

On behalf of:



of the Federal Republic of Germany

Guidelines on knowledge management in projects/programmes of the International Climate Initiative (IKI)

This document provides guidelines on knowledge management in the course of planning and implementing IKI projects and programmes. The corresponding knowledge management activities for each IKI project and programme need to be described by the applicant in the project or programme proposal (especially sections 5.2 and 5.1) and steadily implemented throughout the entire project/programme.

Background and objectives of IKI knowledge management

In order to avert the gravest consequences of climate change, the IKI seeks to initiate concrete reform and transformation processes in its partner countries. Such targeted cooperation efforts with partner countries also provide crucial impetus for the processes in context of the Framework Convention on Climate Change (UNFCCC) and the Convention on Biological Diversity (CBD). Furthermore, IKI projects/programmes should support the policy dialogue between the Federal Ministry for the Environment (BMU) and partner governments, as well as other stakeholders relevant to the IKI.

The individual IKI projects and programmes possess a wealth of technical, regional and policy-strategy information as well as knowledge on biodiversity and climate protection. Through existing cooperation networks, project/programme implementers have potential access to an enormous number of knowledge-sources around the world covering almost all intervention areas and topics relevant to the IKI. However, this expertise is very heterogeneous and thus makes it imperative for individual IKI projects/programme to have structured and reliable knowledge management mechanisms, in order to harness resources across the entire IKI portfolio.

Knowledge management in IKI projects and programmes

In general, IKI knowledge management seeks to ensure that the knowledge and skills required for achieving the strategic and operational IKI goals are available and can be actively used by all participating actors.

Operationalising knowledge management in IKI projects and programmes encompasses two core elements: firstly, the development of a project or programme specific knowledge management strategy, which is presented in the project or programme proposal (see sections 1. and 2. below). Secondly, a regular and up to date transmission of knowledge to BMU in order to allow for efforts performed by implementing organisation to be acknowledged in political processes (see section 3 and the appendix on project/programme updates).

The following points are addressed in the project and programme proposal (PP) form:

1. Knowledge management within projects/programmes and provision of access to relevant information for the IKI (PP, Section 5.2)

Among others, the project/programme proposal should contain the following information:

- A contact person for knowledge management within the project/programme (in case this role could not be assigned in the proposal phase, it has to be provided as soon as possible after the project/programme begins)

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- Details on the knowledge management strategy and potentially, the strategy for communicating project/programme results, including in particular:
 - The target group of the respective knowledge management output (e.g. the IKI Secretariat/BMU, project/programme partners, other implementing organisations)
 - Expected project/programme results relevant to knowledge management as well as
 - Instruments to systemise and communicate project/programme experiences (e.g. project/programme website, newsletter, IKI-website, workshops/ conferences, online cooperation platforms, etc.)
- Measures to generate, document and disseminate knowledge on
 - the activities of other donors to the theme, country, region or project/programme environment as well as
 - the political framework conditions of the country or region also with regards to the UN-negotiation context

2. Horizontal knowledge transfer aimed at avoiding duplication, fostering synergies and encouraging the replication of successful approaches (PP, Section 5.1)

Regarding the strategy for knowledge exchange with relevant actors the project/programme proposal should contain the following information:

- A list of relevant projects and programmes (IKI-projects/programmes, projects/programmes of other donors) and institutions for an active knowledge exchange
- A definition of the specific goals and target groups of knowledge exchange between the IKI project/programme and other projects or actors
- A list of important existing and/or planned results/products by other projects or programmes, which are relevant to the proposed IKI project/programme
- Design and instruments of knowledge exchange (potentially including a process map)
- The type and scope of regular information provision and, potentially, the inclusion of the IKI Secretariat/BMU in this knowledge exchange

3. Interface Projects

As part of the knowledge management strategy of the International Climate Initiative (IKI), so-called “interface projects” have been set up in selected partner countries.¹ These projects support the exchange of all implementing organisations and projects that are engaging in these countries and provide BMU with information regarding the entire country portfolio. In particular, tasks of these interface projects include:

- compiling and maintenance of a mailing list that contains all involved actors and implementing organisations on behalf of IKI in the respective partner country
- organising and hosting regular meetings of IKI implementing organisations, including meetings with a focus on specific subjects
- distribution of an IKI newsletter every three months
- maintenance of knowledge management tools
- organising and hosting of demand-oriented trainings and commissioning of specific studies whenever these are requested by BMU

¹ Currently, interface projects are planned or are being implemented in the following countries: Brazil, China, Indonesia, Mexico, Peru, Philippines, South Africa, Thailand, and Vietnam.

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The information is used by BMU for internal consultation both at the technical and the management level in order to ensure a better understanding and management of IKI activities within partner countries and with regards to the communication with partners.

If you are planning concrete activities in one or several countries with interface projects please include the cooperation with the interface project in your knowledge management strategy and plan for the annual participation in the networking workshops. You will receive further information from the project manager of the interface project shortly after approval of your IKI project/programme. Your contact details will be forwarded.

4. Updated project/programme Information

On the basis of annual reports, BMU retrospectively tracks the progress of projects/programme with special regard to goal attainment. It is, however, equally important for the visibility of the IKI as well as for knowledge management at the portfolio level to have access to up to date and, where suitable, anticipatory project/programme information from the implementing organisations at regular intervals. Therefore, BMU finds it helpful to receive information of public interest as well as information on relevant political developments and project/programme activities in the projects'/programme's environment every six months. In addition, we seek to keep the project/programme short descriptions up to date on our website. Therefore, it is expected of implementing organisations to adjust the short descriptions in case significant changes have occurred during the project's/programme's implementation leading to alterations in comparison to the original project/programme concept. To this end, in cooperation with implementing organisations, we intend that IKI projects/programme contribute in the best possible way to knowledge management, public communication and to bilateral cooperation of BMU with its political partners.

We would thus be very grateful if you could send us updated project/programme information in addition to the interim reports by April 30th as well as by October 15th of every year. The format of the short descriptions to be updated every six-months as well as useful tips for transmitting other updated project/programme information can be found in the appendix on project/programme updates. This is not subject to the general requirement that the IKI Secretariat needs to be informed if relevant circumstances change or become entirely obsolete in such a way that project/programme goals will not be reached as planned.