constrained the achievement of outcomes under CDKN Phase II?

Findings: The evaluation found that the funding partnership has been positive. Each funding partner brought value to the program that together significantly contributed to the achievement of results. The evaluation found that IDRC funding partner, DGIS, and the three implementing partners have been highly satisfied with the role played by IDRC in supporting the achievement of CDKN results. IDRC has been considered as a genuine partner to the implementation team providing ongoing support and the necessary internal capacity building opportunities in line with the knowledge and know-how necessary to deliver the expected results. The evaluation team also found that the granting arrangements and the consortium design partnership in which one lead partner (SSN) sub-grant to their regional partners (FFLA and ICLEI) has overall enabled good collaboration among the implementing organizations and coherent reporting on program achievement and learning. One characteristic of the funding partnership limiting outcome achievement relates to the duration of the program. The short three-year period poses a risk to the sustainability of some of the program results, in particular in a context where the new leadership and partnership had to be given some time to get set up and that a coherent work program based on a new focus on knowledge brokering had to be established.

³⁸ SSN. CDKN Technical Report. June – November 2020

4.1. EXTENT TO WHICH THE GRANTING ARRANGEMENTS UNDER CDKN2 ENABLED OR CONSTRAINED OUTCOME ACHIEVEMENT?

4.1.1. EXTENT TO WHICH THE GRANTING ARRANGEMENT UNDER CDKN2 CONTRIBUTE OR LIMIT THE ACHIEVEMENT OF EXPECTED RESULTS

The evaluation team found that SSN has proven its ability to effectively coordinate the program and that perception of the key informants around the granting arrangements have been positive. The documentation reviewed also indicate that the consortium design partnership in which one lead partner (SSN) sub-grant to their regional partners (FFLA and ICLEI) has enabled good collaboration among the implementing organizations.

At the outset of CDKN2, IDRC applied lessons in consortium management from CARIAA and advised that the lead organization for CDKN, should receive one grant from IDRC, and they should sub-grant to their regional partners. This was done to *“increase the possibility that these partners would feel accountable to one another in the first instance, and therefore collaborate more effectively, rather than each of them feeling accountable to IDRC in the first instance”*³⁹. As the lead implementing partner, SSN provides leadership and coordinates activities between the three implementing partners. In addition to being responsible for global outreach and the African region in CDKN, SSN directly oversees the progress of FFLA, responsible for CDKN in the Latin American region, and ICLEI South Asia, responsible for CDKN in South Asia. SSN reports to the IDRC on behalf of all implementing partners.⁴⁰ All key informants interviewed for this evaluation highlighted that SSN had risen to the challenge, and their approach to the partnership had resulted in a well-functioning program delivering results.

Having responsibility for the global coordination of the program, the arrangement (SSN sub-contract with ICLEA and FFLA) enabled SSN to have oversight and to get access to the necessary information/reporting to manage and report on the overall program. This allowed SSN to have better access to the information required to perform adaptive management as required and to identify learning realized across the program.

One important aspect underlying the granting arrangements that has contributed to its efficiency and effectiveness lies in its southern-based leadership and partnership approach as opposed to having a northern based organization managing three separate regional programs. The advantages of this approach have been presented in detail under the evaluation question 2.2 above.

³⁹ IDRC Project Monitoring Report Dec 2019

⁴⁰ IDRC. CDKN Annual Analytical Narrative Progress Overview 1 May 2018-31 March 2019

4.1.2. LEVEL OF SATISFACTION REGARDING THE ROLE IN GRANT MANAGEMENT PLAYED BY SSN, FFLA AND ICLEI IN SUPPORTING THE ACHIEVEMENT OF RESULTS

The evaluation found that there is a very high level of satisfaction among the funding and implementing partners regarding the grant management role played by SSN, FFLA and ICLEI in supporting the achievement of CDKN results confirming finding from the interim report that concluded that overall partners were adequate and relevant for the implementation and management of the program. While it took some time for SSN to establish itself in the CDKN leadership role and put in place the required systems to operate it smoothly, it is now perceived as a fair, strong, and relatively efficient leader. FFLA and ICLEI have been exercising a quieter leadership in the program, in particular at the global level due to their positioning in the partnership but are considered to have met or surpassed expectations in terms of their contribution to the program results.

From the donor perspective, the relationship with SSN has been open and productive. SSN is considered as a responsive and high-capacity grantee with growing reporting ability. The main implementation challenge faced by SSN was linked to an underestimation of the level of investment required to set up the program in the first year of operation. Indeed, SSN took some time to establish itself as the new leadership of CDKN. Time was needed to communicate the change of CDKN from a Technical Assistance driven program to an entirely Knowledge Brokering one. Time was also needed for building relationships and reporting protocols among new partners and to adjust to a new donor partner (IDRC) coming on board with new reporting requirements. SSN also needed to adjust to the expectations of IDRC and DGIS regarding the funding partners engagement in the project as evidenced through a lack of information provided to the donors about the inception meeting in the Netherlands in 2018. This situation has been resolved over time through regular meetings and the development of a strong relationship between all partners.⁴¹

Both ICLEI and FFLA have appreciated SSN's support throughout the setting up and the implementation of the program. In its latest regional annual report, ICLEI highlighted the good understanding and camaraderie among the lead and other partners which makes working in the program comfortable and enjoyable even in the stressful times of the COVID-19 pandemic. Also, in the context of regional annual reporting, it has been stressed how important it is for the partners in the regions that SSN continue to work on keeping the program as flexible and adaptive as it has been to allow them to adapt to the specific circumstances of each of their priority countries and evolving contexts. However, it was also highlighted that there is room for improvement with respect to the coordination of requests coming from SSN to better coordinate and share among the different team members to reduce occasional duplication. It could be added here that challenges in terms of regional and cross-thematic coordination highlighted in section 2.2.2 confirmed the finding from the interim report of the evaluation which noted that complementarity among partners could perhaps have been better exploited through more efficient and effective cross-regional exchange and coordination mechanisms.

⁴¹ CDKN Annual Analytical Progress Overview August 2019

During interviews in the context of this evaluation, both regional partners commended SSN for managing financial resources in a transparent and fair manner. They also both have qualified SSN as efficient in managing and transferring funds (noting only some minor delays at this level) and supporting transfers to sub-grantees when challenges arose, and well organized as the lead organization.

CELs interviewed by the evaluation team have also expressed a high level of satisfaction regarding the support they got from their respective coordinating organization, SSN, ICLEI and FFLA. Support with the identification of networking opportunities and concrete help with the development of targeted communication material have been particularly valuable to them. They have also reported a clear budget allocation and a smooth access to the resources when needed.

4.2. EXTENT TO WHICH THE FUNDING PARTNERSHIP AND THE RELATIONSHIP BETWEEN CDKN AND THE DONORS ENABLED OR CONSTRAINED OUTCOME ACHIEVEMENT

4.2.1. LEVEL OF SATISFACTION REGARDING THE ROLE PLAYED BY IDRC IN SUPPORTING THE ACHIEVEMENT OF RESULTS

Under CDKN2, IDRC entered into a grant agreement with SSN, the lead implementing agency, and has the responsibility to provide programmatic and financial oversight for the project including receiving and approving all progress and financial reports from SSN and disbursing further payments when satisfied the project is advancing as planned. IDRC therefore has been providing support for the management of the program and had responsibility for program level monitoring and mentoring of the implementing partners. IDRC also has also been offering support in the form of training and professional development opportunities to CDKN staff, supporting strategic events and overseeing the final summative evaluation of the program.⁴²

The evaluation found that IDRC funding partner, DGIS, and the three implementing partners have been highly satisfied with the role played by IDRC in supporting the achievement of CDKN results.

Evidence of SSN and DGIS satisfaction regarding the role played by IDRC were found in the technical reports as well as in the governance committee meeting reports.

Throughout the three years of implementation, SSN has testified high satisfaction with the role played by IDRC in supporting the achievement of results, as demonstrated by these examples:

- *“We have found the relationship with IDRC helpful and supportive over the course of the first year and we have communicated with them freely to discuss challenges, ideas and opportunities as they arise. The Program Officer at IDRC has suggested opportunities for collaboration with other institutions and programs that have been useful. The SSN team has appreciated its support in reducing some of the*

⁴² IDRC. CDKN Annual Analytical Narrative Progress Overview 1 May 2018-31 March 2019

administrative burdens through implementing more efficient administrative systems... Feedback on certain areas of weakness in program implementation have been helpful in raising awareness of blind spots and resulted in increased pace of implementation for example in peer learning. Overall the trust shown by IDRC towards the implementation of the program has allowed for greater creativity within the team and more context-specific and appropriate interventions.”⁴³

- *“The relationship between SouthSouthNorth and IDRC continues to work well... The CDKN team continues to be appreciative of the relationship with the IDRC. The flexibility, understanding and approachability (and rigour!) of the IDRC team has contributed greatly to the success of the program to date by allowing the CDKN team to be innovative, adaptable and opportunistic.”⁴⁴*
- *“The support and understanding of IDRC have also been crucial during the COVID-19 pandemic - the team appreciates this greatly.”⁴⁵*

Interviews conducted with stakeholders during this evaluation strongly confirmed these statements. Interviewees have highlighted how supportive IDRC has been throughout the implementation of the program and the important mentoring role it has played with the SSN coordination team. IDRC understanding of complexity and the related needs for evolution of the interventions and for a certain level of risk taking are considered to have highly contributed to CDKN delivering results and being in a position to test innovative ways to do so.

One area where it was felt that IDRC could have been more proactive to support CDKN relates to the perception that CDKN and its management get limited direct interaction/exposure within IDRC beyond the climate program, considering the dynamic of a southern lead partnership that CDKN stands for. That being said, the recent award of a knowledge translation mandate to CDKN by the *Sustainable and inclusive economies* division of IDRC shows that the program is getting recognition internally and will gain more direct management access as this new mandate progresses.

“Because there was an understanding that some failures are expected, we have been able to learn from it. We did not spend energy hiding it, we could be open about what did not work and learn together.”

“This is one of the ideal donors. They support you in every way.”

“They are not only funders but they are really our partner, they really participate in our activities and give us some advice...it’s good for the work.”

Source: CDKN Final Evaluation interviewees

Although IDRC had fewer opportunities to interact with the teams from FFLA and ICLEI, an area where more engagement could have been beneficial, both organizations actually felt strongly supported by IDRC. These partners appreciated the openness of IDRC to changing track during implementation in view of hurdles and opportunities which enhanced their capacity to implement relevant interventions and to deliver results.

DGIS has also been enthusiastic about IDRC’s role in managing CDKN. IDRC reported that *“ministry staff claim that their Ministry would not be able to support CDKN without the*

⁴³ SSN. CDKN Technical report, June 2018 – May 2019

⁴⁴ SSN. CDKN Technical report, June 2020 – November 2020

⁴⁵ SSN. CDKN Technical report, June 2020 – May 2021

*partnership with IDRC*⁴⁶. During early program monitoring exercise, DGIS has highlighted IDRC's role in the oversight of the program, the support and capacity building for monitoring, evaluation and learning, and IDRC's role in mentoring the partners. DGIS was apparently particularly satisfied with the monitoring, evaluation and learning framework developed for CDKN and described it as a best practice in how to integrate gender considerations throughout a monitoring framework. DGIS has been sharing the CDKN framework internally so that other projects can learn from it.⁴⁷

4.2.2. PERCEIVED SHORTCOMINGS IN THE FUNDING PARTNERSHIP OF CDKN2

The evaluation found that the perceptions regarding the funding partnership have been positive and that funding partners brought value to the program that together significantly contributed to the achievement of results.

However, while IDRC has been and continues to be deeply involved in the management of the program – through virtual meetings with SSN twice a month which is largely appreciated by interviewees, DGIS, on the other hand, only remained involved through its interactions with IDRC and the governance committee meetings which as discussed in the interim report of the evaluation met only 3 times throughout program implementation and had no DGIS representative since November 2020. Although DGIS has provided key support to the CDKN implementation leadership to connect to a network of relevant partners at program inception, the evaluation team believes that CDKN could potentially have benefited from a more proactive engagement of DGIS throughout the implementation of the program and at a minimum through regular governance committee meetings.

Another limitation of the funding partnership is its short life. A three-year engagement period is short to accomplish the level of results expected from the program given the need to establish the new granting arrangement including new partners, the important shift in the focal areas of the program and the new exclusive focus on knowledge brokering. Several interviewees involved with the direct implementation of the program engagement work, mentioned that the implementation period has been short and that there is a need to continue and consolidate the efforts to be able to see, document and learn from the results of the various CDKN engagements. The risk posed by the short three-year period of this partnership has been recognized by the funding partners as well, who agreed it was required to promptly identify a plan of action regarding CDKN's future⁴⁸. The one-year no-cost extension has provided the program with the possibility to wrap up and/or consolidate a number of program results, and for CDKN strengths and niche to appear more clearly and for some visibility on the potential future of the partnerships to start to emerge.

⁴⁶ IDRC Project Monitoring Report Dec 2019

⁴⁷ Ibid

⁴⁸ IDRC project monitoring report

5. CONCLUSION AND RECOMMENDATIONS

During its first phase, the evaluation found that the strategy of intervention of CDKN2 is relevant and coherent. It is built around a clear, well-structured theory of change with sensible pathways to outcomes and impact. The limited number of themes was relevant to give a strategic focus to the program and the development of country and regional strategies in 2020 were a positive effort to ensure the coherence of the program across its different levels of intervention, which is particularly important for a demand-led program to not lose its strategic focus. However, this strategic focus could have been emphasized earlier, from the onset of the program.

The lean, southern-led and horizontal governance structure of CDKN2 is well aligned to the budget, scope and focus of the program. It builds upon key relevant lessons learned from CDKN1 and other networks funded by IDRC, which led to an overall sound and relevant institutional set-up. Overall, CDKN implementing partners were complementary and relevant to the scope and thematic focus of the program. However, this complementarity could perhaps have been better exploited through stronger cross-regional exchange and coordination mechanisms.

To conclude, during this first phase of the evaluation, it was found that CDKN2 has a strong niche and an added value in the global climate compatible development sphere which lies in the fact that it is a southern-based trusted global knowledge broker.

During its second phase, the evaluation found that CDKN2 has achieved and in many cases surpassed the targets that were established for the program at the output level. There is clear evidence that short-term outcomes are being met and the program is on track to deliver on its long-term outcome in terms of implementation of gender-responsive and socially-equitable climate change actions. The shift from CDKN1 to CDKN2 to a southern-based leadership and partnership approach has been well received, has been proven to contribute to the achievement of results and can overall be considered as an improvement relative to the first phase of CDKN.

The evaluation also found that the knowledge produced and brokered by CDKN2 in the area of climate finance, gender and cities have been highly relevant to the needs of the key actors involved and have in many cases led to concrete actions. Appetite for the WEF nexus theme has been much more limited compared to the other themes and consequently CDKN scope of engagement under that theme has been narrow. The level of activity and the results achieved have been significant across regions and levels of intervention. However, work on all themes did not have to, and in fact did not happen equally in all regions and at all levels, contributing to making the CDKN2 approach flexible and focused on the specific needs and demands of the concerned stakeholders.

The resources and time invested in the KBPs by CDKN contributed significantly to the achievement of expected results and considerably help to illustrate, although at a very small scale, how research results can have concrete impact at the local level through targeted knowledge brokering. Opportunities to further the work on the Gender, Climate finance and Cities themes have been identified while it is considered that work under the WEF theme should be abandoned at this stage. Beyond the theme of focus under CDKN2, further or new

work on nature-based solutions, CSA, water and waste management or food systems could be relevant as they reflect the expressed needs of CDKN key stakeholders. Moving forward, efforts will be required to further document the effectiveness of the CDKN brokered knowledge on different themes and its translation into developmental action.

To conclude, the evaluation found that the funding partnership has been positive. Each funding partner brought value to the program that together significantly contributed to the achievement of results. IDRC has been considered as a genuine partner to the implementation team providing ongoing support and the necessary internal capacity building opportunities in line with the knowledge and know-how necessary to deliver the expected results. The evaluation team also found that the granting arrangements and the consortium design partnership in which one lead partner (SSN) sub-grant to their regional partners (FFLA and ICLEI) has overall enabled good collaboration among the implementing organizations and coherent reporting on program achievement and learning. One characteristic of the funding partnership limiting outcome achievement relates to the duration of the program. The short three-year period poses a risk to the sustainability of some of the program results, in particular in a context where the new leadership and partnership had to be given some time to get set up and where a coherent work program based on a new focus on knowledge brokering had to be established.

Based on the findings and identified gaps and opportunities for CDKN2 identified in the interim evaluation report and through this second phase of CDKN2 evaluation, the evaluation team makes the following recommendations to CDKN leadership and donors to consider for a potential subsequent phase of the program. The new recommendations arising from this phase of the evaluation have been integrated with the recommendations formulated during the first phase of the evaluation, to provide a consolidated set of recommendations for the evaluation as a whole. While all the recommendations from the first phase are still deemed relevant, they have been in some cases enhanced or combined with the new recommendations.

5.1. PROGRAM AND STRATEGY COHERENCE AND ALIGNMENT

➤ Strengthening the alignment across all levels of interventions

A few lessons emerged from CDKN2's experience to ensure the coherence of a global program. It is recommended to roll out the Theory of change of the program through the regional and country-level strategies from the onset of a potential subsequent phase of the program. This would not only ensure a strong alignment across all levels of interventions of the program but would also give a better overview of each partner's strategies in their respective regions. Working on a strong alignment from the beginning - while also adapting to regional and national specificities – could help identify opportunities early on from potential cross regional learning, complementarities, and exchanges.

➤ Embedding the themes of focus in the strategy of intervention of the program

For a potential subsequent phase, the evaluators recommend embedding the themes of focus in the strategy of intervention of the program from the onset to strengthen the overall coherence of the program at the global level and across regions.

Based on CDKN2 experience, the evaluators also recommend (i) selecting themes taking into account partner's expertise and experience, and (ii) appointing strong thematic leads that can bring global thought leadership on the chosen issues.

5.2. COHERENCE OF THE INSTITUTIONAL SET UP AND DELIVERY MODEL

➤ Strengthening program wide strategic decision-making

Even though the evaluation showed the good relationship and high level of trust among partners, the evaluators recommend setting up a more formal steering committee that meets regularly to provide more structure for strategic decision-making.

➤ Clarifying functions at the institutional level

If the program lead were to be responsible for program coordination, global and regional work in a subsequent phase, as it is the case in CDKN2 for SSN, the evaluators recommend having a clearer distinction between these functions at the institutional level (from the organization of the team to the budget level). This will give a clearer outlook of the work conducted at these different levels and would ensure that sufficient staff time is allocated to each one. It would also help strike the balance between being a grant maker to sub-grantees as well as a partner.

➤ Simplifying reporting

The work packages of the program should be reviewed to prevent overlap. The reporting of the program could be simplified by being organized according to the level of intervention of the program (coordination/global/regional/national) and the ToC rather than according to the work packages. The same structure should be used for the budget.

The MEL system and the technical reporting should be reviewed and merged to ensure better integration of both and prevent duplication of effort. It would be important not to separate the coordination of the program with the MEL and technical reporting functions to ensure a better integration of both. Ideally, the MEL system should generate continuous useful information and lessons to be fed directly into the day-to-day implementation of the program to enable an effective adaptive management.

➤ Adopting a more strategic approach to internal capacity strengthening

The evaluators recommend adopting a more strategic and less ad hoc approach to capacity building with the view of providing enhanced learning and development opportunities to the staff from implementing sub-grantees and for these institutions themselves. This does not mean adopting a blanket approach to capacity building with one-size-fits-all training packages, but rather an approach that is well informed, more systematic in its assessment of actual needs, but can also be tailored to specific needs and demands. This is key in a program such as CDKN where a significant portion of the work is conducted by staff internally instead of being outsourced to consultants. Such a strategic approach would also be fully aligned to the southern leadership of the program and the will of CDKN to strengthen capacities in the south. To do so, the evaluators recommend carrying out an in-depth capacity assessment at the

beginning of a next phase, encompassing the staff of all partner organizations at all levels to develop a strategic capacity building plan for the duration of the program.

➤ Considering new partnerships

Bringing in new partners could be considered, depending on the scope of the program. This could be done through external partnerships like it is currently the case with ICCCAD or the GRP for instance, or through formally integrating other partners in the alliance, depending on CDKN's needs. New partners could for instance open-up a new sub-region such as Francophone west and/or central Africa that has been showing interest in CDKN work by requesting the translation of some of the knowledge products. New partners could also potentially fill a gap in a level of intervention of the program to further reach and support vulnerable communities that have proven to need more than enhanced access to knowledge to take action. ICCCAD, for instance, could be considered to help bridge the gap between CDKN work with national and local governments, and the uptake and application of climate change knowledge on the ground to directly benefit local communities that are the most vulnerable to climate change. The GRP could also be an interesting partner to bring access to its diversified partnership (public and private). Universities could potentially be considered as well as legacy partners for the knowledge generated by the program.

A partnership with the CLimate and REsilience (CLARE) framework program, co-designed by IDRC and FCDO, could also be an opportunity for CDKN looking forward. There could be an avenue for CDKN to play a knowledge broker and capacity building role within CLARE building on its network and partnership approach with research users, while continuing other knowledge brokering work outside of this program.

In terms of partnership, the role of ODI as an institution should be reassessed for a subsequent phase to better reflect the actual level of engagement of the organization within the network.

5.3. ACHIEVING EXPECTED RESULTS

➤ Mainstreaming the peer learning approach within all intervention

CDKN2 experience demonstrated that various types of outreach and engagement activities can contribute to fostering collaboration among peers to implement climate action. CDKN should systematically consider the peer-learning opportunities offered in the context of all its interventions. The program ToC should be revised to include a formal causal link between outreach and engagement activities and the short-term outcome regarding collaboration and learning among peers.

➤ More systematically documenting expected and achieved results

A demand-led global program such as CDKN requires upfront identification of how a specific intervention is likely to ultimately lead to the implementation of desired climate actions. While embedding CDKN ToC within the country strategy and the LAC regional engagement plan allows for the identification of such expected results, it has not resulted in systematic reporting against the identified progress markers.

More systematic use could be made of the country strategies, their targets and expected outcomes to assess outcome achievements at the country level. Such a strategy, including its mapping within the CDKN ToC and the identification of progress markers, should be developed and used to document progress for all planned regional level work (building on the LAC strategy) as well as for the global level work.

Strong support needs to be provided by the program in order to build outcome monitoring skills internally and to provide opportunities to interact with key actors some time after the interventions to confirm whether the knowledge was indeed applied, to what extent and with what results.

All this to support the discussion with donors to actively demonstrate the usefulness of climate knowledge brokering and the most effective approaches.

5.4. THE SOUTHERN AND PARTNERSHIP-BASED APPROACH CONTRIBUTION TO ACHIEVING EXPECTED RESULTS

➤ Maintaining southern-based leadership

The southern-based leadership and the predominant reliance of the program on expertise from the south having brought only positive impacts in terms of program effectiveness, efficiency, and legitimacy, it is recommended to move forward with this approach in the future.

➤ Supporting the active engagement of all partners in the strategic leadership of the program

The partnership approach can also be considered as contributing to the achievement of the expected results by significantly extending the resources and knowledge available and the reach of CDKN. It is recommended to move forward with this approach in the future while ensuring that sufficient resources are allocated within each partner to actively participate in the overall coordination and strategic orientation of the program across regions and thematic areas.

5.5. PRODUCTION OF ACTIONABLE KNOWLEDGE

➤ Reconducting KBP's type of interventions

KBPs have contributed to the generation of a significant amount of knowledge products, events convened, and peer-learning opportunities delivered through CDKN. KBPs have also been significantly contributing to CDKN progress against its short- and medium-term targeted outcomes. They also provided a unique opportunity for CDKN to witness the effects of knowledge put into action at the community level. Going forward this type of intervention should be pursued by the program.

➤ Better documenting the use made of different categories of knowledge products and the types of events convened

As important levels of resources are dedicated to the development of knowledge products and tools and to convene events, CDKN might wish to investigate and/or document their respective potential to lead to action. For example, the following questions could be investigated:

- To what extent and how are articles and the blogs published by CDKN instrumental in furthering potential expected impacts? Has it been reaching the targeted key actors and different categories of potential users?
- Are films and videos as effective as guides, toolkits and case studies in assisting key actors in translating knowledge into use?
- What use is made of the knowledge shared through different types of events (training, side events, workshops, etc.) organized by or in partnership with CDKN?

5.6. OPPORTUNITIES FOR IMPACTS

➤ Pursuing and considering enhancing thematic work

Both phases of the evaluation showed that gender and climate finance were two extremely relevant themes that had a lot of traction. Cities also proved to be relevant but could be discussed as a potential level of intervention rather than a theme in itself, as could peri-urban interventions for instance. The second phase of the evaluation showed that actionable knowledge has been delivered under these three themes. It is recommended to keep working on these 3 themes. Given that WEF has not been successfully picked up throughout CDKN2, it is recommended to not focus on it as a stand-alone theme for a subsequent phase. Nonetheless, food and food security are considered a key issue that came out strongly from the Voices from the frontline series. Building on its non-thematic work in the areas of CSA, climate resilient livelihood and water undertaken during CDKN2 based on expressed needs of key actors, CDKN could therefore further inform the critical intersection of climate change, food and gender going forward. It can be noted that this would have a strong complementarity with IDRC's new Climate Resilient Food System program and gender program.

➤ Scaling up and replication of successful models piloted

CDKN could take up efforts to act more as a broker between potential climate finance sources and approaches and CDKN target actors at different levels (a very operational knowledge brokering function where demand in CDKN's network of actors is high), recognizing that local communities' climate finance access needs and effective knowledge brokering channels are different from those of national government departments for instance. Such efforts would be instrumental in heightening the use of last mile climate research and knowledge brokering, and replication and scaling up and out of successful pilots around actionable knowledge.

➤ Building on momentum and nurturing trusted relationships

Knowledge brokering work is highly dependent on trust and strong relationships. CDKN2 benefited from the recognition of CDKN1 but as mentioned above, encountered some hurdles at the beginning of the program regarding country engagement. A gap between the two phases led to changes with different types of actors so relationships had to be rebuilt, which took a significant amount of time. In order to get a next phase up and running quickly, the evaluators recommend building on the momentum the program already has at the country,

regional and global levels. Any gaps between two phases should be avoided to retain as much as possible key staff and strategic entry points in the countries, and to keep nurturing strategic global partnerships such as the one with UNFCCC.

➤ Consolidating know-how and providing leadership on climate knowledge brokering

CDKN should continue pulling out learning on knowledge brokering in a southern led set-up, including on the most appropriate channels and tools to support knowledge brokering leading to climate action. Reflecting on this knowledge brokering approach, identifying the most effective capacity building interventions design, channels and tools, sharing lessons and building a community of practice of knowledge brokers to push techniques and approaches could be an opportunity to consider going forward, building upon CDKN2 experience.

➤ Considering expanding the scope of CDKN

Different avenues could be considered to expand the scope of the program if the budget allowed. One avenue would be to support communities and/or on the ground organizations in the implementation of pilots to test and demonstrate the application of some knowledge outputs on the ground, especially with most vulnerable communities, and ensure an effective knowledge uptake.

Another area to investigate could be around renewed efforts to gather on-the-ground knowledge generated by communities and broker this valuable knowledge from the bottom up.

Another option to consider based on the learning from the implementation of the KPBs could be to build a business case around some knowledge outputs and/or pilots that could be presented to potential donors and/or investors. Echoing the potential role discussed above around brokering needs with climate finance, CDKN would in this sense play a match-making role between innovative initiatives and potentially interested financiers that would ensure the scaling up/out of knowledge generated and brokered so far. This would require a new skill set that would have to be brought into the program.

If important changes in the scope of the program are envisaged, the necessary up-front investments and time that would be required to deliver should be carefully considered.

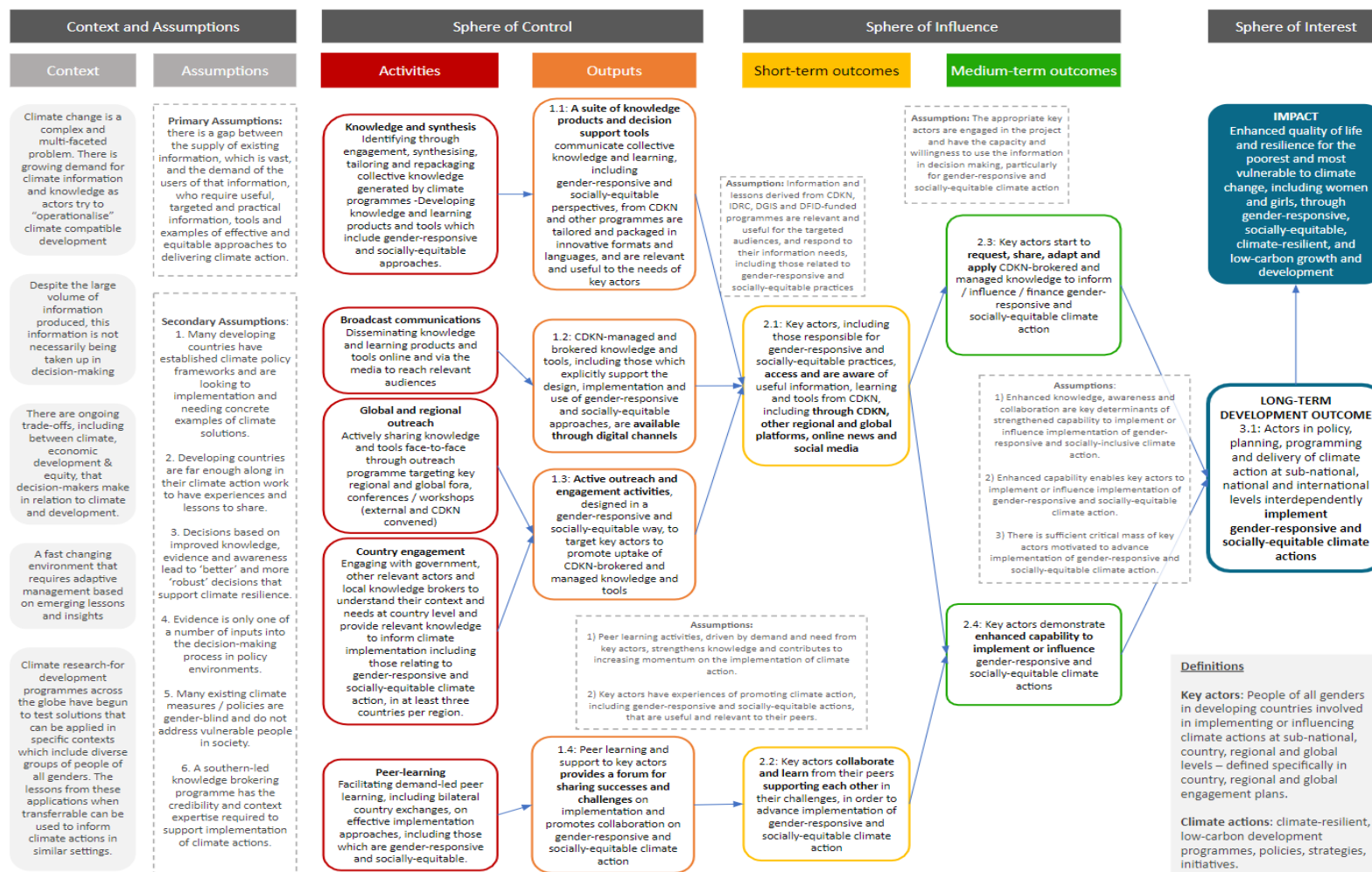
5.7. FUTURE AND SUSTAINABILITY OF CDKN AS A NETWORK

The evaluators encourage pursuing the discussions on the future of CDKN. Several options exist for the financial sustainability of the network and a few suggestions with potential benefits and tradeoffs are presented in the table below. This non-exhaustive list is intended to provide some food for thought in the framework of the ongoing discussions about the future of CDKN. Given that each option has its own benefits and tradeoffs, the evaluators recommend considering a hybrid combining different funding sources to balance out potential tradeoffs.

Funding Source	Benefits	Tradeoffs
Operating grants	Grants from donors that can cover the network operating costs.	Donors' grants can be difficult to secure in the long-term.
Member fees	Shows members' commitment to the network and its added value.	Covers usually only a small amount of the network budget. Some beneficiaries from CDKN services could not have the means to pay a membership fee.
Project/ program grants	Grants that can be accessed through different donors to cover the activities of the network through various projects/ programs. Donors' oversight/ mentoring can be beneficial.	Having to shoehorn projects according to donors' priorities. Project/program funding has a limited timeframe that does not allow for longer-term vision.
Earned income	Income earned from the sale of services, which would contribute to the financial sustainability and independence of the network and show recognition and willingness to pay for the network's services.	CDKN could lose its current identity as a network brokering knowledge for the better good, free of charge.
In-kind contributions	Non-monetary contribution from members offering their time and mental effort. Particularly relevant in terms of partnership and when it comes to building a community of practice	While useful, this type of contribution cannot cover the network's costs.

6. ANNEXES

6.1. ANNEX 1: THEORY OF CHANGE OF CDKN2



6.2. ANNEX 2: EVALUATION MATRIX (Q1, 2, 3 AND 4)

**Under “monitoring reports”, the evaluators include quarterly MEL reports, IDRC monitoring reports, IDRC reports to DGIS, SSN technical reports to IDRC.*

Evaluation Questions and sub-questions	Indicators	Data collection method	Information Source
Q1. Considering the changes in structure, functioning and resourcing in its most recent phase (2018-2021), how relevant and coherent has the CDKN Knowledge Accelerator approach proven to be? What are opportunities and challenges in the CDKN structure and functioning going forward, and what unmet needs remain?			
SQ1.1. To what extent was the program and strategy internally coherent with its objectives?	I1.1.1 Quality and coherence of the ToC	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • ToC
	I1.1.2 Adequacy between the project’s scope and available resources	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Proposal and approval docs • Budget • IDRC, SSN, FFLA, ICLEI, ODI • Global players, FCDO
	I1.1.3 Level of satisfaction regarding the shift from TA (CDKN ₁) to knowledge brokering (CDKN ₂)	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global players, FCDO
	I1.1.4 Perceived relevance of the three work packages and types of activities at the national, region and global levels: <ul style="list-style-type: none"> - Knowledge and synthesis - Outreach and engagement <ul style="list-style-type: none"> o Broadcast communications o Global and regional outreach o Country engagement - Peer Learning <ul style="list-style-type: none"> o Demand-led peer learning o Support to opinion leaders 	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global players, FCDO
	I1.1.5 Level of alignment between the overall objective and budget allocations across work packages and intervention levels (global, regional, national)	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Budget • IDRC, SSN, FFLA, ICLEI, ODI
	I1.1.6 Main types and general extent of support received per country, region and at the global level	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • Budget and monitoring documents

	I1.1.7 Perceived gaps or weaknesses in CDKN support to be addressed and opportunities to be seized in subsequent phases	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global players
SQ1.2. To what extent was the institutional set-up/delivery model of CDKN ₂ coherent and relevant?	I1.2.1 CDKN ₂ institutional structure and infrastructure	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • CDKN Program document and team structure
	I1.2.2 Evidence of lessons taken up from CDKN ₁ and applied to the structure of CDKN ₂	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • CDKN₁ evaluations • SSN, FFLA, ODI (involved in both phases) • FCDO
	I1.2.3 Perceived relevance of CDKN structure for this second phase	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.4 Level of satisfaction regarding the CDKN ₂ institutional set up and infrastructure	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.5 Level of alignment between CDKN institutional bodies (Donor group, steering committee, management team, program coordination, teams, etc.) initial ToRs and actual delivery	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • Program documents and ToRs • Monitoring reports • Governance committee and PSC minutes
	I1.2.6 Level of satisfaction regarding program delivery functions	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.7 Adequacy between partners' (SSN, ICLEI, FFLA, ODI) capacities, priorities and mandates, and their role in the implementation of CDKN ₂	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Proposal, approval document, partnership agreements • Organizations' websites • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.8 Types of training provided to staff	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI
	I1.2.9 Level of expertise and credibility of SSN, ICLEI, FFLA, ODI in the 4 key themes and their connectivity (climate finance, gender, cities, water-energy-food nexus)	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Proposal, approval document, partnership agreements • Organizations' websites • IDRC, SSN, FFLA, ICLEI, ODI • Global players
	I1.2.10 Level of complementarity between SSN, ICLEI, FFLA, and ODI	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.11 Type, quality, frequency and reach of relationship-building mechanisms between partners	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Monitoring reports • Governance committee and PSC minutes • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.12 Evidence of internal quality systems (communications, MEL, processes, finance, tools, and other key mechanisms, etc.) supporting the functioning of the network	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • ToRs, monitoring reports • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.13 Main challenges faced by the institutional set-up/delivery model of phase 2	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Monitoring reports, MTR reflection, Learning documents, workshop reports • Governance committee and PSC minutes • IDRC, SSN, FFLA, ICLEI, ODI

			<ul style="list-style-type: none"> Global players⁴⁹, FCDO
	I1.2.14 Main opportunities created by the institutional set-up/delivery model of phase 2	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Monitoring reports, MTR reflection, Learning documents, workshop reports Governance committee and PSC minutes IDRC, SSN, FFLA, ICLEI, ODI Global players, FCDO
	I1.2.15 Identified gaps in the institutional set-up/delivery model that would need to be addressed for a subsequent phase	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Monitoring reports, MTR reflection, Learning documents, workshop reports Governance committee and PSC minutes IDRC, SSN, FFLA, ICLEI, ODI Global players, FCDO
SQ1.3. To what extent did the program prove relevant in the broader climate compatible development landscape?	I1.3.1 Level of consideration and quality of the analysis of existing knowledge needs regarding climate compatible development at the national, regional, and global level in the design of CDKN2	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Proposal and approval docs IDRC, SSN, FFLA, ICLEI, ODI FCDO
	I1.3.2 Stage (planning, implementation, etc.) and type of interactions between global influential users and the network	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Global players
	I1.3.3 Level of alignment between CDKN three work packages and main identified needs	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Proposal and approval docs Projects briefs, presentations, communication pieces IDRC, SSN, FFLA, ICLEI, ODI FCDO
	I1.3.4 Quality of the mechanism used to identify CDKN key themes of focus	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Workshop reports, reflection reports, monitoring reports IDRC, SSN, ICLEI, FFLA
	I1.3.5 Perceived relevance of CDKN four key themes (climate finance, gender, cities, water-energy-food nexus)	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> IDRC, SSN, FFLA, ICLEI, ODI Global players
	I1.3.6 Evidence of flexibility and adaptability of CDKN2 to respond and adapt to the demand and global context and extent to which it affected internal tools and mechanisms	<ul style="list-style-type: none"> Doc Review 	<ul style="list-style-type: none"> Monitoring Reports Governance committee minutes

Q2. To what extent has CDKN succeeded, or not, in achieving its objectives and outcomes? Is the CDKN Phase II approach (2018-2021) contributing to achieving the program's objectives and outcomes?

	I2.1.1 Level of achievement of CDKN's outputs: <i>As per CDKN's ToC, expected outputs are:</i>	<ul style="list-style-type: none"> Doc Review 	<ul style="list-style-type: none"> Monitoring reports* CDKN impact highlights brochure
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⁴⁹ Global players include UNFCCC, NAP Global Network and NDC Partnership, as per list of people to interview presented in Annex 2

<p>SQ2.1. To what extent did CDKN achieved its expected results?</p>	<ul style="list-style-type: none"> - 1.1: A suite of knowledge products and decision support tools communicate collective knowledge and learning, including gender-responsive and socially-equitable perspectives, from CDKN and other programs are tailored and packaged in innovative formats and languages, and are relevant and useful to the needs of key actors⁵⁰ - 1.2: CDKN-managed and brokered knowledge and tools, including those which explicitly support the design, implementation and use of gender-responsive and socially-equitable approaches, are available through digital channels - 1.3: Active outreach and engagement activities, designed in a gender-responsive and socially-equitable way, to target key actors to promote uptake of CDKN-brokered and managed knowledge and tools - 1.4: Peer learning and support to key actors provides a forum for sharing successes and challenges on implementation and promotes collaboration on gender-responsive and socially-equitable climate action 		
	<p>I2.1.2 Level of achievement of CDKN's short and medium-term outcomes As per CDKN's ToC, expected short- and medium-term outcomes are:</p> <ul style="list-style-type: none"> - 2.1: Key actors, including those responsible for gender-responsive and socially-equitable practices, access and are aware of useful information, learning and tools from CDKN, including through CDKN, other regional and global platforms, online news and social media - 2.2: Key actors collaborate and learn from their peers supporting each other in their challenges, in order to advance implementation of gender-responsive and socially-equitable climate action 	<ul style="list-style-type: none"> • Doc Review • Interviews • Online survey 	<ul style="list-style-type: none"> • Monitoring reports • CDKN impact highlights brochure • IDRC, SSN, FFLA, ICLEI, ODI, CEL, MEL • External stakeholders • Survey respondents

⁵⁰ As per CDKN's ToC, key actors are: "People of all genders in developing countries involved in implementing or influencing climate actions at sub-national, country, regional and global levels – defined specifically in country, regional and global engagement plans".

	<ul style="list-style-type: none"> - 2.3: Key actors start to request, share, adapt and apply CDKN-brokered and managed knowledge to inform / influence / finance gender-responsive and socially-equitable climate action - 2.4: Key actors demonstrate enhanced capability to implement or influence gender-responsive and socially-equitable climate actions 		
	<p>I2.1.3 Evidence of contribution towards long-term outcome: As per CDKN's ToC, expected long-term outcome is:</p> <ul style="list-style-type: none"> - 3.1: Actors in policy, planning, programming and delivery of climate action at sub-national, national and international levels interdependently implement gender-responsive and socially-equitable climate actions 	<ul style="list-style-type: none"> • Doc Review • Interviews • Online Survey 	<ul style="list-style-type: none"> • Monitoring reports • CDKN impact highlights brochure • IDRC, SSN, FFLA, ICLEI, ODI, CEL, MEL • External stakeholders • Survey respondents
	I2.1.4 Evidence and/or examples of unplanned/ unintended outcomes (positive or negative)	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Monitoring reports • IDRC, SSN, FFLA, ICLEI, ODI, CEL
	I2.1.5 Perceived effectiveness of the MEL for capturing outcomes and impacts	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • MEL system, including mentorship reports • MEL focal points • Regional coordinators SSN, FFLA, ICLEI,
	I2.1.6 Level of alignment of CDKN2 results to IDRC and DGIS's strategic priorities	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • IDRC and DGIS strategic framework documents • Monitoring reports • IDRC, DGIS
SQ2.2. To what extent did the CDKN2 southern and partnership-based approach contribute to achieving expected results?	I2.2.1 Perception and/or examples of contribution of CDKN2 approach to the achievement of results	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Monitoring reports • IDRC, SSN, FFLA, ICLEI, ODI, CEL, MEL
	I2.2.2 Evidence and/or examples of co-benefits or unexpected results generated by this approach	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Monitoring report • IDRC, SSN, FFLA, ICLEI, ODI, CEL, MEL
Q3. To what extent has CDKN's focus on each of its four key themes (climate finance, gender, cities, water-energy-food nexus), and the three regions plus a global focus, produced relevant and actionable knowledge or achieved knowledge uptake? What gaps remain that could inform future work and areas of focus?			
SQ3.1. To what extent CDKN's themes of focus and levels of intervention produced relevant and	I3.1.1 Level of relevance to needs of the knowledge produced and brokered by CDKN2 in each of the 4 key themes for the national, regional and global levels	<ul style="list-style-type: none"> • Doc Review • Survey • Interviews 	<ul style="list-style-type: none"> • Monitoring report, event questionnaires • Survey respondents • SSN, FFLA, ICLEI, ODI, CEL, theme leads • External stakeholders

actionable knowledge or achieved knowledge uptake?	I3.1.2 Level of actionable nature of the knowledge produced and brokered by CDKN ₂ in each of the 4 key themes for the national, regional and global levels	<ul style="list-style-type: none"> • Survey • Interviews 	<ul style="list-style-type: none"> • Survey respondents • SSN, FFLA, ICLEI, ODI, CEL, theme leads • External stakeholders
	I3.1.3 Evidence and/or example of actions taken based on the knowledge brokered by CDKN and/or knowledge uptake in each of the 4 key themes and at the different levels: national, regional and global level	<ul style="list-style-type: none"> • Doc Review • Survey • Interviews 	<ul style="list-style-type: none"> • Monitoring reports • Survey respondents • SSN, FFLA, ICLEI, ODI, CEL, theme leads • External stakeholders
SQ3.2. To what extent did CDKN contribute to putting into use the research generated by Knowledge Basis Projects?	I3.2.1 Level of satisfaction of KBPs regarding the support received from CDKN	<ul style="list-style-type: none"> • Survey • Interviews 	<ul style="list-style-type: none"> • KBPs
	I3.2.2 Evidence/ examples of knowledge uptake from KBPs	<ul style="list-style-type: none"> • Doc Review • Survey • Interviews 	<ul style="list-style-type: none"> • Monitoring reports, technical reports • KBPs
	I3.2.3 Perceived usefulness of CDKN's support to put KBP's research into use	<ul style="list-style-type: none"> • Survey • Interviews 	<ul style="list-style-type: none"> • KBPs
SQ3.3. What knowledge gaps and opportunities for impact have not been realized in this phase of CDKN, which might be tackled in a subsequent phase?	I3.3.1 Perceived gaps for relevant and actionable knowledge, and knowledge uptake in each of the 4 key themes and beyond those themes	<ul style="list-style-type: none"> • Interviews • Survey 	<ul style="list-style-type: none"> • CEL, SSN, FFLA, ICLEI, IDRC, theme leads • External actors • Survey respondents
	I3.3.2 Perceived gaps for relevant and actionable knowledge, and knowledge uptake at the different levels at: national, regional and global level	<ul style="list-style-type: none"> • Interviews • Survey 	<ul style="list-style-type: none"> • CEL, SSN, FFLA, ICLEI, IDRC, theme leads • External actors • Survey respondents
	I3.3.3 Perceived appropriateness, strengths and weaknesses of the channels and tools (events, KBPs, workshops, consultations, etc.) used by CDKN to achieve results and potential gaps	<ul style="list-style-type: none"> • Interviews • Survey 	<ul style="list-style-type: none"> • CEL, SSN, FFLA, ICLEI • External actors • Survey respondents
Q4. To what extent and how has the funding partnership, including the role of IDRC and the granting arrangements, enabled or constrained the achievement of outcomes under CDKN Phase II?			
SQ4.1. To what extent did granting arrangements under CDKN ₂ enable or constrain outcome achievement?	I4.1.1 Extent to which the granting arrangement under CDKN ₂ contributed or limited the achievement of expected results	<ul style="list-style-type: none"> • Interviews • Doc review 	<ul style="list-style-type: none"> • CEL, SSN, FFLA, ICLEI, IDRC • Monitoring reports, technical reports
	I4.1.2 Level of satisfaction regarding the role in grant management played by SSN, FFLA and ICLEI in supporting the achievement of results	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, MEL, CEL
SQ4.2. To what extent did the partnership, including funding arrangements and relationship between CDKN and the donors,	I4.2.1 Level of satisfaction regarding the role played by IDRC in supporting the achievement of results	<ul style="list-style-type: none"> • Interviews • Doc review 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI • Monitoring reports, technical reports
	I4.2.2 Perceived shortcomings in the funding partnership of CDKN ₂	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI

enable or constrain outcome achievement?			
---------------------------------------------	--	--	--

6.3. ANNEX 3 : REVIEWED DOCUMENTATION

- CDKN Knowledge Accelerator Planning Workshop Report. 5-7 March 2018.
- CDKN Knowledge accelerator for climate compatible development Project proposal. October 2017.
- IDRC Project Approval Document. September 2017.
- CDKN Inception Workshop report 6-8 August 2018
- CDKN Knowledge accelerator for Climate Compatible Development. SSN.
- CDKN1 Team Structure
- CDKN Knowledge Accelerator team structure and roles
- Partnership Agreement DGIS IDRC
- Grant Agreement between IDRC and SSN
 - o Grant Amendment n°1 (budget)
 - o Grant Amendment n°2 (project duration)
- Contract between SSN and FFLA
- Contract between SSN and ICLEI
- Contract between SSN and ODI
- <http://southasia.iclei.org/>
- <https://southsouthnorth.org/>
- <https://www.fla.net/>
- CDKN Governance Committee ToRs
- Governance Committee minutes (Nov 2018, May 2019, Oct 2020)
- ITAD. CDKN EYE5 Evaluation 2014. July 2015
- IOD PARC. CDKN EYE7 Evaluation. June 2017
- ITAD. CDKN MTR. March 2013
- CDKN Mid Term Reflection findings. Nov 2019.
- IDRC report to DGIS
 - o 1st Annual Analytical Narrative Progress Overview (1 May 2018-31 March 2019)
 - o 2nd Annual Analytical Narrative Progress Overview (1 April 2019 - 31 March 2020)
 - o Annual plan and annual budget for the Climate & Development Knowledge Network (CDKN) for the period 1 April 2020 – 31 March 2021
 - o No cost extension request April 2020
 - o Annual plan and annual budget for the Climate & Development Knowledge Network (CDKN) for the period 1 April 2021 – 31 March 2022.
- IDRC monitoring reports
 - o Monitoring report oct2018
 - o IDRC trip report to India Nov 2018
 - o Monitoring report April 2019
 - o Monitoring report Dec 2019
- SSN bi annual reports to IDRC
 - o Annual Report 30 June 2019 Covering period: 1 June 2018 – 31 May 2019
 - o Bi-Annual Report 31 December 2019 Covering period: 1 Jun 2019 – 30 November 2019
 - o Annual Report 30 June 2020 Covering period: 1 June 2019 – 31 May 2020
 - o Biannual Report 30 November 2020 Covering period: 1 June 2020 – 30 November 2020

- Peer learning briefing note March 2019
- CDKN Learning plan for knowledge brokering questions
- MEL
 - o CDKN MEL call for expression of interest. June 2018.
 - o CDKN MEL support Six-monthly mentoring report for period Jan – April 2019
 - o CDKN MEL Support Six-monthly report for period May – October 2019
- Concept Notes
 - o CDKN approach to working in countries Sept 2018
 - SSN Grant for country engagement leads
 - CDKN Country engagement plans (2018)
 - Country Strategy update (2020)
 - Latin America Regional strategy update, May 2020
 - o CDKN Themes - Developing thematic focus in CDKN - August 2018
 - CDKN Knowledge Accelerator: Cities Key work areas and learning from CDKN Phase 1: 2010-2018
 - CDKN Knowledge Accelerator: Gender and social inclusion Key work areas and learning from CDKN Phase 1: 2010-2018
 - CDKN Knowledge Accelerator: Climate finance Key work areas and learning from CDKN Phase 1: 2010-2018
 - Gender: a mini concept for CDKN, 2019-20. 18 January 2019, Mairi Dupar
 - o Concept note knowledge basis project partnership

6.4. ANNEX 4: LIST OF INTERVIEWEES

#	Level	Organization	Name	Role in CDKN 2	Contact info
1.	Global	IDRC	Georgina Kemp	Donor	gkemp@idrc.ca
2.	Global	SSN	Shehnaaz Moosa	Program Director, Africa Regional Director and PSC	shehnaaz@southsouthnorth.org
3.	Global	ODI	Mairi Dupar	Thematic lead gender and social inclusion & KM TA and managing editor	m.dupar@odi.org.uk
4.	Global	SSN	Kamleshan Pillay & Shanice Mohanlal	Climate Finance thematic leads	Kamleshan Pillay kamleshan@southsouthnorth.org
5.	Global	SSN	Simbisai Zhanje	MEL manager, global MEL focal point and focal point for Africa	simbisai@southsouthnorth.org
6.	Global	SSN	Michelle du Toit	Global Program Coordinator	michelle@southsouthnorth.org
7.	Global	SSN	Lisa MacNamara	Program Director Knowledge networks	lisa@southsouthnorth.org
8.	Global	ICCCAD	Shahrin Mannan	Partnership: Voices from Frontline	shahrin.mannan@icccad.org
9.	Regional	FFLA	Gabriela Villamarin	LAC Regional Coordinator & MEL focal point LAC	gabriela.villamarin@ffla.net
10.	Regional	ICLEI	Bedoshruti Sadhukhan	Asia Regional Coordinator & Cities thematic lead	shruti.sadhukhan@iclei.org
11.	Regional	-	Carolina Gil Posse	Coordinadora, Salud sin Daño-Argentina - miembro Clik Hub	carolina@hcwh.org
12.	National	-	Edna Odhiambo	CEL Kenya	edna@southsouthnorth.org
13.	National	-	Sandra Isola	CEL Peru	isola.sandra@gmail.com
14.	National	-	Jubaer Rashid	CEL Bangladesh	jubaer.rashid@iclei.org
15.	National	-	Dr. Grishma Neupane	KBP - Senior Livestock Officer - Ministry of Land Management, Agriculture,	grishma221@hotmail.com

				Cooperative & Poverty Alleviation, Gandaki Province	
16.	National	-	Professor Samuel Codjoe	KBP – Director - Regional Institute for Population Studies, University of Ghana	scodjoe@ug.edu.gh
17.	National	-	Margaret Angula	Namibia KBP Lead	margaret.angula@gmail.com
18.	National	-	Muluneh Gebremedhin Hedeto	Government – National - Advisor to the Commissioner - Environment, Forest and Climate Change Commission, Ethiopia	mulunehmefcc@gmail.com
19.	National	-	Eliana Muñoz	Government – National - Analista, Consejo Nacional para la Igualdad de Género	emunoz@igualdadgenero.gob.ec
20.	Local	-	Verónica Trujillo	Coordinadora del Plan 4C Cartagena, Establecimiento Público Ambiental de Cartagena- EPA, Colombia	cclimaticoepacartagena@gmail.com

6.5. ANNEX 5. CDKN EVALUATION INTERIM REPORT

THE CLIMATE AND DEVELOPMENT KNOWLEDGE NETWORK (CDKN) EVALUATION

FINAL INTERIM REPORT

Prepared for: The International Development Research Center
(IDRC)

May 31st, 2021



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TABLE OF CONTENTS

1.	Executive Summary	1
2.	Introduction	4
2.1.	CDKN Overview	4
2.2.	Evaluation Scope	4
2.3.	Evaluation Methodology	5
3.	Evaluation Findings for question 1	6
3.1.	SQ1.1: To what extent was the program and strategy internally coherent with its objectives?	6
3.2.	SQ1.2: To what extent was the institutional set-up/delivery model of CDKN2 coherent and relevant?	14
3.3.	SQ1.3: To what extent did the program prove relevant in the broader climate compatible development landscape?	21
4.	Conclusions	26
5.	Recommendations	28
6.	Annexes	32
6.1.	Annex 1: Evaluation Matrix (Q1)	33
6.2.	Annex 2: Theory of Change	37
6.3.	Annex 3: List of interviewees	38
6.4.	Annex 4: Reviewed Documentation	40

ACRONYMS

CARIAA	Collaborative Adaptation Research Initiative in Africa and Asia
CCD	Climate Compatible Development
CDKN	Climate and Development Knowledge Network
CEL	Country Engagement Leads
DFID	Department for International Development
DGIS	Directorate-General for International Cooperation
FCDO	Foreign Commonwealth and Development Office
FFLA	Fundación Futuro Latinoamericano
GRP	Global Resilience Partnership
ICCCAD	International Centre for Climate Change and Development
IDRC	International Development Research Center
KBP	Knowledge Basis Projects
KPI	Key Performance Indicators
LAC	Latin America and the Caribbean
MEL	Monitoring Evaluation and Learning
ODI	Oversea Development Institute
PMT	Project Management Team
SSN	SouthSouthNorth
UNFCCC	United Framework Convention on Climate Change
WEF	Water Energy Food nexus

1. EXECUTIVE SUMMARY

The Knowledge Accelerator initiative is the second phase of the Climate and Development Knowledge Network (CDKN). It aims to create an enabling environment for the implementation and scaling up of climate and development actions in order to drive inclusive, sustainable and climate resilient development, and enhance the quality of life for the poorest and most vulnerable to climate change. This second phase of CDKN is led by SouthSouthNorth (SSN), as host agency for CDKN, in consortium with ICLEI South Asia and Fundación Futuro Latinoamericano (FFLA), as regional hubs for the network, as well as the Overseas Development Institute (ODI).

This interim report presents the findings of the first question of the evaluation of the second phase of CDKN, namely: *Considering the changes in structure, functioning and resourcing in its most recent phase (2018-2021), how relevant and coherent has the CDKN Knowledge Accelerator approach proven to be? What are opportunities and challenges in the CDKN structure and functioning going forward, and what unmet needs remain?* This first part of the evaluation was conducted from March to May 2021 and included an inception phase, as well as a data collection phase through an in-depth documentation review and interviews with the CDKN team, donor, and a few global players. The main findings are summarized below.

SQ1.1: To what extent was the program and strategy internally coherent with its objectives?

The strategy of intervention of CDKN2 is relevant and coherent. It is built around a clear, well-structured theory of change with sensible pathways to outcomes and impact. The focus on knowledge brokering for this second phase is relevant given the scope of the program. The development of country and regional strategies in 2020 were a positive effort to ensure the coherence of the program across its different levels of intervention, which is particularly important for a demand-led program to not lose its strategic focus. However, this strategic focus could have been driven from the onset of the program.

The three work packages - knowledge synthesis, outreach & engagement, and peer learning - are relevant, as well as the type of activities undertaken under each one. However, while the overlap between work packages is not an issue in implementation, it proved cumbersome to report and budget according to this breakdown. Even though global engagement was not considered as a high priority at the inception of CDKN2, it proved to have positive benefits to the program and is an area that is worth investing further in.

CDKN2 had four main themes: Climate finance, gender, cities, and the Water Energy Food nexus (WEF). A limited number of themes was relevant to give a strategic focus to the program. Gender and climate finance are widely recognized as highly relevant and offering a lot of traction. Cities are relevant to consider as it is the scale at which climate action is implemented on the ground. However, cities could be treated as a level of intervention rather than as a theme per se. The WEF nexus did not appear as effective a thematic choice for CDKN2. Overall, there is room for more consistency regarding the thematic work given the lack of explicitly framed connection with the strategy of intervention and the theory of change.

The budget was coherent with the scope of CDKN2 and the distribution across work packages is well aligned to the knowledge brokering focus of the project that is built around outreach and engagement, especially in the regions, to ensure knowledge uptake.

SQ1.2: To what extent was the institutional set-up/delivery model of CDKN2 coherent and relevant?

The lean, southern-led and horizontal governance structure of CDKN2 is well aligned to the budget, scope and focus of the program. It builds upon key relevant lessons learned from CDKN1 and other network funded by IDRC, which led to an overall sound and relevant institutional set-up.

All interviewees expressed satisfaction over the CDKN2 institutional set-up and there is a consensus on its relevance. The autonomy left to partners and the trust amongst the three organizations were raised as strengths of the partnership.

Some adjustments were made to CDKN2 institutional bodies during the implementation of the program. Although most of these changes seem relevant, a few opportunities for strategic planning might have been missed by not having more regular and formal steering committee meetings.

CDKN2 partners were adequate and relevant for the implementation and management of the program. Although the technical input of the one ODI staff involved in CDKN2 is recognized as extremely valuable, ODI at an organizational level can hardly be considered as a CDKN2 partner. There is a general satisfaction on each partner's delivery of the program. Overall, CDKN implementing partners were complementary and relevant to the scope and thematic focus of the program.

However, this complementarity could perhaps have been better exploited through stronger cross-regional exchange and coordination mechanisms. Regarding other internal mechanisms and processes, the program budget managed by SSN would benefit from being simplified and showing more clearly the budget dedicated to the global, regional, and country level work. While CDKN2 had a dedicated training budget, the approach to capacity building was demand-led and could have been more strategic and encompass the whole network. Although the Monitoring Evaluation & Learning system is clear and comprehensive, its use is in some respect still somewhat disconnected from the implementation and reporting of the program, which limits its ability to inform an adaptive management approach.

SQ1.3: To what extent did the program prove relevant in the broader climate compatible development landscape?

CDKN2 is a demand-led program which makes responding and being relevant to identified needs at the heart of the program.

CDKN2 is a highly flexible program, in line with its demand-led approach. It proved to have good adaptive capacity to respond to policy and user demand in a rapidly changing environment, in particular in the challenging context of a global pandemic.

CDKN2 has a strong niche and an added value in the global climate compatible development sphere which lies in the fact that it is a southern-based trusted global knowledge broker.

Building on its current niche, several avenues for CDKN going forward could be explored, including potential technical assistance for pilot project putting research into use, gathering, and brokering knowledge from the ground up, brokering knowledge and acting as a capacity building conduit within the CLARE program, and using such functions to demonstrate the usefulness of knowledge brokering more broadly to donors.

A number of recommendations are provided at the end of this interim report. They cover the following matters for a potential sub-sequent phase of the program:

- How to ensure program coherence and alignment;
- How to strengthen the program organizational structure through strategic institutional bodies;
- What thematic focus would make the most sense;
- How to ensure a smooth and efficient reporting;
- What approach could be relevant for capacity strengthening;
- The importance on building on momentum and nurturing trusted relationships;
- What opportunities could be considered to expand the partnership;
- What avenues could be considered to expand the scope and reach of the program;
- How could CDKN bring thought leadership on knowledge brokering; and
- Food for thought regarding the discussion on the future and sustainability of CDKN as a network.

2. INTRODUCTION

2.1. CDKN OVERVIEW

The Climate and Development Knowledge Network (CDKN) is an initiative established since 2010 that provides knowledge, technical assistance, and research services to help developing countries in Africa, Asia and Latin America and the Caribbean (LAC) to achieve climate compatible development (CCD). During its first phase, from 2010 to 2017, CDKN received £101.7 million in funding from the former UK Department for International Development (DFID, now Foreign Commonwealth and Development Office (FCDO)) and £18.3 million from the Directorate-General for International Cooperation (DGIS) of the Dutch Ministry of Foreign Affairs. This first phase will be referred to as CDKN1 in this document.

In June 2018, CDKN launched a new phase with the Knowledge Accelerator initiative (2018-2021), funded by the International Development Research Center (IDRC) and DGIS for a total of 12,120,000 CAD. The funding from this new phase is therefore significantly reduced, and the scope of the program shifted from knowledge generation, technical assistance, and knowledge management under phase I to focus solely on knowledge brokering for phase II. This second phase will be referred as CDKN2 in this document.

The goal of the CDKN Knowledge Accelerator initiative is to create an enabling environment for the implementation and scaling up of climate and development actions in order to drive inclusive, sustainable and climate resilient development, and enhance the quality of life for the poorest and most vulnerable to climate change.

This second phase is led by SouthSouthNorth (SSN), as host agency for CDKN, in consortium with ICLEI South Asia and Fundación Futuro Latinoamericano (FFLA), as regional hubs for the network, as well as the Overseas Development Institute (ODI).

It was decided to commission an independent final evaluation of CDKN2, which is the focus of the present mandate attributed to le Groupe-conseil Baastel Itée, following an open competitive bidding process.

2.2. EVALUATION SCOPE

The evaluation's objectives are two-fold:

- To provide independent judgement on future pathways toward the long-term sustainability for CDKN. This will be immediately useful and of particular importance for CDKN leadership along with the donors; and
- To assess progress against objectives, with a focus on the relevance of knowledge produced and brokered, effectiveness of engagement & outreach approaches, and successes in building leadership & collaboration on implementation through peer learning. This will be used by funders primarily along with CDKN leadership.

This interim report focuses on the first objective of the evaluation. It is a forward-looking exercise as an opportunity to inform thinking and decision regarding the long-term

sustainability of CDKN and future programming. The second objective of the evaluation will be addressed in a subsequent phase of the evaluation, which will be conducted later in 2021.

In response to the first objective of the evaluation, this interim report focuses on the following evaluation question: ***Considering the changes in structure, functioning and resourcing in its most recent phase (2018-2021), how relevant and coherent has the CDKN Knowledge Accelerator approach proven to be? What are opportunities and challenges in the CDKN structure and functioning going forward, and what unmet needs remain?***

This question has been broken down into three main sub-questions:

- SQ1.1 To what extent was the program and strategy internally coherent with its objectives?
- SQ 1.2 To what extent was the institutional set-up/ delivery model of CDKN2 coherent and relevant?
- SQ 1.3 To what extent did the program prove relevant in the broader climate compatible development landscape?

The proposed 3 sub-questions focus on the relevance and coherence of three key aspects of CDKN2 structure and functioning. SQ1.1 and 1.2 are looking inwards at the program setup and its institutional structure. while SQ1.3 is looking externally at the positioning of CDKN in a broader landscape. The evaluation also considers the opportunities and challenges in the CDKN structure and functioning going forward, which is addressed in the recommendations section. These sub-questions are further unpacked into a subset of indicators in the Evaluation Matrix presented in Annex 1. Other evaluation questions will be addressed in the second part of the evaluation that will be conducted later.

2.3. EVALUATION METHODOLOGY

The evaluation was carried out through the following steps.

An **inception phase** in March 2021 that included two inception meetings with the evaluation Reference Group (including IDRC program management, IDRC Evaluation and SSN): one on the overview of CDKN and expectations of the evaluation, and one on the evaluation methodology. This phase was concluded by an inception report describing the methodology proposed for conducting the evaluation, as well as key evaluation tools such as the evaluation matrix, interview protocols, list of people to interview and list of documentation to be reviewed.

The **data collection and analysis** phase took place in April 2021 and included a thorough review of the documentation listed in Annex 4 as well as a series of 12 interviews with: key CDKN staff in SSN, ICLEI, FFLA and ODI, IDRC and a few key global players. A full list of interviewees is provided in Annex 3.

Based on the information collected during the documentation review and interviews, the evaluation team analyzed and triangulated the data collated to inform the indicators and answer the evaluation sub-questions and overarching question. A **draft interim report** presented the findings for this first evaluation question. It was submitted to IDRC on April 30th, 2021. This **final interim report** was prepared considering the comments received and discussions held on the draft with the Evaluation Reference group

3. EVALUATION FINDINGS FOR QUESTION 1

Evaluation Question 1: Considering the changes in structure, functioning and resourcing in its most recent phase (2018-2021), how relevant and coherent has the CDKN Knowledge Accelerator approach proven to be? What are opportunities and challenges in the CDKN structure and functioning going forward, and what unmet needs remain?

3.1. SQ1.1: TO WHAT EXTENT WAS THE PROGRAM AND STRATEGY INTERNALLY COHERENT WITH ITS OBJECTIVES?

3.1.1. COHERENCE OF CDKN'S INTERVENTION STRATEGY

Knowledge Accelerator Theory of Change

The Knowledge Accelerator Proposal developed by SSN included a Theory of Change (ToC) (presented in Annex 2) that identified: activities, outputs, short and medium-term outcomes, long term development outcome, impact, as well as key assumptions and overall pathways to change. The ToC was reviewed after a Monitoring, Evaluation and Learning (MEL) workshop in October 2018, as part of the development of the MEL framework for the program. Overall, apart from mainstreaming gender in the ToC, no major changes⁵¹ were made through this revision, which shows the relevance of the initial ToC in the Knowledge Accelerator Proposal. It is this 2018 version of the ToC that is considered throughout this interim report.

The vision of CDKN2, as stated in the proposal, “to create a positive impact on the quality of life of the poorest and most vulnerable to climate change, in particular women and girls, by implementing inclusive, sustainable and climate-resilient development at scale” is reflected in the impact of the ToC. The goal of the program is “to create an enabling environment for implementation and scaling climate and development actions in order to drive inclusive, sustainable and climate resilient development, and enhance the quality of life for the poorest and most vulnerable to climate change”⁵². This is reflected in the long-term outcome of the ToC. The three specific objectives of the program are linked to the three work packages of the program that are: (i) Knowledge and synthesis, (ii) Outreach and engagement, and (iii) Peer learning and support to emerging opinion leaders and influencers. Even though the specific objectives and work packages are not specifically mentioned in the ToC, they show through the three main pathways presented in the ToC.

51 The ToC revision process led to: (i) The mainstreaming of gender issues throughout the ToC; (ii) A definition and harmonization of references to “key actors”; (iii) Merging of 2 outputs (1.1 and 1.2); (iv) The addition of a few assumptions; and (v) The reformulation of a few outputs and outcomes to make them clearer.

52 CDKN. Knowledge Accelerator Proposal.

Overall, the ToC is coherent, clear, well-structured, with sensible pathways to outcomes and impact. The IDRC project approval document mentions in this respect that “*the proposal includes a strong Theory of Change that shows the pathways from three main strategies to impact and outcomes, identifying a number of assumptions between different steps*” and that “*the strength of the Theory of Change [...] was highlighted by the co-funding partner, DGIS who mentioned this element as decisive for their positive assessment of the CDKN proposal and partnership with IDRC*”. However, it can be noted that only one theme (gender and social inclusion) out of 4 is mentioned in the ToC. The relevance of the themes as part of the strategy of intervention of the program could therefore be questioned. Which is further discussed below.

Shift to focus solely on knowledge brokering

While the first phase of CDKN focused on technical assistance, knowledge generation and knowledge management, the second phase shifted its scope to focus solely on knowledge brokering. Knowledge brokering is found to encompass a variety of tasks that are essential to ensure that the knowledge produced is accessible and useable by targeted stakeholders. The rationale for the shift is well justified in the Knowledge Accelerator proposal. It comes from the realization that a lot of climate change knowledge and information has already been produced, but its availability and ability to be applied and taken up by decision makers remain a challenge, especially in the fast-changing field of climate change, where urgent action is more than ever required. The second phase of CDKN appeared timely as it built on successful knowledge basis projects (KBP) - such as the Collaborative Adaptation Research Initiative in Africa and Asia (CARIAA) funded by IDRC and FCDO - that were in the process of wrapping up. Several interviewees mentioned that the shift to focus solely on knowledge brokering was largely guided by the two donors, DGIS and IDRC. This shift is also relevant given the significant reduction in scope and budget between the two phases.

The interview process for this evaluation showed that this shift caused some difficulties at the beginning of phase 2, which were twofold. First, it required in-depth needs assessment in the different targeted countries, which took a significant amount of time that was underestimated at design stage. Second, communicating this shift to stakeholders was not easy as they had to understand that the program was not funding projects anymore, but rather focusing on delivering useful knowledge. New partnerships also had to be developed and nurtured. In terms of communication, the term “knowledge brokering” was also questioned in interviews as it does not translate easily in other languages, and can therefore be misleading and/or require extensive explanation outside of an academic audience. Nevertheless, apart from these hurdles at the beginning of phase 2, the focus on knowledge brokering for this second phase is perceived as relevant by interviewees given the scope of the program.

Coherence of the Program across regions

CDKN2 works in three regions: Africa, Asia and Latin America⁵³. Specific targets and geography are not specifically mentioned in the ToC. The strategy of intervention of the

53 It can be noted that CDKN2 shifted to only focus on South America excluding the Caribbean which was included under CDKN1.

program is purposely open-ended as the program is supposed to be demand-led and best meet the needs of beneficiary countries.

CDKN is active in particular in 9 focal countries over the three regions: Ecuador, Peru, Colombia, Ghana, Ethiopia, Kenya, India, Nepal and Bangladesh. Ecuador and Ghana were added as focal countries under CDKN2, while the other 7 countries were also deep engagement countries under CDKN1.

The inception workshop held in August 2018 dedicated a session to modalities of working with countries. This session explored each regions country engagement approach and the tools most suited for each region. For each country of focus, a country engagement plan was then developed in late 2018/beginning of 2019. These plans situated the engagement of CDKN in the country and set out the regional context, existing KBP, mapped out opportunities with regards to CDKN themes, key stakeholders, and identified main risks and opportunities. However, the plans did not refer to CDKN objectives, outcomes or ToC, even though it would have been a good opportunity to ensure the coherence between the overall program and the country work.

In May 2019, CDKN hosted a Country Engagement Leads (CEL) workshop gathering the network of CEL as well as the CDKN thematic leads to ensure the alignment between the regional thematic work with the needs identified by in-country stakeholders⁵⁴. According to the workshop report, the event helped build relationships between CELs and regional team; and contributed to the planning of key activities leveraging synergies between country level plans. Interviews conducted for this evaluation confirmed that this in-person workshop was useful in tying together the regional, country and thematic work.

Updated country strategies were developed in mid-2020. These strategies did not aim to replace the initial country engagement plans but rather to better understand the strategy supporting CDKN work in different countries, to shape reporting to donors and to guide the delivery of the country program activities. These strategies clearly set out the strategic objectives that are being pursued in the countries and how these link to CDKN objectives. In addition, they show how each country strategy will contribute to the 4 outcomes of the program. The updated country strategies are therefore a valued addition to ensure the coherence between the country work and the overarching strategy of the program. It can also be noted that a regional strategy was developed for the Latin America region in May 2020, following the same template than the country strategy. This is helpful to tie together the work in different countries and provide additional coherence at the regional level. The work in Latin America is strongly focused on the regional level, which is less the case in Africa and Asia, that is why the program opted for a deep engagement country approach rather than a regional strategy for these two regions. While regional strategies were not considered relevant by the regional teams for Africa and Asia given the diversity between countries within the regions for CDKN2, it could still be interesting to have a strategic framework tying the country work together within each region.

A lesson from CDKN1 was that *“CDKN was originally tasked with responding to developing country demand. As the programme has developed it has sought to combine this with a more*

⁵⁴ CDKN CEL Workshop Repot. 14-16 May 2019.

strategic focus on outcomes. Getting the balance right is extremely difficult and would have been easier if strategic focus had been a priority from the outset⁵⁵. The country and regional strategies, as well as the inception and CEL workshops, were a positive effort in terms of getting this balance and build upon this lesson from CDKN1. It could however be regretted that the initial country engagement plan did not refer to the CDKN ToC to set the strategic focus at the country level from the onset.

3.1.2. WORK PACKAGES

As mentioned above, the program is built around the three following work packages: knowledge synthesis, outreach & engagement, and peer learning. The work packages were identified in the initial CDKN proposal, and interviewees pointed out that DGIS requested the reporting and budgeting to be done against them. All interviewees found the work packages relevant as they cover different aspects of knowledge brokering. All three packages appeared to be intricately linked to one another, especially when it comes to outreach & engagement and peer learning. For instance, an outreach event can also be an opportunity for exchanges and peer learning. While the CDKN team find the distinction between work packages useful for implementation purposes, the overlaps caused issues to various interviewees as activities are separated out by work packages in the reporting system and budget. Drawing the line between engagement and peer learning is a difficult task, which could question the relevance of the fact that reporting and budgeting has to be done against them.

Under the three work packages, the five types of activities undertaken by CDKN2 are: knowledge and synthesis (WP1), Broadcast communication (WP2), Global and regional outreach (WP2), Country engagement (WP2), and Peer learning (WP3). These activities are closely linked to the work packages and perceived as relevant by the interviewees. However, several people mentioned that “global engagement” was not strongly considered at the beginning of the program – given DGIS’s emphasis on country level work - which was reflected during the planning workshop: *“the level of global engagement was agreed to be secondary to national and sub-national engagements”⁵⁶*. The global engagement work has nonetheless been picked up later on through for instance a partnership with the United Framework Convention on Climate Change (UNFCCC). IDRC strongly encouraged CDKN to take on this global leadership role during the first year of implementation. A lesson mentioned by SSN in a report to IDRC was that *“strategic partnerships greatly contribute to the quality and impact of CDKN’s work. It is worth pursuing network opportunities even if only a small percentage are taken up because of the benefit they can bring to the programme”⁵⁷*. Given the seemingly high potential of this type of partnerships, global engagement work appears particularly relevant and could have been given a higher priority from the onset.

55 ITAD. *CDKN EYE5 Evaluation 2014*. July 2015

56 CDKN Knowledge Accelerator Planning Workshop Report. 5-7 March 2018

57 SSN report to IDRC June – November 2019

3.1.3. THEMES

Theme selection process

CDKN2 focuses on 4 main themes that are: climate finance, gender & social inclusion, cities, and the water-energy-food nexus (WEF). These themes were selected during a brainstorming session at a planning workshop in March 2018 with the main program partners. The theme selection process considered amongst other the available knowledge products, needs in the countries, need and demand at the global level, and partners internal expertise on the topic. These themes were further discussed during the inception workshop, after which 4 thematic leads were nominated, one per partner organization.

Following this selection process, a guidance note was developed in August 2018 to support the thematic leads in developing CDKN thematic areas further. Mapping documents summarizing key work areas and learning from CDKN1 were developed for the gender, climate finance and cities themes, but not for WEF. The effort to frame and map out the thematic work at the beginning of the program is worth noting to tie the thematic work to the strategy of intervention of the program.

The overall rationale for the theme selection does not appear strongly from reviewed documentation. The 4 themes can in that sense seem somewhat disconnected and heterogeneous.

Themes relevance

Thematic work was discussed during a mid-term reflection meeting in late 2019. The key messages from the discussion were that:

- The themes provide focus to CDKN work and act as a useful hook for engagement with stakeholders.
- There is inconsistency in the linkages between country and regional work and thematic work. Some countries are drawing on thematic work while others less so.
- The theme leads have not had sufficient opportunities to come together to share learning and integrate approaches although this is starting to happen.
- Thematic work has so far relied very heavily on the theme lead⁵⁸.

While themes appeared relevant to help the program focus its activities on key areas, the mid-term reflection exercise showed that there is a lack of consistency and coherence regarding the thematic work. In addition, as mentioned above, only gender & social inclusion is mainstreamed into the ToC but not the other three themes. In this sense, a better integration of themes in the strategy of intervention would have ensured a stronger alignment between the thematic work, the work in the countries and regions, and the program outcomes. It could have strengthened the overall coherence of the program at the global level and across regions. As the themes had not been selected at the proposal stage, it is logical that they were not mentioned in the initial ToC. However, they could have been better reflected in the revised ToC from 2018.

58 CDKN Mid Term Reflection findings. Nov 2019

With regards to each theme:

- Gender & social inclusion: it is a key area for IDRC, clearly stated from the onset as reflected in the IDRC project approval document. There was a consensus amongst interviewees about the strong relevance of this theme.
- Climate finance was a key theme under CDKN1. Interviewees were also in agreement that it was an extremely relevant area of work for CDKN, and that it was a theme with a lot of traction.
- Cities was a theme strongly pushed by ICLEI. The perception of this theme was more nuanced amongst interviewees. Some are of the opinion that it should be considered as a level of engagement - in the same way that country, regional and global levels are – and not as a theme. Others find the city theme particularly relevant to ensure knowledge uptake, as cities are where a lot of climate action is implemented.
- WEF emerged from the working group on Latin America during the planning workshop. It was identified as a key theme for supporting integrated decision-making across sectors and levels of government, and linking urban and rural areas⁵⁹. There was a consensus amongst interviewees about the fact that this theme had not been successfully taken up in this second phase. This was explained in interviews by the lack of strong intellectual leadership regarding the issue at the global level, combined with the fact that it is a complex concept to grasp.

A few interviewees were of the opinion that CDKN would benefit from not having specific themes but rather focusing on meeting the demand in countries and regions, as long as it fits within the ToC and contribute to the achievement of outcomes. Nevertheless, the majority of interviewees found that having a limited number of themes was useful to keep the program focused given its limited resources. Many found that the number of themes (4) was adequate and could even be reduced slightly.

3.1.4. RESOURCES AND ALLOCATIONS

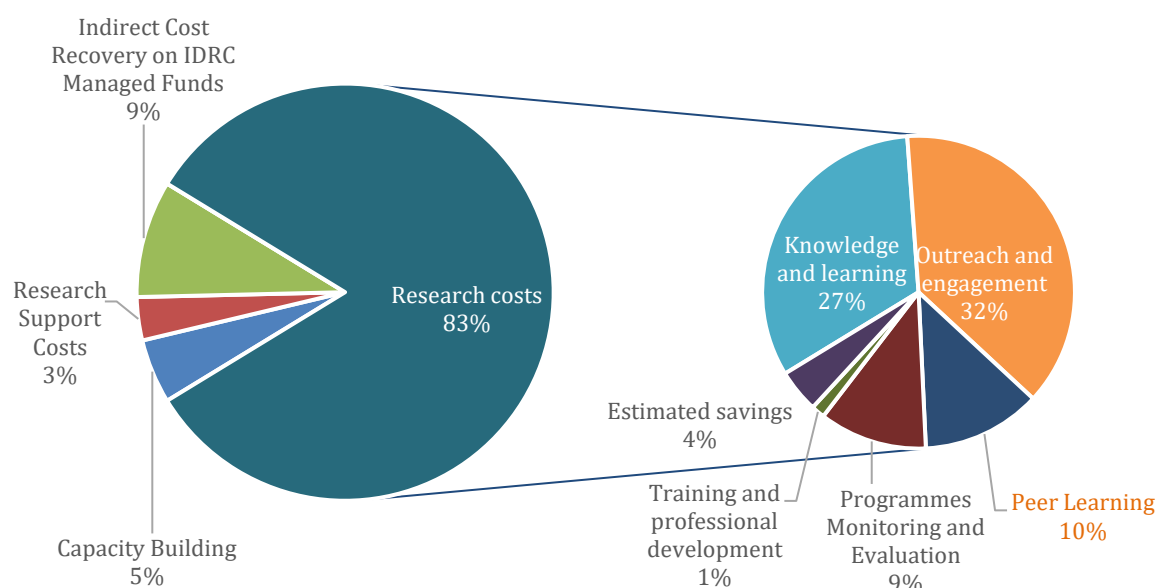
Even though the funding between CDKN1 and CDKN2 was dramatically reduced, there is a general consensus from the interviewees that the budget for CDKN2 was adequate for the scope of the program and its knowledge brokering focus.

Interviews showed that the initial budget was built according to the CDKN1 structure that was a northern-based set-up, with 75% of the budget being outsourced. However, CDKN2 has a leaner southern-based structure, with most of the work being conducted internally, which limited the costs significantly compared to the first phase.

While the overall envelop was in line with the program's scope, the budget allocated to staff could have been higher, as most of the knowledge management was conducted in-house, at the difference of CDKN1. This was an aspect discussed in the mid-term reflection report and mentioned in interviews.

Budget allocations across work packages are represented in Figure 1.

⁵⁹ CDKN Knowledge Accelerator Planning Workshop Report. 5-7 March 2018

Figure 1: Budget allocations⁶⁰

The first pie chart represents the overall budget repartition under the four main budget categories, namely: (i) Capacity Building, (ii) Research Costs, (iii) Research Support Costs, and (iv) Indirect Cost Recovery on IDRC Managed Funds. The second pie chart shows the percentage of the overall budget going to each budget lines specifically under the Research Costs category.

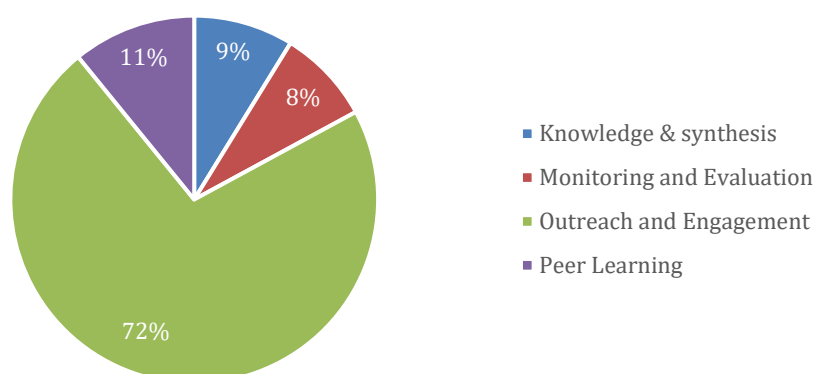
The largest budget item is the outreach and engagement work package (32% of the total budget), followed by knowledge and learning (27%). The distribution across work package is aligned to the knowledge brokering focus of the project that is built around outreach and engagement.

The sub-grants allocated to ICLEI and FFLA each amount to 1,243,819 CAD⁶¹. The grants are distributed across the work packages in the following manner: 72% of the budget goes to outreach and engagement, 11% to peer learning, 9% to knowledge and synthesis, and 8% to monitoring and evaluation. This is presented in Figure 2.

⁶⁰ Based on CDKN IDRC-DGIS budget (revised February 23, 2021).

⁶¹ Based on SSN budget shared with the evaluation team on March 22nd, 2021, with an exchange rate of 9,5565 Rand for 1 CAD.

Figure 2: Subgrants budget allocation



The budget for outreach and engagement is proportionally much higher at the regional level for Asia and Latin America (72% at the regional level against 32% at the global level)⁶², the knowledge and synthesis budget is proportionally lower at the regional level (9% at the regional level instead of 27% at the global level), while the proportion of the peer learning budget is roughly equivalent (11% and 10%). This suggests that a majority of the work on outreach and engagement is conducted regionally, and within countries, (at least in Asia and Latin America), while the knowledge and synthesis work is primarily carried out by SSN.

⁶² The budget does not differentiate between program coordination, global engagement, and Africa regional work, that is why the evaluator cannot include Africa in this analysis.

3.2. SQ1.2: TO WHAT EXTENT WAS THE INSTITUTIONAL SET-UP/DELIVERY MODEL OF CDKN2 COHERENT AND RELEVANT?

3.2.1. INSTITUTIONAL STRUCTURE

CDKN Institutional Structure

As previously mentioned, CDKN2 has a lean southern base that is different from CDKN1. CDKN2 is led by SSN, as host agency for CDKN, in consortium with ICLEI South Asia and FFLA as sub-grantees, and ODI as a technical partner. ICLEI and FFLA report to SSN that is responsible for the coordination of the program and reports to IDRC. This structure is well aligned to the budget, scope and focus of CDKN2.

CDKN2 being NGO-led has a different management culture than CDKN1 that was led by a large northern-based consultancy. CDKN2 has a more horizontal management approach and puts an emphasis on equity, partnership and collaboration between partners, while also allowing each partner to have significant autonomy. The balance is difficult to strike between (i) bringing leadership and coherence across regions on the one hand, and (ii) leaving enough autonomy to partners to best respond to needs in the regions. This balance is particularly challenging given that SSN is both in a position of grant maker towards FFLA and ICLEI and therefore has oversight responsibilities, while also wanting to remain an equal partner in the alliance. The interviews conducted for this evaluation suggest that the balance is tipped slightly towards autonomy of the regions, which is understandable in the framework of a demand-led program. One the tradeoffs raised in interviews was the fact that parts of the program were not designed in the same way, which perhaps limits the coherence and the application of knowledge across regions.

A few other challenges were mentioned at the SSN level such as the fact that there is no clear structural distinction between the regional work, the global work, and the CDKN coordination work, which prevents having a clear view on the amount of budget and time spent for each. This was confirmed in the analysis of the budget presented in 3.2.3 below.

Nevertheless, all interviewees expressed satisfaction over the CDKN2 institutional set-up and there is a consensus on its relevance. The autonomy left to partners and the trust amongst the three organizations were raised as strengths of the partnership.

Integration of previous lessons learned

The CDKN1 year 7 evaluation identified the main reasons for failure for a development-led learning network, one of them being “*Network domination by northern institutions, particularly academic or think-tank oriented, that overwhelmed voices of southern partners who might otherwise have taken momentum forward*”⁶³. This is particularly well addressed in the southern led structure of CDKN2.

63 IOD PARC. CDKN EYE7 Evaluation. June 2017

CDKN works in the priority countries with CEL. The rationale in doing so is that *“these CELs, being nationals of the countries in which they work, have a deep understanding of cultural norms and practice, decision-context and the possible enablers (and barriers) that may be encountered in applying knowledge in decisions and actions. As such they can more easily build the trust of key actors than non-local consultants. So too they have the opportunity to adapt, frame and select knowledge that is relevant to the situation. In so doing they can respond to the disconnect between researcher and key actors in the countries within which they operate”*⁶⁴. This successful arrangement was taken up from the first phase of CDKN. In this regard, the CDKN1 Year 7 review found that *“the critical standout lesson from CDKN is the importance and success of the CEL model of engagement, when it works. The combination of political and technical competence, that is core funded, has recognized authority and seniority in country with a ‘no agenda’ approach is of high value. When it works, the CEL fills a crucial gap, strengthens capacity and provides connections to others for learning”*.⁶⁵ This lesson was therefore well considered by CDKN2.

The IDRC-funded CARIIAA program was made of 4 consortia with around 5 core partners each that had a number of subgrantees (around 20 partners total in each consortium). Each core partner reported individually to IDRC. While this structure allowed for a good oversight of the whole program by IDRC, it limited the ability of the partners to exchange and communicate between themselves. The set up for CDKN2 was intentionally different to apply the lessons from CARIIAA. Indeed, IDRC has one grant with SSN, which is accountable for the two sub-grants awarded to ICLEI and FFLA. According to interviews, this contributed to build accountability between partners, and therefore strengthened the partnership. On the other hand, it limits IDRC’s view on the regional work and sub-grantees and therefore its ability to provide support for the challenges they may face.

The design process of CDKN2 has therefore incorporated some key lessons from CDKN1 and from IDRC, which led to a sound and relevant institutional set-up.

Institutional bodies

A few institutional bodies were put forward in the Knowledge Accelerator proposal but were not set-up during the implementation of the program. In particular, a CDKN coordination group and a technical expert pool were envisioned at proposal stage to provide technical and strategic support. The coordination group was set up under CDKN1 in 2017 to maintain relationships and to coordinate and share learning amongst all CDKN’s projects. It was supposed to support CDKN2 as a mechanism to communicate effectively with other CDKN projects and draw emerging knowledge and experience to be synthesized. It was also intended to provide a forum for future business development⁶⁶. The technical expert pool, composed of external and internal CDKN partner experts (including from PWC and ODI) was supposed to provide strategic advice, mentoring and delivery support. Both the coordination group and technical expert pool have not been set up as, according to interviewees, they did not appear relevant for the successful implementation of CDKN2.

64 SSN report to IDRC June – November 2019.

65 IOD PARC. CDKN EYE7 Evaluation. June 2017

66 CDKN Knowledge accelerator for climate compatible development Project proposal. October 2017

At the beginning of CDKN2, the project steering committee was envisioned as “*a body made up of SSN, ICLEI, FFLA and ODI, which makes key strategic decisions regarding the project and is convened by SSN. Sam Bickersteth sits on this committee in a non-executive capacity as the CDKN strategic advisor. Meets on a monthly basis*”⁶⁷. In reality, the steering committee is composed of the three directors of SSN, FFLA and ICLEI and does not include Sam Bickersteth nor ODI. Interviews showed that the current steering committee was rather an informal body with ad hoc meetings depending on needs. For instance, there are no steering committee meetings minutes. Having a more formal steering committee, with regular meetings, official minutes and follow ups could have helped in terms of strategic decision making. It would have been beneficial to have these discussions earlier on as part of the steering committee to prepare a potential sub-sequent phase, rather than only during the final year of implementation through an advisory committee. The governance committee minutes from October 2020 confirm this point by mentioning that there was a need to have a new or reactivated steering committee for CDKN, where external partners could be invited. IDRC also proposed to create a short-term advisory committee for the last year of the initiative, as a source of inspiration to think of the next phase of CDKN. This advisory committee was set-up in 2021 and includes external partners such as FCDO, the International Centre for Climate Change and Development (ICCCAD) and the Global Resilience Partnership (GRP).

The project management team was conceived as an operational entity composed of each partner (SSN, FFLA, ICLEI and ODI) that are represented by the regional coordinators and other key staff. According to the planning workshop report, it was supposed to meet on a weekly basis but in reality, the team met monthly and every two months later on. This team was effectively set up, and interviews showed that the purpose of the meetings evolved over time to best adapt to the needs of the program. At the beginning, the meetings mainly consisted in reporting on activities conducted in the regions, but it evolved to focus on sharing lessons across regions. This evolution was perceived as relevant by interviewees and aimed to address the cross-regional communication issue. It also demonstrates CDKN’s flexibility and adaptability.

At the donor level, a governance committee was set up to “*oversee the direction, strategy and main priorities of the partnership between IDRC and DGIS*”⁶⁸. The terms of reference of this committee stipulate that it will meet twice in the first year and then annually. The committee effectively met in November 2018, May 2019, and October 2020. It can be noted that the DGIS representative in this committee left in November 2020 and had not been replaced at the time of this evaluation. IDRC has been and continues to be deeply involved in the day-to-day management of the program – through virtual meetings with SSN twice a month (once a month with the coordinators on operational issues and once a month with the director on strategic matters) - which was largely appreciated by interviewees. DGIS on the other hand is only involved through its interactions with IDRC and the governance committee meetings.

Although some liberty has been taken vis-à-vis the originally planned institutional bodies, no major issues were reported in interviews and the actual set-up seems to be relevant and well-functioning. That being said, it is possible that opportunities for strategic planning could have been strengthened through a more regular and formal steering committee meetings.

67 CDKN Knowledge Accelerator Planning Workshop Report. 5-7 March 2018.

68 IDRC Project Approval Document. September 2017.

3.2.2. CDKN IMPLEMENTING PARTNERS

Adequacy of partners

The Project Approval Document recognized that all three CDKN partners have strong track records with knowledge brokering and policy engagement: “SSN and FFLA have been fully engaged with CDKN since its start, while ICLEI South Asia, indirectly engaged, has led the Low Emission Development Strategies forum in Asia”⁶⁹. CDKN2 partners were adequate and relevant for the implementation and management of the program.

ODI is mentioned as a partner providing technical assistance in the Knowledge Accelerator proposal. However, its engagement in CDKN2 has been exclusively limited to one ODI staff, whose technical input has been deeply valued. It is however far-fetched to consider ODI (as an organization) as a partner in CDKN2.

SSN faced a number of challenges during the first year of implementation of the program, as the time required to put in place new internal processes for the CDKN program coordination at the outset was underestimated. Nevertheless, SSN - with an active support from IDRC - has managed to successfully take on the program global leadership in addition to leading the Africa regional work.

While interviewees were satisfied with ICLEI work and output, several mentioned that their reporting could be improved to better reflect the high-quality work conducted on the ground.

Although FFLA experienced delays in regional implementation at the beginning of the program because of challenges around recruitment and retention of CEL⁷⁰, interviewees recognized the quality of the work carried out in Latin America.

Interviewees were overall positive and satisfied by each partner’s delivery. IDRC reported to DGIS in that regard that all three partners demonstrated leadership on climate action in their respective region, which was not a foregone conclusion at the start of the program but proved to be a clear strength overtime⁷¹.

Complementarity between partners

The geographic complementarity of all three organization is obvious as SSN focuses on Africa, FFLA on South America and ICLEI on South Asia.

In terms of thematic expertise, SSN has three practice areas that are climate finance, climate services, and climate and development implementation⁷². ICLEI is a network of more than 1750 local and regional governments that focuses on 5 interconnected pathways: low emission development, nature-based development, circular development, resilient development, and equitable & people-centered development⁷³. FFLA has four main programs: (i) Dialogue and Capacities on Climate Change, Water and Energy, (ii) Culture of Peace and Human Mobility, (iii) Territorial Governance, (iv) Regional Forums on Socio-environmental

69 IDRC Project Approval Document. September 2017

70 IDRC. 1st Annual Analytical Narrative Progress Overview (1 May 2018-31 March 2019)

71 IDRC. 1st Annual Analytical Narrative Progress Overview (1 May 2018-31 March 2019)

72 <https://southsouthnorth.org/>

73 <http://southasia.iclei.org/>

Conflict Transformation. ODI brings gender and knowledge management expertise, as the ODI expert was the former lead of knowledge management for CDKN1 and ODI the alliance partner in charge of knowledge management and research in the first phase. There is a good thematic complementarity within the different CDKN partners.

CDKN implementing partners were therefore complementary and relevant to the scope and thematic focus of the program. However, as mentioned above, this complementarity could perhaps have been better exploited through stronger global exchange and coordination under the program.

3.2.3. NETWORK INTERNAL PROCESSES

Communication and coordination mechanisms

An inherent challenge to CDKN's institutional set-up is cross-regional learning. This was a weakness of CDKN1: *"An effort to improve cross regional-learning should be prioritized to avoid the largely independent regional approach taken by CDKN[1] to date"*⁷⁴. This lesson was known and considered at the onset of CDKN2 and is reflected to some extent in the institutional structure. For instance, CDKN2 has a Project Management Team (PMT) composed of the regional coordinators from SSN, FFLA and ICLEI involved in the implementation of the project, which creates additional opportunities for cross regional learning. Some adjustments were also made during the implementation of phase 2 to focus the PMT meetings on sharing lessons rather than reporting on activities. An internal newsletter was also launched in November 2019 to assist with learning and sharing across regional teams⁷⁵. However, there is still some room for improvement as it was noted during the midterm reflection workshop that *"there is a need for more interaction between regions to share activities, experience and lessons learned. It is clear that there are frequent meetings scheduled between various groups within the programme but there was a general feeling of meeting fatigue, indicating that either a different approach to cross-region coordination and knowledge sharing is needed or that meetings could be more efficient"*⁷⁶. It is found that *"working across a broad geographical region is challenging and face-to-face meetings help to enable cross regional collaboration and coordination"*⁷⁷, which has been significantly hampered by the pandemic. Cross-regional learning therefore remains an issue worth improving and monitoring closely.

Monitoring reports also show that SSN faced challenges when it came to having a deep understanding of regional activities in Asia and Latin America. While several efforts were made to overcome these challenges (more robust technical reporting procedures for sub-grantees⁷⁸, concept notes, work plans, PMT meetings on sharing lessons, internal newsletter etc.) it was still mentioned as an issue in the SSN report to IDRC in May 2020⁷⁹. Additional efforts were made - through the submission of three regional reports to SSN, which together are used to

74 CDKN Knowledge Accelerator Planning Workshop Report. 5-7 March 2018.

75 SSN. Bi-Annual Report 31 December 2019 Covering period: 1 Jun 2019 – 30 November 2019

76 CDKN Mid Term Reflection findings. Nov 2019

77 SSN report to IDRC June – November 2019

78 IDRC. 2nd Annual Analytical Narrative Progress Overview (1 April 2019 - 31 March 2020)

79 SSN. Annual Report 30 June 2020 Covering period: 1 June 2019 – 31 May 2020

create SSN's technical report to IDRC, and the development of updated country strategy – which paid off with an improvement of the knowledge of regional work⁸⁰.

Training and professional development

A specific budget line was dedicated to training. Several CDKN staff were able to follow trainings on different subjects such as training of trainers for virtual event, self-development training for women, training on technical issues such as climate resilience, training on google analytics, etc. The approach to training was based on staff demand as staff members were able to come forward on an individual basis for a training request. A broader in-person training for CDKN staff on gender issues was planned but could not be organized due to the pandemic. The mid-term reflection report mentions in that regard that “Despite a recognition of a strong and responsive team, there is common agreement that internal training and development opportunities have not been taken advantage of across the programme”. Except for the gender training, there was no team-wide strategic approach to training, nor an in-depth capacity and needs assessment across all regions and teams. Some interviewees mentioned that there could have been more training and more ambition given the available budget. In this sense, this could be considered as a missed opportunity, especially since areas such as WEF could have benefitted from additional internal capacity building if it were perceived as a genuine and shared area of priority by the program, its partners and their staff. Nevertheless, it should be noted that the pandemic directly affected the teams and their abilities to take on more tasks such as remote trainings.

Budget

The program budget managed by SSN is difficult to read as it is divided by budget items such as: personnel, consultants travel, research expenses and then by work packages under each item. The research expenses budget item is particularly complicated as it is broken down into work packages and sub-recipient budgets that are themselves also broken down into work packages. This confirms the difficulty raised in interviews regarding the work package structure in the day-to-day management of the program.

The structure of the SSN budget does not show the amount of funding dedicated to the Africa work and to the global work. The evaluators consider that a budget differentiating the portion allocated to Africa, the budget for the coordination of the program by SSN, and the budget for the work conducted at the global level would have been useful and more operational. This point was confirmed by a few interviewees.

Monitoring evaluation and learning (MEL)

The planning workshop made it clear that adaptive management had to be a key element of CDKN2 MEL system given the nature of the program. One of the risks identified during the design of the program was the open-ended approach which lacked pre-identified targets. The IDRC Approval document mentions in that regard that “*Given the open-ended nature of the objectives of this project, and the as yet undefined targets for impact, together with the size of the project, there is a risk of not being able to show impact in the short time frame available*”. IDRC mitigated this risk by appointing a MEL consultant to assist partners in the development of a detail MEL plan for the program, including specific targets and milestones. This support

80 SSN. Biannual Report 30 November 2020 Covering period: 1 June 2020 – 30 November 2020

resulted in the development of a clear MEL framework accessible online, and including: the ToC, Key Performance Indicators (KPIs), MEL schedule, roles and responsibilities, quarterly MEL update template as well as different logs (outputs log, events log, outcome journal, request log, feedback log, mentions log).

Although this MEL framework is well thought out and comprehensive, several issues were raised regarding its use during the interviews. The majority of interviewees found that the MEL framework was disconnected from the technical reporting that partners had to do according to their grant agreement, which created additional work. It was also found to be disconnected from the learning process and overall implementation of the program. While the quantitative information generated by the MEL system was recognized useful to do the technical reporting by some interviewees, there is a general perception that the MEL system does not easily provide a useful flow of information for the implementation of the program through an adaptive management approach, especially when it comes to qualitative information. It was also regretted by some interviewees that the design of the system did not include the global coordination team that is in charge of the overall reporting of the program. This issue came from the fact that initially reporting and coordination responsibilities and MEL responsibilities were separated and given to different individuals within SSN. SSN has since reallocated the responsibilities for MEL and technical reporting to embed them better within the coordination team.

3.3. SQ1.3: TO WHAT EXTENT DID THE PROGRAM PROVE RELEVANT IN THE BROADER CLIMATE COMPATIBLE DEVELOPMENT LANDSCAPE?

3.3.1. RELEVANCE TO IDENTIFIED NEEDS

CDKN's overall approach is built around being demand-led. In this sense, responding and being relevant to identified needs is at the heart of the program. As previously mentioned, this approach comes from CDKN1. The CDKN1 year 7 review mentions in this regards that *"CDKN's permanent in-country combination of technical assistance and political acumen was its most impactful asset. This combination [...] delivered with agility to meet needs (no agenda approach)"*⁸¹. This approach was taken up by CDKN2 from the onset which was largely reflected in the discussions during the planning workshop.

The demand-led approach of CDKN is built in the operational principles of the program. For instance, "peer-learning should respond to needs and demands from the region and/or country" is one of the principles for the peer learning work of CDKN2⁸². The demand-led approach is also reflected in internal processes. For instance, the peer learning process must start with the following steps: (i) Completion of Country Engagement Template in order to understand the context of the priority countries including identification of key stakeholders in the CDKN Programme; (ii) Completion of the Country Needs Analysis Template in order to identify and test demand arising from countries, (iii) Clear articulation of demand together with agreement on desired objectives⁸³. Another example lies within the KBP selection criteria that include *"Responding to need and demand: The degree to which the project idea responds to specific needs and / or expressed demands of stakeholders, including but not limited to government, and/or that the project fills a key gap"*⁸⁴.

The scoping of regional priorities and needs was recognized as a key focus of CDKN2, which is found to have resulted in *"a strong foundation from which to develop a range of products that are relevant and fit for purpose in the priority countries"*⁸⁵.

Nonetheless, interviews suggested that the design process of CDKN2 did not strongly engage other global influential players and knowledge users in the field. This is partly due to the fact that CDKN2 was able to build on the extensive experience and evidence base of CDKN1, and therefore did not see the need for a full scoping. However, including other players in the design could have brought perhaps additional insight for the strategy of intervention, country and themes of focus of the program for instance.

Overall, existing needs were strongly considered in the design of the program and its operational principles and processes.

81 IOD PARC. CDKN EYE7 Evaluation. June 2017

82 SSN. Annual Report 30 June 2019 Covering period: 1 June 2018 – 31 May 2019

83 SSN. Annual Report 30 June 2019 Covering period: 1 June 2018 – 31 May 2019

84 Concept note knowledge basis project partnership.

85 SSN. Annual Report 30 June 2019 Covering period: 1 June 2018 – 31 May 2019

3.3.2. FLEXIBILITY AND ADAPTABILITY

Being demand-led and responding to needs require a high level of flexibility and adaptability. A reflection on a CDKN1 lesson during the CDKN2 planning workshop was that CDKN achieved the best results in countries when providing independent flexible support that was responsive to real demand. CDKN2 project proposal envisioned that the MEL system should “*enable the Knowledge Accelerator to be flexible and agile in building on opportunities and responding to challenges as they emerge*”⁸⁶. Flexibility and adaptability were an ambition of the program from the onset.

As any other global initiative, CDKN2 was significantly affected by the Covid-19 pandemic, especially when it comes to outreach and peer learning events that were highly dependent on face-to-face interactions to build relationship and trust. Nevertheless, CDKN2 showed flexibility to adapt to this difficult context. For instance, outreach & engagement and peer learning work were moved into the virtual space and while CDKN’s global team had little experience in facilitating online events, they drew on the experience of the Latin America team and organized a training on the issue to rapidly build capacities. A CDKN publication on how to engage virtually is even in the pipeline. The Voices from the frontline initiative in partnership with ICCCAD and GRP is also an example of CDKN’s ability to remain flexible enough to seize opportunities and remain relevant to the context. Voices from the frontlines consists in collecting and sharing stories of community resilience building in response to the Covid-19 pandemic. Interviews suggested that the initiative was successful and extremely responsive.

Apart from the pandemic, CDKN was also flexible in terms of budget management. For instance, a one year no cost extension was granted to SSN as a mitigation measure to SSN’s underspend⁸⁷. In addition, while the program was facing a significant underspend, the personnel budget line was experiencing an overspend. Some funds were reallocated from the research tab to the personnel tab to solve the issue⁸⁸. The good relationship and trust between IDRC and SSN were mentioned in interviews as an enabling factor for this flexibility.

These few examples demonstrate CDKN2’s flexibility and adaptability to adapt to the demand and global context. There was a consensus from interviewees around the high level of flexibility of the program that is considered as real strength, especially when it is combined with trust and accountability between partners and donors.

3.3.3. CDKN NICHE

From the onset, CDKN2 reflected on its niche and how to best complement existing initiatives. This shows through the key questions raised at the planning workshop: “1) *what the KA’s niche might be within this global context and how best to support countries in their implementation journey, and 2) the role of KA in helping to ensure that new research informs climate action and engages practitioners and policy-makers as the ultimate users of the information, and 3) what KA can offer in addition to the knowledge brokering these research*

86 SSN. CDKN Knowledge accelerator for Climate Compatible Development.

87 Governance committee minutes October 2020.

88 SSN. Annual Report 30 June 2020 Covering period: 1 June 2019 – 31 May 2020

*programmes will be doing anyway in terms of their research-into-use agendas*⁸⁹. CDKN2 built upon CDKN1 and other climate change program that represent the “knowledge basis” of the current program. The aim of CDKN2 is to connect these different initiatives, support the application of the knowledge they produced, provide sustainability of their results, and generate connections to emerging initiatives⁹⁰. This knowledge brokering role comes in addition to what existing programs are doing and is therefore highly complementary.

During the Mid-Term Reflection workshop, some team members raised the challenges they faced in communicating CDKN’s niche and making themselves heard in the crowded space of climate resilience and development. This led to an exercise that identified the following three main pillars of CDKN’s identity: “(i) *Climate brokering as a process not a product*, (i) *Demand-led for climate action*, and (iii) *south-south networks and South-South led*”⁹¹. Two other aspects of CDKN’s niche that came out during the workshop were (i) the fact that CDKN’s approach and brand identity were consistent at the country, regional and global levels; and (ii) the fact that CDKN considered gender responsiveness to be paramount in all climate action⁹².

The knowledge brokering role of CDKN2 is a key aspect of its identity and niche. In this regard, CDKN2 developed a learning plan on knowledge brokering which aims to collate and synthesize lessons on its knowledge brokering experience. The rationale in doing so is based on the observation that:

- Climate policy is largely in place and countries need climate action that is informed by the best available research.
- Effective knowledge brokering is an underutilized avenue to connect knowledge with action.
- Knowledge brokering in relation to climate science is still a new and emerging area, which is little documented especially in developing country contexts (global South).
- There is appetite from other knowledge brokers to learn from programmes like CDKN.
- The effectiveness of donor funding will be improved if appropriate systems for knowledge brokering are incorporated into projects⁹³.

CDKN has fully embraced this new role through the implementation of its second phase and is now in a position to push knowledge forward on knowledge brokering itself and demonstrate thought leadership in this emerging area.

CDKN Southern leadership and management is also a key aspect of its identity and niche. In this second phase, CDKN has fully transitioned from a northern to a southern-led network relying on capacities from the south and from the partner organizations themselves. This aspect is reflected in the niche/identity of CDKN, as presented in the 2020 governance committee meeting by SSN, namely; “*Trusted Global Knowledge Broker based in the South supporting researchers to achieve impact, and providing decision makers with tailored knowledge and fostering their learning with peers in order to implement climate action*”⁹⁴.

89 CDKN Knowledge Accelerator Planning Workshop Report. 5-7 March 2018

90 IDRC Project Approval Document. September 2017

91 CDKN Mid Term Reflection findings. Nov 2019

92 CDKN Mid Term Reflection findings. Nov 2019.

93 CDKN Learning plan for knowledge brokering.

94 Governance Committee minutes. Oct 2020.

The interview process conducted for this evaluation also showed that one of CDKN's added value, in particular for external partners, was its strong reputation and brand, as well as the high quality of the products generated by the program.

3.3.4. OPPORTUNITIES GOING FORWARD

Beyond this actual niche and reflecting on a potential subsequent phase of the program, several avenues were mentioned in interviews for CDKN to increase its reach. Several interviewees considered that a natural next step for the program would be to reintegrate some elements of technical assistance in order to implement pilots as the extra push required to ensure effective knowledge uptake on the ground. This type of work is also considered as an opportunity to reach out to other funding partners, and even for CDKN to do some match making between potential donors and partners on the ground that are looking for financial assistance to implement this type of pilots.

Another key opportunity for CDKN going forward, as identified by interviewees, would be to consider knowledge on climate change as both top-down and bottom-up. So far, a lot of research has been generated on climate change from a higher level, brokered to policy makers to then be used into concrete climate action. Another area to investigate could be to gather on-the-ground knowledge generated by communities that have been adapting to climate change in their everyday life. This type of knowledge is valuable and would benefit from being brokered. The Voices from the Frontline initiative has taken this approach and seems to demonstrate that it can be relevant and successful. It could be an opportunity to explore further going forward.

The CLimate and REsilience (CLARE) framework program, co-designed by IDRC and FCDO, could also be an opportunity for CDKN looking forward. The program aims to *“develop new, more demand responsive evidence, innovation and capacity to enable developing country governments and communities to better address climate change challenges and opportunities and develop more effective disaster risk management and recovery. The programme will support research to improve our understanding of weather and climate systems across Africa and the likely impacts of future change. It will also support research and innovation focused on low-carbon and climate resilient technology as well as help strengthen local capacity to do and use cutting edge climate research and evidence for development”*⁹⁵. Some interviewees found that CDKN could play a knowledge broker and capacity building role within CLARE while continuing other knowledge brokering work outside of this program.

At this stage of the program, the evaluators find that it is crucial for CDKN to link with donors to determine what potential avenues exist for the program. The year 7 evaluation of CDKN1 raised important lessons in that regard. First, the evaluation showed that *“it is challenging to convince people other than knowledge brokers of the importance of investing in knowledge brokering and learning. Those working in the field recognize the value, but often this falls by the wayside to more “concrete” activities when it comes to funding allocation”*. It is therefore

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<https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300126#:~:text=To%20develop%20new%2C%20more%20demand,disaster%20risk%20management%20and%20recovery.>

key for CDKN to occupy that space and actively demonstrate the usefulness of knowledge brokering to donors. Second, the CDKN1 evaluation mentions amongst the most commonly encountered reasons for failure of learning network: “*a lack of sustainability planning after donor funding ended*”, and “*a failure to scale membership or community of practice to a level where enough active members either committed their own resources in terms of time, funding or other material support*”. The discussion with donors, which already started through the set-up of the advisory committee is of crucial importance, as well as a reflection on CDKN potential role as a thought leader on knowledge brokering that could help build and structure a community of practice in that space.

4. CONCLUSIONS

Evaluation Question 1: Considering the changes in structure, functioning and resourcing in its most recent phase (2018-2021), how relevant and coherent has the CDKN Knowledge Accelerator approach proven to be? What are opportunities and challenges in the CDKN structure and functioning going forward, and what unmet needs remain?

SQ1.1: To what extent was the program and strategy internally coherent with its objectives?

The strategy of intervention of CDKN2 is relevant and coherent. It is built around a clear, well-structured ToC with sensible pathways to outcomes and impact. The focus on knowledge brokering for this second phase is relevant given the scope of the program. The development of country and regional strategies in 2020 were a positive effort to ensure the coherence of the program across its different levels of intervention, which is particularly important for a demand-led program to not lose its strategic focus. However, this strategic focus could have been driven from the onset of the program.

The three work packages - knowledge synthesis, outreach & engagement, and peer learning - are relevant, as well as the type of activities undertaken under each one. However, while the overlap between work packages is not an issue in implementation, it proved cumbersome to report and budget according to this breakdown. Even though global engagement was not considered as a high priority it proved to have positive benefits to the program and is an area that is worth investing further in.

A limited number of themes was relevant to give a strategic focus to the program. Gender and climate finance are widely recognized as highly relevant and offering a lot of traction. Cities are relevant to consider as it is the scale at which climate action is implemented on the ground. However, cities could be treated as a level of intervention and not a theme per se. WEF did not appear as effective a thematic choice for CDKN2. Overall, there is room for more consistency regarding the thematic work given the lack of explicitly framed connection with the strategy of intervention and the ToC.

The budget was coherent with the scope of CDKN2 and the distribution across work packages is well aligned to the knowledge brokering focus of the project that is built around outreach and engagement, especially in the regions, to ensure knowledge uptake.

SQ1.2: To what extent was the institutional set-up/delivery model of CDKN2 coherent and relevant?

The lean, southern-led and horizontal governance structure of CDKN2 is well aligned to the budget, scope and focus of the program. It builds upon key relevant lessons learned from CDKN1 and other network funded by IDRC, which led to an overall sound and relevant institutional set-up.

All interviewees expressed satisfaction over the CDKN2 institutional set-up and there is a consensus on its relevance. The autonomy left to partners and the trust amongst the three organizations were raised as strengths of the partnership.

Some adjustments were made to CDKN2 institutional bodies along the implementation of the program. Although most of these changes seem relevant, a few opportunities for strategic planning might have been missed by not having a more regular and formal steering committee meetings.

CDKN2 partners were adequate and relevant for the implementation and management of the program. Although the technical input of the one ODI staff involved in CDKN2 is recognized as extremely valuable, ODI at an organizational level can hardly be considered as a CDKN2 partner. There is a general satisfaction on each partner's delivery of the program. Overall, CDKN implementing partners were complementary and relevant to the scope and thematic focus of the program.

However, this complementarity could perhaps have been better exploited through stronger cross-regional exchange and coordination mechanisms. Regarding other internal mechanisms and processes, the program budget managed by SSN would benefit from being simplified and showing more clearly the budget dedicated to the global, regional and country level work. While CDKN2 had a dedicated training budget, the approach to capacity building was demand-led and could have been more strategic and encompass the whole network. Although the MEL system is clear and comprehensive, its use is disconnected from the implementation and reporting of the program, which limits its ability to inform an adaptive management approach.

SQ1.3: To what extent did the program prove relevant in the broader climate compatible development landscape?

CDKN2 is a demand-led program which makes responding and being relevant to identified needs at the heart of the program.

CDKN2 is a highly flexible program, in line with its demand-led approach. It proved to have good adaptive capacity to respond to policy and user demand in a rapidly changing environment, in particular in the challenging context of a global pandemic.

CDKN2 has a strong niche and an added value in the global climate compatible development sphere which lies in the fact that it is a southern-based trusted global knowledge broker.

Building on its current niche, several avenues for CDKN going forward could be explored, including potential technical assistance for pilot project putting research into use, gathering, and brokering knowledge from the ground up, brokering knowledge and acting as a capacity building conduit within the CLARE program, and using such functions to demonstrate the usefulness of knowledge brokering more broadly to donors.

5. RECOMMENDATIONS

Based on the evaluation findings and identified gaps and opportunities for CDKN2, the evaluation team makes the following preliminary recommendations to CDKN leadership and donors to consider for a potential subsequent phase of the program.

Program coherence and alignment

A few lessons emerged from CDKN2's experience to ensure the coherence of a global program. It is recommended to roll out the Theory of change of the program through the regional and country level strategies from the onset of the program. This would not only ensure a strong alignment across all levels of interventions of the program but would also give a better overview of each partners' strategies in their respective regions. Working on a strong alignment from the beginning - while also adapting to regional and national specificities – could help identifying opportunities early on from potential cross regional learning, complementarities, and exchanges.

Institutional structure

Even though the evaluation showed the good relationship and high level of trust amongst partners, the evaluators recommend setting up a more formal steering committee that meets regularly to provide more structure for strategic decision making.

If the program lead were to be responsible for program coordination, global and regional work in a subsequent phase, as it the case in CDKN2 for SSN, the evaluators recommend having a clearer distinction between these functions at the institutional level (from the organization of the team to the budget level). This will give a clearer outlook of the work conducted at these different levels and would ensure that sufficient staff time is allocated to each one. It would also help strike the balance between being a grant maker to sub-grantee as well as a partner.

Thematic work

This interim report showed that gender and climate finance were two extremely relevant themes that had a lot of traction. It is recommended to keep working on these 2 themes. Cities also proved to be relevant but could be discussed as a potential level of intervention rather than a theme in itself. Given that WEF has not been successfully picked up throughout CDKN2, it is recommended to not focus on it as a stand-alone theme for a subsequent phase. Nonetheless, food and food security are considered a key issue that came out strongly from the Voices from the frontline series. CDKN could therefore further inform the critical intersection of climate change, food and gender going forward. It can be noted that this would have a strong complementarity with IDRC new Climate Resilient Food System program and gender program/

For a potential sub-sequent phase, the evaluators recommend embedding the themes of focus in the strategy of intervention of the program from the onset to strengthen the overall coherence of the program at the global level and across regions.

Based on CDKN2 experience, the evaluators also recommend (i) selecting themes taking into account partner's expertise and experience, and (ii) appointing strong thematic leads that can bring global thought leadership on the chosen issues.

Reporting

The work packages of the program should be reviewed to prevent overlap. The reporting of the program could be simplified by being organized according to the level of intervention of the program (coordination/global/regional/national) and the ToC rather than according to the work packages. The same structure should be used for the budget.

The MEL system and the technical reporting should be reviewed and merged to ensure better integration of both and prevent duplication of effort. It would be important to not separate the coordination of the program with the MEL and technical reporting functions to ensure a better integration of both. Ideally, the MEL system should generate continuous useful information and lessons to be fed directly into the day-to-day implementation of the program to enable an effective adaptive management.

Capacity strengthening

The evaluators recommend adopting a more strategic and less ad-hoc approach to capacity building. This does not mean adopting a blanket approach to capacity building with one-size-fits-all training packages, but rather an approach that is well informed, more systematic in its assessment of actual needs, but can also be tailored to specific needs and demands. This is key in a program such as CDKN where a significant portion of the work is conducted by staff internally instead of being outsourced to consultant. Such a strategic approach would also be fully aligned to the southern leadership of the program and the will of CDKN to strengthen capacities in the south. To do so, the evaluators recommend carrying out an in-depth capacity assessment at the beginning of a next phase, encompassing the staff of all partner organizations at all levels to develop a strategic capacity building plan for the duration of the program.

Building on momentum and nurturing trusted relationships

Knowledge brokering work is highly dependent on trust and strong relationships. CDKN2 benefitted from the recognition of CDKN1 but as mentioned above, encountered some hurdles at the beginning of the program regarding country engagement. A gap between the two phases led to changes with different type of actors so relationships had to be rebuilt, which took a significant amount of time. In order to get a next phase up and running quickly, the evaluators recommend building on the momentum the program already has at the country, regional and global levels. Any gaps between two phases should be avoided to retain as much as possible key staff and strategic entry points in the countries, and to keep nurturing strategic global partnership such as the one with UNFCCC. CDKN showed how important trusted relationship are to knowledge brokering, it would therefore be highly beneficial to maintain and build on the relationships that have been developed under CDKN2.

Partnership

In terms of partnership, the role of ODI as an institution should be re-assessed for a subsequent phase to better reflect the actual level of engagement of the organization within the network.

Bringing new partners in could be considered, depending on the scope of the program. This could be done through external partnerships like it is currently the case with ICCCAD or the

GRP for instance, or through formally integrating other partners in the alliance, depending on CDKN's needs. New partners could for instance open-up a new sub-region such as francophone west and/or central Africa. They could also potentially fill a gap in a level of intervention of the program to further reach vulnerable communities. ICCCAD could be considered to help bridge the gap between CDKN work with national and local governments, and the uptake and application of climate change knowledge on the ground to directly benefit local communities that are the most vulnerable to climate change. The GRP could also be an interesting partner to bring access to its diversified partnership (public and private). Universities could potentially be considered as well as legacy partners for the knowledge generated by the program.

A partnership with the CLimate and REsilience (CLARE) framework program, co-designed by IDRC and FCDO, could also be an opportunity for CDKN looking forward. There could be an avenue for CDKN to play a knowledge broker and capacity building role within CLARE building on its network and partnership approach with research users, while continuing other knowledge brokering work outside of this program.

Scope

Different avenues could be considered to expand the scope of the program if the budget allowed. One avenue would be to support communities and/or on the ground organizations in the implementation of pilots to test and demonstrate the application of some knowledge outputs on the ground, especially with most vulnerable communities, and ensure an effective knowledge uptake.

Another area to investigate could be to gather on-the-ground knowledge generated by communities and broker this valuable knowledge from the bottom up.

Another option to consider could be to build a business case around some knowledge outputs and/or pilots that could be presented to potential donors and/or investors. CDKN would in this sense play a match-making role between innovative initiatives and potentially interested financiers that would ensure the scaling up of knowledge generated and brokered so far. This would require a new skill set that would have to be brought into the program.

Thought leadership on knowledge brokering

The evaluators recommend dedicating significant effort to the discussion with donors to actively demonstrate the usefulness of knowledge brokering and determine what potential avenues exist for the program.

CDKN could continue pulling out learning on knowledge brokering in a southern led set-up. Reflecting on this knowledge brokering approach, sharing lessons and building a community of practice of knowledge brokers to push techniques and approaches could be an opportunity to consider going forward, building upon CDKN2 experience⁹⁶.

96 Some areas for reflection to consider with regards to building a community of practice around knowledge brokering could include whether the click hub should be replicated in Asia and Africa; and whether there should be regional communities of practice or rather a cross regional community of practice or climate knowledge broker group.

Future and Sustainability of CDKN as a Network

The evaluators encourage pursuing the discussions on the future of CDKN. Several options exist for the financial sustainability of the network and a few suggestions with potential benefits and tradeoffs are presented in the table below. This non-exhaustive list is intended to provide some food for thought in the framework of the on-going discussions about the future of CDKN. Given that each option has its own benefits and tradeoffs, the evaluators recommend considering a hybrid combining different funding sources to balance out potential tradeoffs.

Funding Source	Benefits	Tradeoffs
Operating grants	Grants from donors than can cover the network operating costs.	Donors' grants can be difficult to secure in the long-term.
Member fees	Shows members' commitment to the network and its added value.	Covers usually only a small amount of the network budget. Some beneficiaries from CDKN services could not have the means to pay a membership fee.
Project/ program grants	Grants that can be accessed through different donors to cover the activities of the network through various projects/ programs. Donors' oversight/ mentoring can be beneficial.	Having to shoehorn projects according to donors' priorities. Project/program funding has a limited timeframe that does not allow for longer term vision.
Earned income	Income earned from the sale of services, which would contribute to the financial sustainability and independence of the network and show recognition and willingness to pay for the network's services.	CDKN could lose its current identity as a network brokering knowledge for the better good, free of charge.
In-kind contributions	Non-monetary contribution from members offering their time and mental effort. Particularly relevant in terms of partnership and when it comes to building a community of practice	While useful, this type of contribution cannot cover the network's costs.

6. ANNEXES

6.1. ANNEX 1: EVALUATION MATRIX (Q1)

Evaluation Questions and sub-questions	Indicators	Data collection method	Information Source
Q1. Considering the changes in structure, functioning and resourcing in its most recent phase (2018-2021), how relevant and coherent has the CDKN Knowledge Accelerator approach proven to be? What are opportunities and challenges in the CDKN structure and functioning going forward, and what unmet needs remain?			
SQ1.1. To what extent was the program and strategy internally coherent with its objectives?	11.1.1 Quality and coherence of the ToC	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • ToC
	11.1.2 Adequacy between the project's scope and available resources	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Proposal and approval docs • Budget • IDRC, SSN, FFLA, ICLEI, ODI • Global players, FCDO
	11.1.3 Level of satisfaction regarding the shift from TA (CDKN1) to knowledge brokering (CDKN2)	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global players, FCDO
	11.1.4 Perceived relevance of the three work packages and types of activities at the national, region and global levels: <ul style="list-style-type: none"> - Knowledge and synthesis - Outreach and engagement <ul style="list-style-type: none"> ○ Broadcast communications ○ Global and regional outreach ○ Country engagement - Peer Learning <ul style="list-style-type: none"> ○ Demand-led peer learning ○ Support to opinion leaders 	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global players, FCDO
	11.1.5 Level of alignment between the overall objective and budget allocations across work packages and intervention levels (global, regional, national)	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Budget • IDRC, SSN, FFLA, ICLEI, ODI
	11.1.6 Main types and general extent of support received per country, region and at the global level	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • Budget and monitoring documents
	11.1.7 Perceived gaps or weaknesses in CDKN support to be addressed and opportunities to be seized in subsequent phase	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global players

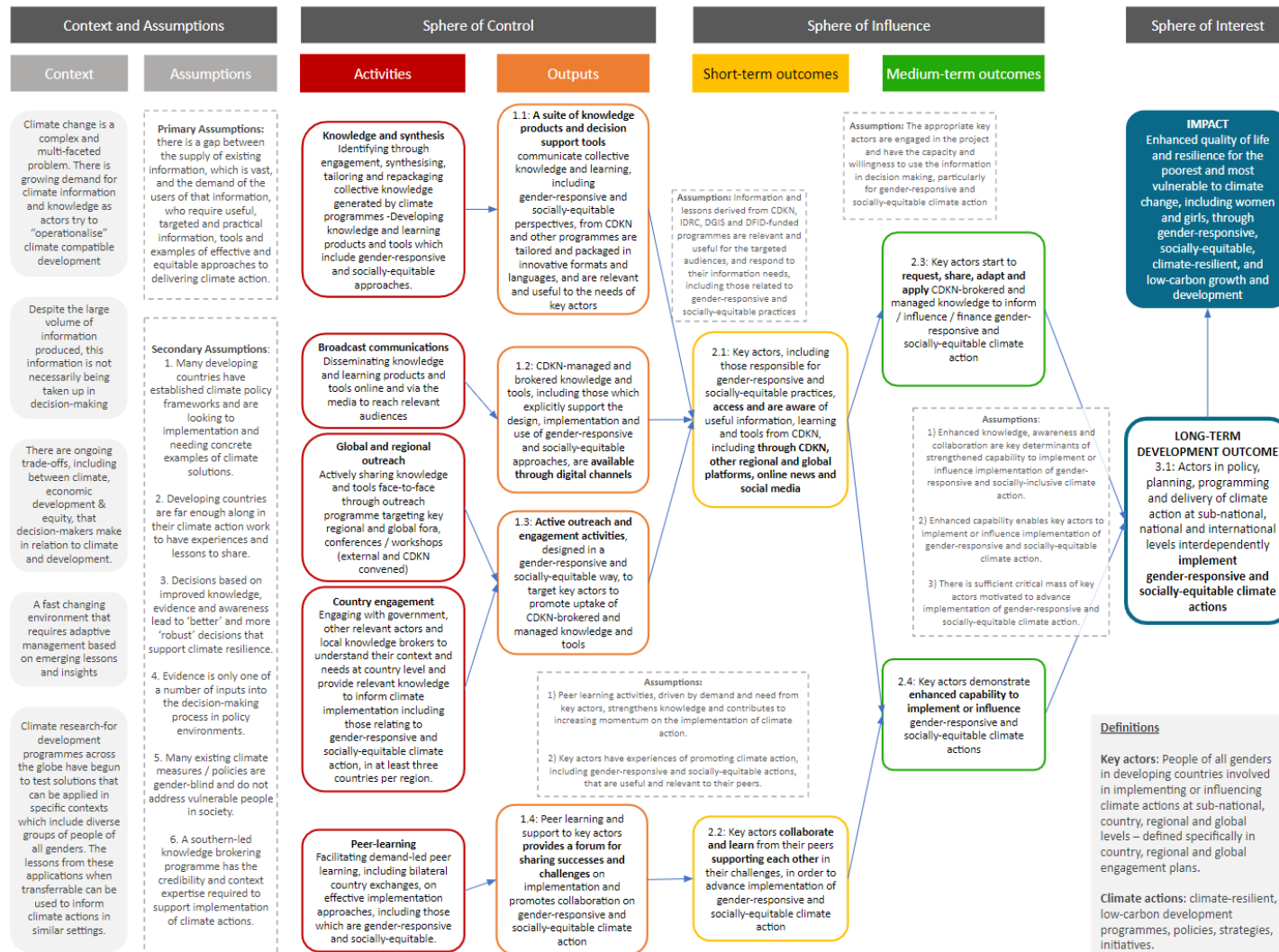
SQ1.2. To what extent was the institutional set-up/delivery model of CDKN2 coherent and relevant?	I1.2.1 CDKN2 institutional structure and infrastructure	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • CDKN Program document and team structure
	I1.2.2 Evidence of lessons taken up from CDKN1 and applied to the structure of CDKN2	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • CDKN1 evaluations • SSN, FFLA, ODI (involved in both phases) • FCDO
	I1.2.3 Perceived relevance of CDKN structure for this second phase	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.4 Level of satisfaction regarding the CDKN2 institutional set up and infrastructure	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.5 Level of alignment between CDKN institutional bodies (Donor group, steering committee, management team, program coordination, teams, etc.) initial ToRs and actual delivery	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • Program documents and ToRs • Monitoring reports • Governance committee and PSC minutes
	I1.2.6 Level of satisfaction regarding program delivery functions	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.7 Adequacy between partners' (SSN, ICLEI, FFLA, ODI) capacities, priorities and mandates, and their role in the implementation of CDKN 2	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Proposal, approval document, partnership agreements • Organizations' websites • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.8 Types of training provided to staff	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI
	I1.2.9 Level of expertise and credibility of SSN, ICLEI, FFLA, ODI in the 4 key themes and their connectivity (climate finance, gender, cities, water-energy-food nexus)	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Proposal, approval document, partnership agreements • Organizations' websites • IDRC, SSN, FFLA, ICLEI, ODI • Global players
	I1.2.10 Level of complementarity between SSN, ICLEI, FFLA, and ODI	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.11 Type, quality, frequency and reach of relationships building mechanisms between partners	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Monitoring reports • Governance committee and PSC minutes • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.12 Evidence of internal quality systems (communications, MEL, processes, finance, tools, and other key mechanisms, etc.) supporting the functioning of the network	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • ToRs, monitoring reports • IDRC, SSN, FFLA, ICLEI, ODI
	I1.2.13 Main challenges faced by the institutional set-up/delivery model of phase 2	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Monitoring reports, MTR reflection, Learning documents, workshop reports • Governance committee and PSC minutes

			<ul style="list-style-type: none"> IDRC, SSN, FFLA, ICLEI, ODI Global players⁹⁷, FCDO
	11.2.14 Main opportunities created by the institutional set-up/delivery model of phase 2	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Monitoring reports, MTR reflection, Learning documents, workshop reports Governance committee and PSC minutes IDRC, SSN, FFLA, ICLEI, ODI Global players, FCDO
	11.2.15 Identified gaps in the institutional set-up/delivery model that would need to be addressed for a subsequent phase	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Monitoring reports, MTR reflection, Learning documents, workshop reports Governance committee and PSC minutes IDRC, SSN, FFLA, ICLEI, ODI Global players, FCDO
SQ1.3. To what extent did the program prove relevant in the broader climate compatible development landscape?	11.3.1 Level of consideration and quality of the analysis of existing knowledge needs regarding climate compatible development at the national, regional, and global level in the design of CDKN2	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Proposal and approval docs IDRC, SSN, FFLA, ICLEI, ODI FCDO
	11.3.2 Stage (planning, implementation, etc.) and type of interactions between global influential users and the network	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Global players
	11.3.3 Level of alignment between CDKN three work packages and main identified needs	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Proposal and approval docs Projects briefs, presentations, communication pieces IDRC, SSN, FFLA, ICLEI, ODI FCDO
	11.3.4 Quality of the mechanism used to identify CDKN key themes of focus	<ul style="list-style-type: none"> Doc Review Interviews 	<ul style="list-style-type: none"> Workshop reports, reflection reports, monitoring reports IDRC, SSN, ICLEI, FFLA
	11.3.5 Perceived relevance of CDKN four key themes (climate finance, gender, cities, water-energy-food nexus)	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> IDRC, SSN, FFLA, ICLEI, ODI Global players
	11.3.6 Evidence of flexibility and adaptability of CDKN2 to respond and adapt to the demand and global context and extent to which it affected internal tools and mechanisms	<ul style="list-style-type: none"> Doc Review 	<ul style="list-style-type: none"> Monitoring Reports Governance committee minutes
	11.3.7 Perceived flexibility, adaptability and agility of CDKN2 to respond to needs and/or the changing context	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> IDRC, SSN, FFLA, ICLEI, ODI Global Players

⁹⁷ Global players include UNFCCC, NAP Global Network and NDC Partnership, as per list of people to interview presented in Annex 2

	11.3.8 Evidence of changes in the initial program design and quality of justification	<ul style="list-style-type: none"> • Doc Review 	<ul style="list-style-type: none"> • Monitoring reports • Governance committee minutes
	11.3.9 Level of complementarity between CDKN and other climate change knowledge and research initiatives and/or actors at the national, regional and global levels	<ul style="list-style-type: none"> • Doc Review • Interviews 	<ul style="list-style-type: none"> • Documentation from other projects and collaboration agreements/concept notes • IDRC, SSN, FFLA, ICLEI, ODI • Global Players, FCDO
	11.3.10 Perceived nature of CDKN2 niche and added value	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global Players, FCDO
	11.3.11 Type of unmet needs that could be addressed and opportunities to be seized by a future phase of CDKN	<ul style="list-style-type: none"> • Interviews 	<ul style="list-style-type: none"> • IDRC, SSN, FFLA, ICLEI, ODI • Global Players, FCDO

6.2. ANNEX 2: THEORY OF CHANGE



6.3. ANNEX 3: LIST OF INTERVIEWEES

#	Level	Organization	Name	Role in CDKN1	Role in CDKN 2	Contact info
1.	Global	IDRC	Georgina Kemp	N/A	Donor	gkemp@idrc.ca
2.	Global	UKAid/FCDO	Ken de Souza	Donor	N/A	ken.desouza@fcdo.gov.uk
3.	Global	UNFCCC	Yolando Velasco	N/A	CDKN has an MoU with UNFCCC, mainly focused on climate finance	YVelasco@unfccc.int
4.	Global	ICCCAD	Salumeel Huq	N/A	Partner on “voices from the front lines” initiative	Saleemul.huq@icccad.org
5.	Global	GRP	Nathanial Matthews	N/A	Currently have an MoU for a “knowledge coalition”.	nmatthews@globalresiliencepartnership.org
6.	Global	ODI	Mairi Dupar	KM Lead	Thematic lead gender and social inclusion and KM TA and managing editor	m.dupar@odi.org.uk
7.	Global	SSN	Shehnaaz Moosa	Africa Regional Director	Program Director, Africa Regional Director and PSC	shehnaaz@southsouthnorth.org
8.	Regional	SSN	Michelle du Toit	AfLP Lead	Theme lead on peer learning work package	michelle@southsouthnorth.org>

9.	Global	SSN	Suzanne Carter	CP Africa	Programme Director Country engagement and Africa regional oversight	suzanne@southsouthnorth.org
10	Global	SSN	Lisa MacNamara	KM Africa	Programme Director Knowledge networks	lisa@southsouthnorth.org
11	Regional	FFLA	Pablo Lloret	N/A	LAC Regional Director and PSC	pablo.lloret@ffla.net
	Regional	FFLA	Gabriela Villamarin	CP manger El Salvador	LAC Regional Coordinator	gabriela.villamarin@ffla.net
12	Regional	ICLEI	Emani Kumar	N/A	Asia Regional Director and PSC	emani.kumar@iclei.org
	Regional	ICLEI	Bedoshruti Sadhukhan	N/A	Asia Regional Coordinator	shruti.sadhukhan@iclei.org

6.4. ANNEX 4: REVIEWED DOCUMENTATION

- CDKN Knowledge Accelerator Planning Workshop Report. 5-7 March 2018.
- CDKN Knowledge accelerator for climate compatible development Project proposal. October 2017.
- IDRC Project Approval Document. September 2017.
- CDKN Inception Workshop report 6-8 August 2018
- CDKN Knowledge accelerator for Climate Compatible Development. SSN.
- CDKN1 Team Structure
- CDKN Knowledge Accelerator team structure and roles
- Partnership Agreement DGIS IDRC
- Grant Agreement between IDRC and SSN
 - o Grant Amendment n°1 (budget)
 - o Grant Amendment n°2 (project duration)
- Contract between SSN and FFLA
- Contract between SSN and ICLEI
- Contract between SSN and ODI
- <http://southasia.iclei.org/>
- <https://southsouthnorth.org/>
- <https://www.ffla.net/>
- CDKN Governance Committee ToRs
- Governance Committee minutes (Nov 2018, May 2019, Oct 2020)
- ITAD. CDKN EYE5 Evaluation 2014. July 2015
- IOD PARC. CDKN EYE7 Evaluation. June 2017
- ITAD. CDKN MTR. March 2013
- CDKN Mid Term Reflection findings. Nov 2019.
- IDRC report to DGIS
 - o 1st Annual Analytical Narrative Progress Overview (1 May 2018-31 March 2019)
 - o 2nd Annual Analytical Narrative Progress Overview (1 April 2019 - 31 March 2020)
 - o Annual plan and annual budget for the Climate & Development Knowledge Network (CDKN) for the period 1 April 2020 – 31 March 2021
 - o No cost extension request April 2020
 - o Annual plan and annual budget for the Climate & Development Knowledge Network (CDKN) for the period 1 April 2021 – 31 March 2022.
- IDRC monitoring reports
 - o Monitoring report oct2018
 - o IDRC trip report to India Nov 2018
 - o Monitoring report April 2019
 - o Monitoring report Dec 2019
- SSN bi annual reports to IDRC
 - o Annual Report 30 June 2019 Covering period: 1 June 2018 – 31 May 2019
 - o Bi-Annual Report 31 December 2019 Covering period: 1 Jun 2019 – 30 November 2019
 - o Annual Report 30 June 2020 Covering period: 1 June 2019 – 31 May 2020
 - o Biannual Report 30 November 2020 Covering period: 1 June 2020 – 30 November 2020

- Peer learning briefing note March 2019
- CDKN Learning plan for knowledge brokering questions
- MEL
 - CDKN MEL call for expression of interest. June 2018.
 - CDKN MEL support Six-monthly mentoring report for period Jan – April 2019
 - CDKN MEL Support Six-monthly report for period May – October 2019
- Concept Notes
 - CDKN approach to working in countries Sept 2018
 - SSN Grant for country engagement leads
 - CDKN Country engagement plans (2018)
 - Country Strategy update (2020)
 - Latin America Regional strategy update, May 2020
 - CDKN Themes - Developing thematic focus in CDKN - August 2018
 - CDKN Knowledge Accelerator: Cities Key work areas and learning from CDKN Phase 1: 2010-2018
 - CDKN Knowledge Accelerator: Gender and social inclusion Key work areas and learning from CDKN Phase 1: 2010-2018
 - CDKN Knowledge Accelerator: Climate finance Key work areas and learning from CDKN Phase 1: 2010-2018
 - Gender: a mini concept for CDKN, 2019-20. 18 January 2019, Mairi Dupar
 - Concept note knowledge basis project partnership



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