

TERMINAL EVALUATION

GEF-UNDP SPA FUNDED PROJECT 'ADAPTATION LEARNING MECHANISM [ALM]: LEARNING BY DOING'

UNDP project ID: 3257

GEFSEC project ID#: 2557

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Region and countries included in the project: The ALM endeavours to contribute to the mainstreaming of adaptation to climate change within development planning of non-Annex I countries, but is designed as a global platform. As such, the region of operation is worldwide, with a special concentration on the 152 Non-Annex I Parties to the UNFCCC.

GEF Operational Program/Strategic Program: GEF/ME/C.39

GEF Agency: UNDP

Other Executing Agency: UNOPS

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2 Acronyms and Abbreviations

AAP	Africa Adaptation Programme
AKM	Adaptation Knowledge Management
ALM	Adaptation Learning Mechanism
APAN	Asia Pacific Adaptation Network
APR	Annual Progress Report
AusAID	Australian Government Overseas Aid Program
BCPR	Bureau for Crisis Prevention and Recovery
CATHALAC	Centro del Agua del Trópico Humedo para America Latina y el Caribe
CBA	Community-Based Adaptation or Community Adaptation Project
CBO	Community-Based Organisation
CC DARE	Climate Change Adaptation and Development Initiative
CCA	Climate Change Adaptation
CCAA	Climate Change Adaptation in Africa
CCAP	Climate Change Action Plan
CCCCC	Caribbean Community Climate Change Centre
CDKN	Climate and Development Knowledge Network
CGIAR	Consultative Group on International Agricultural Research
ClimSims/CLIMsystems	SimCLIM Climate Change Impact and Adaptation Software
CMS	Content Management System
COP	Conference of the Parties to the UN Framework Convention on Climate Change
CRISTAL	Climate Risk Screening Tool – Adaptation & Livelihoods
Danida	Danish International Development Agency
DGEF	Division of Global Environment Facility Coordination
DRR	Disaster Risk Reduction
EA	Executing Agency
EEG	UNDP's Energy and Environment Group
EERP	Environmental Education Resource Pack
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FSN Forum	Global Forum on Food Security and Nutrition
GAN	Global Adaptation Network
GEF	Global Environment Facility
GEF/ME	Global Environment Facility Monitoring & Evaluation
GEFSEC	Secretariat of the Global Environment Facility
GEF-SPA	Global Environment Facility - Strategic Priority for Adaptation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GNI	Gross National Income
GRID-Arendal	Global Resource Information Database – Arendal, Norway
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HS	Highly Satisfactory
HU	Highly Unsatisfactory
IA	Implementing Agency
ICIMOD	International Centre for Integrated Mountain Development
IDRC	International Development Research Centre
IDS	Institute of Development Studies
IFAD	International Fund for Agricultural Development

IFPRI	International Food Policy Research Institute
IGO	Inter-Governmental Organisation
ILO	International Labour Organization
ISDR	International Strategy for Disaster Reduction
IT	Information Technology
IW:Learn	International Waters Learning Exchange and Resource Network
KM	Knowledge Management
KNS	Knowledge Needs Survey
L	Likely: negligible risks to sustainability
LCA	Linking Climate Adaptation
LDCF	Least Developed Countries Fund
LF	Logical Framework
Logframe	Logical Framework
M&E	Monitoring & Evaluation
ML	Moderately Likely: moderate risks to sustainability
MS	Moderately Satisfactory
MS	MicroSoft
MSP	UNDP-GEF Medium-Size Project
MU	Moderately Unsatisfactory
MU	Moderately Unlikely: significant risks to sustainability
N/A	Not Applicable
NAPA	National Adaption Programme of Action
NASA	National Aeronautics and Space Administration
NC	National Communication
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organisation
NR	Not Relevant
NWP	Nairobi Work Programme
NZAID	New Zealand Agency for International Development
OECD	Organisation for Economic Co-operation and Development
PACC	Pacific Adaptation to Climate Change
P-ALM	Pacific Adaptation Learning Mechanism
PIF	Project Identification Form
PIR	Project Implementation Review
PPCR	Pilot Program for Climate Resilience
PPP	Purchasing power parity
ProDoc	Project Document
R	Relevant
S	Satisfactory
SCCF	Special Climate Change Fund
SDM	Sustainable Development Mechanisms
SEARCA	Southeast Asian Regional Center for Graduate Study and Research in Agriculture
SEI	Stockholm Environment Institute
SGP	Small Grants Programme
SimCLIM	See CLIMsystems [above]
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SPA	Strategic Priority for Adaptation

TE	Terminal Evaluation
TECA	Technology for Agriculture
TOR/TORs	Terms of Reference
U	Unsatisfactory
U	Unlikely: severe risks to sustainability
U/A	Unable to Assess
UAE	United Arab Emirates
UK	United Kingdom
UN	United Nations
UN CC:Learn	One UN Training Service Platform on Climate Change
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteers
USA	United States of America
USAID	United States Agency for International Development
USD	United States Dollar
WB	World Bank
weADAPT	Collaborative Platform on Climate Adaptation
WFP	World Food Programme
WMO	World Meteorological Organization

3 Executive Summary

1. This document comprises the TE of the ALM. It was executed following the 'UNDP Evaluation Guidance for GEF-Financed Projects', and in accordance with the expectations set out in the TE-specific TORs developed under the auspices of the EEG, as part of UNDP's Bureau for Development Policy.
2. The ALM is a Global Environment Facility, Strategic Priority on Adaptation Fund (GEF-SPA) medium-sized project, implemented by UNDP. The ALM was launched with the goal to contribute to the mainstreaming of adaptation to climate change within the development planning of non-Annex I countries, and with the key objective to provide tools and establish a learning platform for increasing capacity on adaptation to climate change within the development planning of GEF eligible countries.
3. The ALM responds to the knowledge gaps expressed in the GEF's SPA (GEF/C.23/Inf.8/para 26), and aims to generate knowledge that can help guide implementation of the GEF's adaptation pilots under its SPA, LDCF, and SCCF. The ALM supports evolving efforts to integrate adaptation to climate change in development planning by the GEF family, GEF-eligible countries, and other development agencies and stakeholders. This project aims to capture the current state of knowledge on planning, implementing, and integrating adaptation in development; identify gaps in adaptation knowledge by drawing lessons from adaptation portfolio reviews; and develop responses to these knowledge gaps to support long-term adaptation planning by the GEF and other adaptation stakeholders. The ALM codifies lessons from on-going adaptation initiatives and disseminates adaptation best practices and experiences to support climate change decision-making. With a 3-year scheduled duration, executed 2008-2011, the project was implemented by UNDP in partnership with the GEF, the World Bank, the UNFCCC Secretariat, and UNEP. The ALM's partnerships have evolved since inception to include a number of UN and GEF-implementing agencies, including FAO and UNECE. ALM's knowledge management efforts are intended to contribute to the implementation of the UNFCCC and, in particular to its Nairobi Work Programme [NWP].
4. This TE is being carried out to provide a comprehensive and systematic account of the relevance, success and performance of the ALM project by assessing the project design, process of implementation and results as they relate to the project objectives, outcomes and indicators endorsed by the GEF and other partners. The intended audience of the TE includes all stakeholders, contributors, funders, participants, and partners of the ALM; the ultimate constituency includes all GEF/UNDP stakeholders. The evaluation consisted of a desk review of official project documents, coupled with reports generated by Google Analytics and Drupal. Additional raw data was gleaned from the ALM KNS conducted in Dec 2010. These analyses were augmented with interviews of relevant stakeholders/staff.
5. In order for the ALM to be considered a success, two major thrusts had to be effectively addressed: 1) achieving institutional arrangements, buy-in, political capital, partnerships, and other accoutrements of network breadth. 2) creation/curation of the necessary content to cultivate a robust base of users [both generating and consuming content], along with the necessary infrastructure to make this information accessible.
6. Part 1 took longer than might have been originally intended because of the roll-out of UNEP's GAN during much of ALM's implementation period. Given the potentially overlapping nature of the GAN & ALM objectives, it appears that some potential partners/funders waited to see which network achieved primacy before fully devoting resources to either entity. This issue seems to have been ultimately resolved in favour of the ALM. Part 2 was originally dependent on a significant amount of organic content generation. This strategy ensured a very high calibre of material, but was heavily labour-intensive. Ultimately, this strategy was superseded [or at least supplemented] by harvesting of a large amount of material from stakeholders. This approach appears to have been particularly cost effective, as harvested content is among the most-frequently visited content on the ALM website, and is arguably closer to the spirit of ALM's portfolio as a KM portal and content aggregator.
7. The ALM began as a pilot project; it has arguably reached the critical mass necessary to demonstrate the viability of strategy and approach it delineates. As a fairly small-scale [<\$1 million USD] pilot, the ALM serves as proof-of-concept for the feasibility of an inter-agency CCA KM platform. Whilst there are still risks for sustainability, the vast majority of expenses related to the building of infrastructure and the establishment of a user base. Maintenance of the ALM from this stage forward would require negligible relative costs compared to the likely benefits which could be obtained. The user base is large, and a snowball effect is observable, as the

number of visits to the ALM website has increased more than 100% in each of the last two years.

8. The greatest strengths of the ALM relate to cost-effectively collecting, organising, and curating CCA materials from a wide variety of sources [especially 'Southern' and non-Annex I countries], and rendering them widely accessible. The ALM KNS did an admirable job of establishing the knowledge requirements of stakeholders, and requested features were incorporated in the site in short order. Collaborative and social media functionality was widely requested, and appears to be a particularly well-regarded aspect of the site after its latest revamp.

9. Weaknesses of the ALM related to initial difficulties in co-ordination with and participation from the Advisory Group. Utilisation of crowd-sourced material, interns, and other cost-effective content generation was not utilised early enough in the project life cycle; initial efforts were extremely labour intensive. Going forward, the ALM may benefit from low-bandwidth knowledge dissemination options, from greater stakeholder participation [both institutional and individual], and from SMART goals and objectives.

10. The ALM satisfactorily met its goals and objectives, and appears likely to be sustainable.

4 Introduction

4.1 Context and Purpose of the evaluation:

11. As indicated in the TOR, the TE has been commissioned primarily in order to:
- Assess the relevance of the ALM project objective to the priorities of the funding agency, as well as to the priorities of the implementing and core agencies plus adaptation stakeholders.
 - Review ALM knowledge products.
 - Assess the overall effectiveness of actions taken towards project goals and objectives.
 - Assess the quality, application, and effectiveness of project monitoring and evaluation plans and tools.
 - Assess the projects efficiency and cost-effectiveness.
 - Review the number and type of partners and stakeholders, as well as the number and quality of consultations and communications.
 - Assess the overall project results and determine the extent to which the project objectives were achieved.
 - Assess the sustainability of ALM results and its potential to be replicated.
 - Provide recommendations on specific actions for the design, implementation, monitoring and evaluation of the project.

4.2 Evaluation Methodology and Structure

12. The TE was executed using a methodology grounded on a desk review of a comprehensive range of project documents, and expository interviews where necessary. A list of documents reviewed comprises Annex A.

13. In addition to the desk review of documents, numerous Google Analytics queries were performed. Raw data were further analysed, in conjunction with data from Drupal and the ALM budget. Google Analytics all-time pages visited statistics were analysed in blocks of 500, sorted by most-viewed, within a time frame of 01 Sep 2008 – 11 Jul 2011. Additionally, statistics were derived for referral source, operating system, language, depth of visit, country/territory, and connection speed; these categories were all analysed for change over time, using year-on-year statistics comparing the year ending 11 Jul 2011 with the year ending 11 Jul 2010. Where appropriate, statistics were sorted by visitor's country of origin Annex I status. The Drupal website membership data were cleaned and analysed by willingness to participate, country of origin (sorted by Annex I status), work focus and institutional affiliation. The latter two variables were compared with the KNS report. The ALM project website was consulted numerous times in order to ascertain participation in ALM forums, commenting, and galleries. Functionality was also tested using Firefox, Chrome, and Internet Explorer browsers. Expository interviews via telecom and e-mail were performed where necessary.

14. The evaluation's scope was dictated by the TOR: In accordance with UNDP-GEF M&E procedures, the ALM project is subject to a terminal evaluation, to assess achievement of project objectives and impacts, and to document lessons learned. The final evaluation should also provide recommendations for follow-up activities.

15. This TE is being carried out to provide a comprehensive and systematic account of the relevance, success and performance of the ALM project by assessing the project design, process of implementation and results as they relate to the project objectives, outcomes and indicators endorsed by the GEF and other partners.

16. The objectives of the TE are similarly spelled out by the TOR:

- a) Promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF activities. GEF results will be monitored and evaluated for their contribution to global environmental benefits.
- b) Promote learning, feedback, and knowledge sharing on results and lessons learned among the GEF and its partners, as a basis for decision-making on policies, strategies, program management, and projects, and to improve knowledge and performance.

17. Based on the UNDP/GEF Monitoring and Evaluation policy, the goal of the TE of the ALM project is to assess the relevance, effectiveness, efficiency, and sustainability of the project, relative to ALM's objective and outcomes, and based on the indicators listed in the project LF. The TE focuses on potential impact and sustainability of results, including the contribution to capacity development and the achievement of global

environmental goals. It also includes identification/documentation of lessons learned, as well as recommendations for improving design and implementation of follow-up activities and other UNDP/GEF projects.

5 Project Description and development context

18. Institutionally, the interest in climate change adaptation started with the first meeting of the Conference of the Parties (COP-1) to the United Nations Framework Convention on Climate Change¹. Funding and implementation of adaptation projects began in earnest after the COP-7 in Marrakech in 2001. In response to guidance received from the UNFCCC, the GEF established the Strategic Priority on Adaptation (SPA), the Special Climate Change Fund (SCCF), and the Least Developed Countries Fund (LDCF). The ALM project was formulated in 2004, when financial resources directed toward adaptation were growing through the GEF adaptation funds, but initiatives and lessons learned were not sufficiently well documented. By 2004 climate change adaptation was a pilot strategic priority for the GEF and an emerging national priority for many developing countries. As such there was an acknowledged and urgent need to expand the shared knowledge base on adaptation, to begin responding to gaps in knowledge and to promote emerging good practices (GEF/C.23/INF/8/Rev.1 paragraph 26). This context is important for understanding the Adaptation Learning Mechanism in its time of development and ultimate the GEF in 2007.

19. As climate change adaptation projects financed by the Global Environment Facility (GEF) began implementation, it was acknowledged that existing adaptation knowledge was fragmented and often limited to individual projects. Attention and resources directed toward adaptation were growing through the GEF adaptation funds (LDCF, SCCF, and SPA) and also through development initiatives within bilateral agencies, national governments, and non-governmental institutions. There was a lack of systematically documented and shared knowledge on good adaptation practices and operational guidance.

20. Similarly, the need for shared knowledge and enhanced learning was a recurrent theme during the UNFCCC's NWP Adaptation Planning and Practices discussions in 2007. Additionally, it was noted that there was no coordinated community of practice in place and information database tailored to the needs of practitioners.

21. The need to share information covers all aspects of adaptation, including projects, methods for integrating adaptation, and lessons learned from these initiatives. The ALM was designed to build on the successes of past GEF knowledge management projects and create a highly relevant set of tools for learning from implementing agencies' adaptation experience to date. This knowledge was to be shared with users in each region, setting into motion a platform for continued learning as adaptation becomes increasingly important in the future.

22. From the GEF-family perspective, it was anticipated that sharing knowledge among users would ensure that the GEF portfolio, as a whole, could benefit from the comparative strengths and experience of the various Implementing Agencies. From the perspective of the broader range of adaptation planners and implementers, the ALM was expected to serve as a central source for emerging adaptation experience and lessons, both at the national scale to the local level.

23. In response to this information gap and to address existing adaptation knowledge needs, the United Nations Development Programme, along with other agency partners, launched the ALM. As detailed in the request for GEF funding from April 2005, the project proposed to "capture the current state of knowledge on planning, implementing and mainstreaming adaptation; identify key gaps in adaptation knowledge gaps; and develop responses to the knowledge gaps."²

ALM Objectives

24. Per the GEF Council project approval document,³ the goal of the ALM was to "contribute to the

¹Tearfund Climate Change Briefing Paper 1. "Overcoming the Barriers: Mainstreaming Climate Change Adaptation in Developing Countries." edited by Institute of Development Studies, 28, 2006, p. 7.

² Adaptation Learning Mechanism: Learning by Doing, Medium-sized Project Proposal, Request for GEF funding, April 2005, p. 1.

³ <http://www.gefonline.org/ProjectDocs/Climate%20Change/Global%20Adaptation%20Learning/MSP%20final.pdf>.

mainstreaming of adaptation to climate change within development planning of non-Annex I countries” with the key objective to “provide tools and establish a learning platform for mainstreaming adaptation to climate change within the development planning of GEF eligible countries.”⁴ Operationally, the project was assigned to “produce a core set of deliverables aimed at meeting the knowledge needs of both the GEF and the broader adaptation community” (*Ibidem*). To reach this objective and support the overarching goal, three outcomes were established: 1) the state of knowledge on adaptation captured, 2) knowledge sharing advanced and learning tools created - including a knowledge base, and 3) ALM partnerships established and the knowledge base widely utilized. ALM was formally launched as part of the UNFCCC NWP meeting held at FAO in late 2007, and ultimately did not start until late 2007/early 2008.

ALM’s Intention

25. Development for the ALM Project began 2004/2005 when the GEF-financed adaptation portfolio was still nascent. The expectation at the time was that a knowledge platform on adaptation would serve as a useful means by which to track and learn from information on operational experiences of adaptation projects that could be accessed through a single web-based platform.

26. The specific problem that the project was designed to address was the absence of a facility to capture, store and act as a vehicle for the dissemination of results from initiatives financed by the GEF-managed adaptation funds. The long-term solution was therefore the establishment of a substantive knowledge platform that could be used by all GEF agencies to capture, store and function as a depository of relevant knowledge from adaptation projects.

27. The ALM, designed as a global knowledge platform, sought to support developing countries coming to terms with pressing realities of climate change. Through improved access to information such as current and future climate vulnerabilities and risks, tracking of on-going adaptation actions implemented (across sectors), the ALM has worked to assist countries in responding to the impacts of climate change at local, national and regional levels.

28. The synthesis and exchange of knowledge and “good practice” through the ALM was designed to help bring adaptation action into clearer focus within the larger development arena. The development and use of an adaptation “knowledge base” was premised on the active participation of a diversity of experts, practitioners, and institutions. Ultimately, the collaborative foundation of the ALM and the knowledge provided would present the GEF with options for a longer-term strategy to respond to country needs for enhancing adaptive capacity, while at the same time engaging directly with key adaptation planners and implementers, helping them to build adaptive capacity among the range of potential beneficiaries.

Main stakeholders and Governance Structure

29. The ALM is managed by UNDP and financed by GEF-SPA. The ALM has been facilitated by UNDP, in partnership with the GEF, the World Bank, UNEP, UNFCCC and specialized UN agencies.⁵ Structurally, the ALM was designed to represent a collaborative, global learning process, with leadership, facilitation and strong participation by Southern institutions, including a Project Management Unit consisting of an ALM Secretariat, an Implementing Core Team, an Advisory Group, a Technical Committee, and Working Groups.⁶

⁴ ALM Project Proposal, April 2005, p. 6.

⁵ A list of partnerships can be found in Annex B.

⁶ Adaptation Learning Mechanism: Learning by Doing, Medium-sized Project Proposal, Request for GEF funding, April 2005, p. 5.

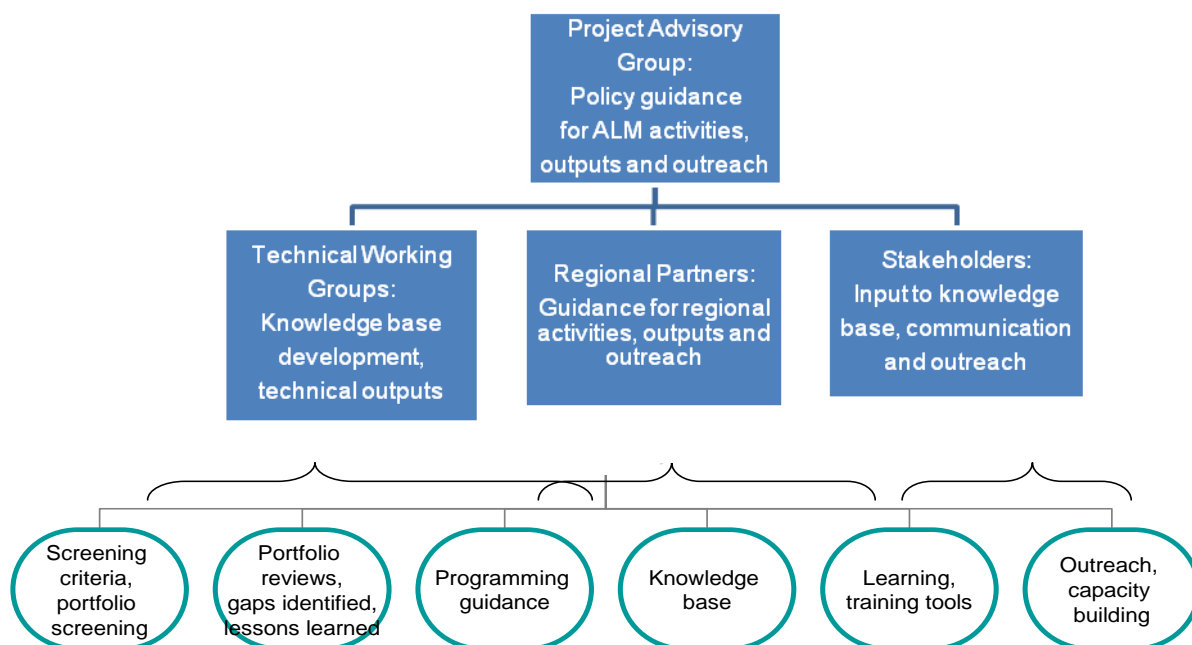


Figure 1. ALM Management Roles and Outputs

UNDP Project Document, UNDP-GEF Medium-Size Project (MSP), Adaptation Learning Mechanism (ALM), June 2007, p. 9.

30. In specific, the ALM Secretariat was to serve as the project's communication hub, and was deemed responsible for day-to-day management of the project. The Implementing Core Team was to consist of the project Secretariat, GEF Secretariat and UNDP, core organizations, tasked to coordinate and oversee all project activities. The ALM Advisory Group was to consist of representation by the GEF Secretariat and all Implementing Agencies, the UNFCCC Secretariat, national governments, and representatives from other relevant user groups. The critical role of the Advisory Group was to ensure that project activities would be guided by user needs. The Advisory Group was to provide high-level guidance to the ALM and was intended to be particularly instrumental in providing advice on activities directly related to the GEF. Further details on the ALM's Advisory Group are provided in Annex B. The final piece in the original vision of the governance structure was the Technical Committee. The Technical Committee was to consist of representation by a number of expert organizations engaged in adaptation-related activities. This committee was to provide expert guidance on the execution of project activities and participate in working group exercises. Finally, small working groups were to be convened for the purpose of targeted research.⁷ The coordination of working groups was to be the responsibility of the project coordinator and the project advisory group (UNDP, World Bank, UNEP, and GEF Secretariat). During the first year of project implementation, technical committees and working groups were not established, and their creation was not sufficiently pursued by the Advisory Board of the Project.

31. With advice from the Advisory Group, outreach and engagement of regional partners was conducted to integrate specific regional issues in greater depth and build on the first phase of the project focused on the GEF portfolio. As detailed in the UNDP-GEF Project Implementation Review (PIR) from September 2010, the responsiveness of the ALM Advisory Group (with members from the GEF Secretariat, UNDP, UNEP, the World Bank, and UNFCCC) in overseeing project implementation was noted as being satisfactory, with some members of the ALM Advisory Group being more active than others. The ALM project manager consulted with ALM Advisory Group members on a bi-annual basis, which was usually preceded by an ALM progress report detailing achievements and requesting feedback. However, the project board meeting for the most recent reporting period (1 July 2009 – 30 June 2010) was delayed due to unavailability of board members.

6 Findings and Conclusions

⁷ Adaptation Learning Mechanism: Learning by Doing, Medium-sized Project Proposal, Request for GEF funding, April 2005, p. 5-6.

6.1 Project Formulation

6.1.1 Relevance

32. Advisory Group updates were sent to the ALM Advisory Board prior to their meetings in January 2009, April 2009, October 2009, December 2009, and June 2010. Additionally, ALM Advisory Group meetings [either in person or via tele-conference] were held 20 April 2009 and July 17, 2009 (with subsequent minutes from the meeting, including actions and next steps, sent to Advisory Group members). During 2010 bilateral consultations took place with Advisory Group members (primarily UNFCCC, GEF and WB) via phone and at various international meetings. At the time of the establishment of ALM, UNEP was creating, promoting and fundraising for a similar platform to ALM called the Global Adaptation Network (GAN). Consequently, UNEP's role in the ALM advisory board was passive during the period of most intensive GAN development. It is also arguable that the concurrent creation of GAN had a detrimental effect on ALM outreach strategy, as potential institutional partners and funders may have been reticent to commit to either KM network. GEF strategic development priorities which are relevant to the ALM are primarily discussed in the Strategic Priority for Adaptation (SPA): 'The SPA aims at reducing vulnerability and increasing adaptive capacity to the adverse effects of climate change in any or a combination of the GEF focal areas: biological diversity, climate change, international waters, land degradation, ozone layer depletion, and persistent organic pollutants (POPs). It supports pilot and demonstration projects that address local adaptation needs and generate global environmental benefits.'⁸ UNDP priorities vis-à-vis the ALM were most succinctly expressed by the UNDP Administrator [Helen Clark] via an emphasis on the need to strongly link responses to climate change, economic recovery, human rights and development.⁹ Ms. Clark states that responding to climate change, reducing global poverty, and reaching the MDGs are intertwined. UNDP supports a shift to a '21st Century development paradigm which supports resilience and adaptive capacities of human, natural and economic systems by facilitating the nexus between climate change adaptation and human development.'¹⁰

33. As outlined, the four main areas of service include:

- (i) Support for national adaptation planning and implementation;
- (ii) Efforts to facilitate broad based partnerships for adaptation;
- (iii) Efforts to foster continued knowledge sharing and learning among stakeholders; and
- (iv) Support to integrate data collection and analysis.

34. The ALM's brief relates to several portions of the aforementioned GEF-SPA and UNDP areas of service. The ALM project proposal makes several references to 'mainstreaming of adaptation to climate change'; its major areas of expertise include knowledge sharing and dissemination. As such, the ALM is most successful at addressing GEF-SPA priorities relating to increased adaptive capacity to climate change, as well as UNDP priorities (ii), (iii), & (iv) above. The ALM did work to chronicle national adaptation planning and implementation (i); the ALM's primary function in this domain was curation and collection of content generated by UNDP country offices and similar entities.

35. The ALM LF was refined between the 2005 Project Proposal and the 2007 ProDoc. A further change in goals/objectives appears to have been made by the 2010 PIR, although the 2010 PIR notes no 'adjustments made to the project strategy, as reflected in the logical framework matrix, since the Project Document signature'. As such, this portion of the TE will only concentrate on the ProDoc LF.

36. In the germinal stage between the 2005 proposal and the 2007 ProDoc, few concrete programmatic activities appear to have been performed. The 2007 iteration of the LF is something of a palimpsest, remade and informed by realities which came to light during the 2005-06 phase. The 2007 goals/objectives/activities are an improvement, largely owing to the significant addition of indicators and sources of verification. According to the 2007 LF, the ALM serves a single goal, to be reached via a single objective. Three outputs, with a single outcome per output, are listed. Whilst the goal and objective are acceptable, some of the outputs are not entirely SMART [Specific, Measurable, Achievable, Relevant, Time-bound]. Output 1.1: 'Good practice and knowledge gaps input for ALM knowledge base' does not quantify 'input' sufficiently, nor does it delineate how 'good practice' is to be judged. Similarly, Output 2.1: 'A common platform for information sharing and learning established, functional ALM knowledge base' does not put forth a yardstick for commonality of platform, other than to suggest that they be 'widely disseminated'. Outcome 3.1: 'Global ALM established and widely utilized' is

⁸ Evaluation of the Strategic Priority for Adaptation (SPA) Approach Paper, GEF, 2000, p.19.

⁹ Luncheon discussion with civil society leaders gathered to launch Platform HD2010 (New York, June 4-5, 2009).

¹⁰ Remarks by Helen Clark, on the occasion of the United Nations Foundation Dinner on "Energy, Climate, and the Millennium Development Goals". Monday, 14 December 2009, Copenhagen.

laudable in that it requires the participation of >50% of GEF-eligible countries as an indicator. This is attenuated somewhat by possible disagreements about the nature of participation. Finally, there are some ambiguities inherent in measuring value received from an online portal. Analyses were performed on measurable variables, and are included in Annexes D & E. The ALM KNS touches on value as judged by ALM users.

37. The ALM APR made similar points about indicators: 'The indicators for the ALM are problematic, which makes it difficult to ascertain achievements towards outcomes. Additionally, certain indicators support elements of multiple outcomes and the outcomes themselves are not clearly differentiated. In future, it would be valuable to decouple outcomes to ensure timely delivery of project outcomes in the most efficient way by the end of the project duration.'

38. Relevant projects, including other portals and KM networks (e.g. UNEP's Asia-Pacific AdaptNet, AfricaAdapt) were sources of collaboration and liaison. Annex C details the outreach and advocacy material prepared and disseminated, which necessarily occurred in conjunction with relevant projects. The ALM Summary Report references 'Partnership Handover Notes', and lists reciprocal contributions which serve as the best evidence of incorporation of lessons learned from other relevant projects.

39. The ALM's adaptive management strategy is manifested through occasional upgrades of the ALM website, and a major re-launch in Sep 2009. Consultations with users were held across multiple venues: i) in-country at UNDP country offices (e.g. Mexico, Samoa); ii) at conferences/consultations held during workshops held under the auspices of the NWP (e.g. Egypt 2009, Samoa 2010); (iii) consultations with other platform managers, (e.g. GTZ, WB, DFID workshop of Climate networks in Berlin, USAID One stop shop workshop in August 2009); iv) with website users (esp. via the KNS). The re-launch included establishing a more collaborative and user-friendly structure, changes in organisation which allowed for more inter-sectoral collaboration, and key word searching facilitated by a tagging function. Improvements to database functions at this stage were particularly helpful in showcasing how CCA was being mainstreamed and incorporated into a variety of sectors and issues including gender. The most recent upgrades, in Jan 2011, added several crowd-sourcing/wiki-style features. South-south co-operation has also been emphasised.

40. Critically analyse the implementation arrangements and identify strengths and weaknesses in the project design and implementation

The ALM possessed the necessary framework for successfully meeting its goals and objectives (with the minor caveat that some outcomes/outputs would have benefited from SMART principles). Limited interaction with the Advisory Group was partially ameliorated by bi-lateral consultations¹¹. It should be noted that one of the major impediments to fuller Advisory Group interaction related to the parallel UNEP GAN initiative. It appears that this issue has largely been resolved and would not present a hurdle going forward. Many of these issues are inherent to pilot projects which have not yet established the centrality of their role to broader portfolio requirements. At this stage, the ALM can be reasonably secure in its position as the primary CCA KM infrastructure, and should be able to capitalise on this position in future.

41. Stakeholder participation in the design stage.

The aforementioned adaptive management strategies [¶39] serve as examples of ALM outreach to encourage stakeholder engagement. As much of the design stage of the ALM predates the documents which form the basis of the TE, it is difficult to assess stakeholder participation during this phase.

6.2 Implementation

6.2.1 Knowledge Products

ALM Adaptation Country Profiles

42. The ALM provides approximately 180 Adaptation Country Profiles¹², containing information on how individual countries are addressing climate change adaptation. Profiles contain:

- Summaries on National Communications
- Summaries National Adaptation Programmes of Action
- Climate change scenarios
- Impact assessments
- Low-carbon/adaptation strategies

¹¹Cf. ¶32 [above].

¹²<http://www.adaptationlearning.net/country-profiles>

- ALM Project Profiles for adaptation projects in the country
- ALM Project Case Studies
- Additional resources [e.g. multi-media content] for some profiles

43. ALM Adaptation Country Profiles evidence substantial efforts, as no climate change adaptation database or platform existed prior to programme operation. Content appears to be purpose-generated, and is not merely scraped or automatically aggregated from existing sites/sources. Adaptation Country Profiles are also part of the ALM's tagging scheme, which provide utility for other country-level information on the ALM.

ALM Knowledge Base

44. The ALM knowledge base is accessed almost entirely through its website, which was re-launched in September 2009. The re-launch entailed migration to an open-source CMS (Drupal), providing a more streamlined and appealing user interface, better search engine, and interactive features (such as commenting), rating of documents, user profiles, document uploading documents, multi-media functionality, etc. The ALM website currently offers:

- A more dynamic and user-friendly structure with multi-media options;
- Access to inter-agency and cross-sector information;
- Information on good practices for climate change adaptation;
- Search functions by country, region, theme, type or tags;
- Lessons learned from community-based adaptation;
- Country- and regional-level information;
- Co-ordinated social media (Twitter and Facebook) tie-ins.

45. As of December 2010 the new ALM website allows for syndication of third-party content from a variety of online sources (e.g. RSS). From a database perspective, there is virtually unlimited support for taxonomy and categorisation of content, allowing resources to be searched by topic, theme, type, tag, or keywords. The site includes toolkits/templates for generating and managing user-contributed content. Additional new features include: regional pages (after consultation with RTAs and regional research centres), multi-search and multi-tag functions (country, theme, type or cross cutting themes), and open source maps that have been tailored specifically for the ALM to allow for regional utility. The new ALM also includes restructured country pages (with direct linking to the WB Climate Change Portal), and options to include multi-media and local stories.

46. The ALM Knowledge Base is referenced in the ProDoc 2007 Outcome 1 Indicator: 'All IA adaptation projects entered in knowledge base by July 2007'. ALM Project Profiles¹³ capture ongoing work related to adaptation, providing a summary of what is going on around the world. These appear in the form of briefs, with links to further information on the project. They also follow the site-wide tagging protocol, and can include multi-media options (videos, images, files, and links). Further, registered users can suggest new content to add under the umbrella of existing content types.

47. The ALM Knowledge Base was less dependent on wholesale creation of content, as the majority of GEF projects are available through the GEF Secretariat database. The ALM's contribution was the ability to search for adaptation-specific projects and lessons learned.

48. It is clear that the original indicator deadline of July 2007 was not met. However, this has since been rectified. As of December 2010, the ALM included 465 IA adaptation project profiles, which constitute a reasonably comprehensive summation of adaptation work done in the field to date [including 'all existing GEF adaptation projects under implementation to date', and which is now worthy of the name 'Knowledge Base'. The 2010 ALM PIR noted that progress towards complete indexing of the GEF database was limited to the manual inclusion of project information because automated integration of project data bases would require institutional agreements and IT systems co-operation [informatics] on the part of both ALM & GEF and other UN agencies which would entail additional costs. The short funding cycle of the ALM, and its status as a pilot, limited the project's ability to promote long term institutional commitment with other organisations.

ALM Profiles 2008& ALM Case Studies 2010

49. Case Studies ultimately depended on engagement with projects and stakeholders, as the sharing of

¹³<http://www.adaptationlearning.net/explore>, content type 'Project or Initiative'.

information was predicated on building relationships and networks. Significant efforts were expended relating to outreach and training of stakeholders in order to facilitate their participation in the case study enterprise. Outreach training efforts included: One Climate Stop planning meeting (USAID, NASA and CATHALAC), Washington, USA, August 2009; High Level Side event at COP-15, Copenhagen, Denmark, wherein ALM was featured as a UN jointly facilitated Initiative¹⁴. ALM presentations were also shown during two days at the Iseek information booth in Copenhagen Denmark, December 2009. Additional trainings took place at the UNFCCC technical workshop on collaboration among regional centres and networks, in Apia, Samoa in March 2010. Further presentations were made at UNDP/UNEP 'Helping Islands Adapt: A Workshop to Preserve Biodiversity and Adapt to Climate Change' in Auckland, New Zealand, in April 2010. During UNFCCC Climate Change talks, ALM gave a presentation as a panel member at the UNDP official side event on 'Africa Adaptation Programme (AAP)-Interdisciplinary Approaches to Integrating Gender and Disaster Risk Reduction into Adaptation' in Bonn, Germany in May 2010. ALM staff participated in a workshop on climate change adaptation on trans-boundary basins at UNECE in Geneva, Switzerland in May 2010, and at the UNECE Fifth Working Group on Integrated Water Resources Management in Geneva, Switzerland in July 2010. Direct training of ALM website users [as distinct from interactions with institutional partners] included more than 35 individual trainings conducted, and included representatives from AAP, Spanish Trust Fund, UNCC-DARE, UNFCCC Pacific Workshop participants (including government officials from Kiribati, Vanuatu, Samoa and the Cook Islands), ISDR, UNECE, Pacific Islands Initiative, UNEP/GRID-Arendal, ClimSims, SPREP, WMO, CCCCC, and SEARCA.

50. Case studies were collected through a fairly involved process, beginning with reviews of available project documents. These documents included APRs, PIRs, project proposals, endorsement letters from governments, UNDP factsheets, project appraisal documents, project identification forms, quarterly progress and financial reports, quarterly and annual workplans, conceptual framework and indicators, Planning Policy Guidance documents, project websites, UNDP websites, the GEF online database, and partners' websites. Changes, revisions, and any issues that were encountered during project information were given careful consideration and lessons learned were extrapolated from there.

51. As of 2008, a total of 10 ALM Case Studies had been completed. The 2008 Case Studies flow into outputs from 2010, as a portion of the 2010 outputs include the updating of the 2008 Profiles. As of mid-2010, there were 29 ALM Case Studies, which are intended to highlight lessons learned. These case studies, chosen from both within the GEF implementing agencies and various IGOs/NGOs, are linked to the respective project profiles and include some interactive features (e.g. commenting or rating profiles) and multi-media options. In an attempt to cross-fertilise learning, the ALM team worked on two tracks: i) with the GEF-SPA portfolio to support lessons learning out of the projects; ii) with the broader complement of stakeholders to spread information about existing practices. As of July 2011, ALM hosted 103 case studies on 13 themes from multilateral, bilateral, NGO, and private sector entities.

52. ALM Profiles appear to address Outcome 2 'Knowledge sharing advanced'; indicators relate to 'GEF adaptation projects relying on ALM adaptation learning resources' – a standard which hinges on the parsing of the word 'relying'. The 2010 ALM KNS noted that 79 percent of respondents reported a high or very high need for case studies, which implies some degree of reliance by GEF adaptation projects. It should also be noted, however, that the highest relative demand for case studies was by government employees; the highest relative demand for country reports was by multilateral/development banks.

ALM Quality Framework

53. The ALM Quality Framework provided guidelines for the identification of good practices for climate change adaptation. The Framework consists of two components: (1) basic criteria for inclusion of projects, initiatives, case studies and programs in the ALM, and (2) a checklist of quality standards used for tagging resources in the 'projects or initiatives' category in the ALM. The checklists of standards include general considerations for all projects and initiatives (Level I Standards, Level II Standards, Checklist of Core Processes) as well as theme-specific considerations or guidelines.

54. Considerations for good practices in climate change adaptation projects were determined through a three-step process: (1) a review of literature on existing "best practices" for climate change adaptation was conducted; (2) a portfolio review of project outputs and activities clustered by theme to identify important/common practices and considerations in project planning; (3) the development of relevant questions

¹⁴<http://www.unsceb.org/ceb/priorities/climate-change/cop15>

to facilitate thinking about good practices.

55. For each category of standards specified, a description of each criterion or standard was followed by a series of questions that was completed to ensure ALM staff approval in order for the project or initiative to receive recognition of meeting that standard. Projects and initiatives were tagged in the ALM with individual standards verifying as having been met. Alternatively, category certification tags were granted where appropriate, indicating that the project or initiative met all standards in that category.

56. The tagging enterprise was primarily completed by ALM staff, and was not part of the crowd-sourcing process which was allowed in other, content-generating portions of the website. As evidenced by reviewing the searching functionality, it appears to have been completed at a high standard.

ALM Knowledge Needs Survey 2010

57. The ALM KNS was summarised in a 54-page document entitled '2010 ADAPTATION KNOWLEDGE NEEDS SURVEY: A SYNTHESIS REPORT'. The survey's strengths included a large number of respondents from a reasonably broad variety of backgrounds and institutional affiliations. The survey, which was implemented online, should also be commended for having been translated into French and Spanish.

58. The survey was sent to a diverse sampling of stakeholders across the globe. Responses were received from 662 participants, with 68 percent from non-Annex I Parties to the United Nations Framework Convention on Climate Change (UNFCCC). The majority of respondents were associated with three main categories of professional affiliation: (1) universities and research institutions (27 percent), (2) United Nations agencies (17 percent), and local or community non-governmental organizations (NGOs) (15 percent). The most common professional role among respondents was researcher and analyst (25 percent), followed by project coordinator (16 percent) and technical adviser (15 percent). Response rate was not reported.

59. The KNS had one shortcoming, in that only 24 percent of respondents had previously used the ALM platform prior to taking the survey. This was partially overcome by the use of skip logic in survey delivery – for example, questions on ALM feedback were presented only to those who indicated that they had previously used the ALM. Nevertheless, some questions detailing demand for knowledge products may have been aspirational, rather than actual. Some KNS results are not differentiated by user status.

60. Eighty-five percent of ALM users reported that the information available on the ALM is 'useful' or 'very useful'. In particular, this was the case for respondents affiliated with local or community NGOs, research institutions or universities, and the private sector. According to survey responses, ALM users find the platform to be a well-designed, helpful mechanism for identifying and accessing a wide variety of resources, particularly on practical tools and project information.

61. ALM project staff clearly took note of lessons learned. KNS results showed that respondents desired enhanced networking capability on the ALM to allow users to more easily identify, communicate with and exchange ideas among each other about topics of interest and posted resources. In addition to improved user search and identification, discussion and commenting capability, a feature allowing users to express interest in a specific resource (e.g. a 'like' feature) was suggested. Respondents also recommended an ALM newsletter or email updates with new information. The ALM website was updated subsequent to the KNS to incorporate the bulk of these suggestions. Networking, commenting, and discussion capabilities in particular were improved.

Contributions to publications and training materials

62. In addition to case studies, training materials, and guidance tools listed above, the ALM Team has contributed to the development of other knowledge products for distribution on the ALM website. A member of the ALM team prepared the proceedings for the International Conference: Strategies for Adapting Public and Private Infrastructure to Climate Change (held in San Salvador on 30 June 2010) entitled "Climate Change and Infrastructure: Official Proceedings", which attempted to aggregate technical presentations on climate-proofing infrastructure. The ALM Team also contributed inputs to the UNDP annual adaptation report "Climate Change Adaptation: Approaches and Impacts of the UNDP-GEF Portfolio." ALM's contributions to this publication were based on results of the ALM team's analysis of the UNDP adaptation portfolio, including breakdown of project outcomes and outputs by themes and results. Finally, for the UNDP publication, Climate Change Adaptation: Approaches and Impacts of the UNDP-GEF Portfolio, December 2010, a member of the ALM team contributed

two case studies on community-based adaptation projects in Zimbabwe and Samoa.

63. A stand-alone toolkit for stakeholders to design CCA initiatives was affected through a joint initiative with UNDP et al. The ALM contributed materials and some financing for video and other portions of this toolkit [entitled 'A Toolkit for Designing Climate Change Adaptation Initiatives']¹⁵.

Snapshot stories highlighting UNDP/GEF's work on climate change adaptation

64. The ALM was featured during COP-15 as an exemplar of UN interagency jointly-facilitated initiatives,¹⁶ especially as it contributes to the implementation of the UNFCCC and its NWP, as outlined in the CEB adaptation policy brief¹⁷. In the lead up to COP-15 in Copenhagen, the ALM assisted in producing 20 snapshot stories highlighting UNDP/GEF's work on climate change adaptation, which were distributed through the Climate-L network. ALM additionally assisted in drafting 6 project information sheets for the UNDP-GEF community-adaptation project – a.k.a. Community-Based Adaptation (CBA). The ALM team also contributed to the UNFCCC Action Pledges: Making a Difference on the Ground.¹⁸

65. The ALM team worked closely with GEF CBAs and UNVs who directly support local communities in adaptation initiatives in 10 countries. The outputs of the support were project fact sheets and capture lessons on project design and implementation through local photo stories (see section on SGP collaboration). Also the ALM team helped the CBA project to prepare and produce a snap shot story and power point presentation on each community experience for dissemination through various communication channels before and during COP-15. ALM team also presented the CBA produced video on "Community experience in Samoa" at the Copenhagen climate change film festival, in December 2009. CBA project profiles are featured under ALM country profiles and therefore are visible to development practitioners consulting the ALM website.

66. With respect to the SGP, the ALM developed, piloted and promoted a guidebook on photo stories to capture lessons learned on local adaptation experiences. The GEF SGP piloted the methodology jointly with the GEF CBA project, and the UNDP Equator Initiative. As a result, an improved, field tested version of the guidebook was developed along with about 100 local photostories. SGP reportedly intends to mainstream the methodology throughout the portfolio as tool to capture lessons learned at the local level.

67. In 2008, the ALM was pledged as a contribution to the NWP, and consequently it participated in UNFCCC meetings and updates in that capacity. ALM contributions in this role included portions of the NWP publication 'Action Pledges: Making a Difference on the Ground'¹⁹.

6.2.2 Effectiveness

Overall effectiveness of actions taken

68. A long-term vision for the ALM was developed in 2009-2010, and fundraising/project expansion proposals were initiated in conjunction with the long-term vision. Outreach and fundraising was conducted subsequent to these sustainability-focussed efforts. The Danida-financed UNEP-UNDP CC DARE Programme provided support to the ALM via sharing knowledge products valued at \$750,000. Additional fundraising centred on cultivating the ALM's relationship and presence in the Pacific. The ALM has been mentioned as a potential collaborator with the Pilot Program for Climate Resilience (funded by the World Bank and AusAid).

69. Additional fundraising efforts include (1) developed matrix to assess which donors have interests in climate change concerns and USD amounts given; (2) ALM fundraising concept paper and letter to governments (January 2010); (3) proposal for the International Climate Initiative (March 2010); (4) supported the fundraising proposal of SGP for Satoyama Initiative (Japanese Funding); (5) participation in receptions of country representations (UAE, Israel,

¹⁵http://www.undp-adaptation.org/projects/websites/docs/KM/PublicationsResMaterials/UNDP_Adaptation_Toolkit_FINAL_5-28-2010.pdf

¹⁶<http://www.unsceb.org/ceb/priorities/climate-change/cop15>

¹⁷http://www.unsceb.org/ceb/ref/hlcp/climate-change/adaptation_policy_brief

¹⁸<http://www.adaptationlearning.net/research/nairobi-work-programme-impacts-vulnerability-and-adaptation-climate-change-action-pledges->

¹⁹*Ibidem*.

Switzerland, Global Compact lunch presentation with private sector, contact with 20 private sector companies for fundraising enquiries, discussed with UN foundation, US Mission, German Mission, Canada, USAID); and (5) discussions with UNECE to establish sub-platform through ALM (July 2010).

70. In early January 2010, during a GEF Adaptation Task Force teleconference, the GEF Secretariat determined that ALM would hand over ownership to the GEF Secretariat, at the end of the GEF-financed project phase (scheduled for December 2010). However, at the end of this reporting period, the GEF Secretariat communicated that it would no longer be able to take over ALM given the budget cuts on knowledge management that were decided during the GEF LDCF/SCCF Council in June 2010. Owing to the expectation that further GEF financing would not be forthcoming, the ALM supported UNDP in raising additional funds for knowledge management activities from the Japanese government via the 'Satoyama Initiative' in the amount of approximately 1.4 million USD over 5 years.

71. The ALM has also received a grant from the SDM Innovation Fund (10,000 USD); these funds were earmarked for addressing user requests for interaction capabilities from the KNS. The ALM is operating under the assumption that bolstering the IT infrastructure for knowledge sharing and interaction will serve to ensure that future content-building efforts require little further outlays of funds, in part through synergies with other adaptation-related knowledge and information platforms/databases (e.g. UNDP Teamworks).

72. The ALM had 11 interns in total, but never more than 4 at any one time. Interns completed service from UNDP headquarters in New York, and via home-based internships in China, Thailand, New Zealand, and Costa Rica. In terms of total hours contributed, each intern devoted between 180 and 320 hours of time, for periods ranging from 3 to 5 months. Interns gave between 15 and 35 hours of service per week. Approximate total work-force hours mobilised via interns is 2160. In light of the much larger number of hours expended by ALM staff and consultants (in relative terms), a greater concentration on internship labour may be warranted.

73. Please see Section 6.3.1 - 'Rating Project Performance' for specific ratings regarding the ALM goal, objective, outputs, and outcomes.

Quality and effectiveness of the ALM online knowledge base and information sharing platform

74. The ALM online knowledge base and information sharing platform are best assessed through the views of users expressed via the KNS and through actual usage data. Users' views are generally strongly positive. Of the 159 KNS respondents queried on the usefulness of ALM information, 86 percent responded that the ALM was 'useful' or 'very useful'; zero respondents indicated that the ALM was not at all useful. Local NGO, research institution/university, and private sector employees gave the highest ratings of ALM utility.

75. Against the backdrop of high satisfaction with the ALM among users, there are some indications that the ALM's quality and/or effectiveness with new users could be improved. For example, whilst the number of overall visits has increased markedly in year-on-year analyses (over 100%), numbers of pages viewed per visit, average time spent on the site, and percent of new visitors have all been stagnant or suffered marginal declines. Bounce rate has increased, further indicating a need to engage new visitors. Recent trends also illuminate differences between Annex I and Non-Annex I countries.

76. At present, visitors from Non-Annex I countries on average spend more time on the ALM site, view more pages per visit, and are less likely to bounce from the index page without having explored the site. Further, visitors from Non-Annex I countries comprise a majority of registered users of the site, and are more likely to actively participate. At the same time, visitors from Non-Annex I countries visited 11 percent fewer pages per visit in 2011 compared to 2010 (as against a 7 percent decrease in pages visited amongst Annex I visitors). Non-Annex I visitors spent 2 percent less time on the site in 2011 (as against a 0.2% decrease amongst Annex I visitors). Non-Annex I visitors, though more numerous overall, declined 6 per cent in terms of share of new visitors (a decline which was essentially offset by an increase in new visitors from Annex I countries). Bucking the trend was bounce rate – Non-Annex I visitors' bounce rate increased more slowly than that of Annex I visitors, although both unfortunately increased.

77. In sum, the ALM seems to do a creditable job of providing high-quality and effective climate change adaptation information. ALM users and participants report a high level of satisfaction. Non-Annex I visitors comprise a healthy proportion of visitors, and appear to engage more comprehensively with the material. The number of overall visitors increased 106% between 2010 and 2011. Nevertheless, it should be noted that the depth of visit seems to be decreasing slightly as the overall number of visitors increase. Put differently, it appears that whilst the

numbers of visitors is increasing, the most recent arrivals seem to be participating more shallowly with the knowledge base. This may suggest that recruitment efficacy has been improving more quickly than inducements to engage, and that future efforts should focus on retention over recruitment.

78. Please see Annexes D & E for graphs detailing trends in ALM online knowledge base participation

Relevance of priority topics/themes and content types of the ALM to serve the needs of agency staff and governments in developing countries

79. The ALM KNS revealed four major categories of need among respondents:

- Project development phases
- Climate change impacts
- Cross-cutting issues
- Barriers to CCA

80. The results of the survey suggest that knowledge resources on the evaluation and designing/planning phases of adaptation initiatives (reported as high need or very high need by 85 percent of respondents) are in slightly greater need than materials on implementation, analysis and assessment. Government-affiliated respondents reported a desire for evaluation-related resources, while respondents associated with United Nations agencies showed a greater need for information on the designing/planning phase of adaptation initiatives. Further analysis indicates that research institutions and university affiliates seek knowledge on the analysis and assessment phase of adaptation, while development planners and students want more information on the implementation phase.

81. With regard to specific climate change impacts, respondents, overall, noted high need for knowledge resources on addressing the following climate change impacts: water shortage, loss of livelihoods, decreased food security, and damaged ecosystems. Information gaps in socio-economic, cultural, and psychological impacts of climate change were also reported.

82. Analysis by professional affiliation shows that the impact of decreased food security is an area of high knowledge need for international NGOs and government, but an area of relatively low knowledge need for research institution/university affiliates. The private sector showed a need for knowledge relating to urban heat islands and waves, while international NGO affiliates indicated a low knowledge need in this area. Local NGOs indicated a particularly strong interest in resources on forest or ecosystem damage.

83. By contrast, government employees reported a high demand for knowledge on coastal inundation or erosion, but lower knowledge needs relating to loss of livelihood and livestock productivity. Analysis by primary role suggests that field officers require knowledge resources related to loss of livelihoods, and community stakeholders need resources on flood damage and decreased livestock/poultry productivity.

84. Among cross-cutting issues related to adaptation, integration of disaster risk reduction (DRR) and biodiversity conservation into CCA emerged as issues of particularly high knowledge need. Respondents also reported a significant need for knowledge resources on how to achieve the co-benefits of climate change mitigation and CCA.

85. Interest in resources related to CCA education and youth empowerment (e.g. classroom education and training materials on adaptation, as well as guidelines and approaches to CCA youth outreach) was also reported. In addition, the necessity for gender-specific climate change vulnerabilities and opportunities for building adaptive capacity was emphasized, as were approaches to mitigate climate change-related conflict and conflict-sensitive policy-making and planning. In terms of migration, resources of interest included interventions to improve the social and economic effectiveness of climate-related migration, relevant migration mapping, and research on vulnerabilities of climate migrants. Respondents also noted that information on adaptation should emphasise alignment with Millennium Development Goals (MDG) and attention to most vulnerable populations, particularly poor and indigenous people.

86. A reported high need for knowledge resources on how to overcome systemic (financial, policy, institutional and behavioural) and discrete (technological and informational) barriers to adaptation emphasized demand for information on financial and policy barriers. Local and community NGO-affiliated respondents represented the professional group with the greatest need for knowledge on overcoming adaptation barriers, especially financial obstacles. Desired resources on overcoming policy barriers included mainstreaming adaptation practices into development and sectoral policies, and strengthening social policies in the context of climate change. Specific

information needs reported for overcoming institutional barriers include knowledge resources on building partnerships across institutional sectors, addressing the absence of appropriate institutional arrangements, building institutional capacity, and enhancing leadership on climate change.

87. To overcome barriers to behavioural change, respondents reported a need for information on increasing awareness, enhancing organizational structures and procedures, and creating incentives for adaptation. Regarding technological barriers, results suggest interest in resources on accessing, transferring, implementing, modifying and monitoring adaptive technologies. Knowledge resources on generating and incorporating climate/adaptation data were reported in high demand for addressing informational barriers, as was the need for assessment information in management and planning systems.

Appropriateness of ALM's online database as a knowledge-sharing format

88. The ALM website is based on Drupal, an open-source CMS. There are significant advantages to using non-proprietary software in ALM administration, as it ensures that participation is not predicated on high levels of funding or costly software licensing (especially for users in Non-Annex I countries). Alternatives to Drupal do exist, both open- and closed-source. It does not appear that the use of Drupal limits site functionality. Comments on the KNS regarding functionality were subsequently incorporated into the site using Drupal. In general, it appears that the open-source CMS is an asset to the ALM, and that any considerations of changes in future should take into account the difficulties of transferring to a different CMS, as well as costs of using closed-source or otherwise proprietary CMSs.

Usability

89. Specific requests for functionality referenced in the KNS – especially collaborative functions like forums, rating/commenting on content, and galleries were incorporated in 2011. All appear to be functioning at present, with varying levels of participation. The forums do not appear to be well-subscribed (many topics have no posts), although the numbers of KNS respondents who are registered users suggests that the user base is sufficient. It is likely that these functions require a critical mass of postings before they become truly useful. Interestingly, collaboration-specific pages (User Login, Forum Topics, User Page, and Forum) represent 40 percent of the 10 pages with the lowest bounce rate. This suggests that increasing the emphasis on dynamic interfacing will help decrease the bounce rate and increase average time spent on the site. Reaching a critical mass for forum postings and emphasising forums and other forms of collaboration are advisable. This may fall under the purview of ALM staff or interns in order to effectively roll out. The presence of social-media-style accoutrements on the ALM website may also help address issues uncovered by Google Analytics, especially the decreasing depth of visit and time spent per page, but the recent roll out of this functionality renders it not assessable at present.

Diversity of users, frequency and increase of users over project time

90. Please see Annexes D & E for statistics regarding user diversity, frequency, and increase in user numbers of project time. ALM staff endeavoured to build and maintain a depth and breadth of diverse users by bilateral engagement with projects, regional technical advisors, networking, and general promotion of the ALM within UNDP during KM meetings. A second prong of outreach, mainly conducted through social media [e.g. twitter and facebook] addressing climate professionals, was supplemented with presentations at international/regional and professional conferences.

Translation

91. The ALM has incorporated a Google Translate widget into the site design, rendering the vast majority of the site machine-translatable. Advantages of this approach include its very low cost to administer, and the wider variety of languages available for translation. However, machine translations do not serve as comprehensive replacements for human translation or native-language content creation. Given the official-language requirements of the implementing agency, it is worth noting that 5 of the top 10 visitor browser languages are not official UN languages. In order, the 10 most frequent browser languages are: English, French, German, Spanish, Russian, Italian, Chinese, Japanese, Dutch, and Korean. In short, the presence of a Google Translate widget may serve as the minimum or baseline requirement to allow a website to be considered 'global', but does not obviate human involvement.

92. Site content is overwhelmingly in English, with minimal amounts (<5 per cent) organically in Spanish or French. Chinese, Russian, and Arabic site content is essentially non-existent, although all languages are potentially renderable via Google Translate. Whilst curating materials in languages not spoken by program staff raises quality

control issues, expanding content into additional languages may help broaden the site's appeal.

Gender-specific adaptation needs

93. At present, there exist 2,900 references to 'gender' on the ALM site²⁰ (although admittedly there can be multiple references within a single document). Requests for additional gender-specific materials were referenced by numerous respondents to the KNS. The requests were primarily concerned with identifying, avoiding and reducing the causes of gender-specific vulnerabilities to climate change (by 80 percent of respondents who received the follow-up question on this issue). Building adaptive capacity of women (e.g. by engaging women in adaptation training)—as well as of men, as noted by respondents—was also a high priority (77 percent).

94. While gendered assessments and sex-disaggregated data were reported to be in less demand, they were still a priority to some respondents, who emphasized the need for this data both as part of gendered assessments and for analysing linkages between other focus areas (e.g. biodiversity, energy) and adaptation. Additionally, respondents noted the need for tools to mainstream gender in CCA strategies, policies and programs, as well as to bridge the gap between gender equality in international human rights commitments and in CCA.

6.2.3 Monitoring and Evaluation:

Quality, application and effectiveness of project monitoring and evaluation plans and tools

95. The ALM Project Strategy Sources of Verification rely heavily on forms of documentation which are not explicitly described. Outcome 3 'ALM established and widely utilised' is to be verified via 'web participation documentation', and 'documentation of ALM knowledge base usage', but no further detail is given.

96. Google Analytics, and to a lesser extent Drupal site reporting functions, do serve to give insight into some aspects of indicator achievement. To the ALM's great credit, the necessary coding and registrations for Google Analytics functionality were incorporated into the website very early in the project (data exist dating back to Sep 2008). Nonetheless, these forms of analysis are not comprehensive enough to stand alone. Data regarding number of uploads/downloads and partnership building is not captured by either Google or Drupal and are hence not assessable. Page visit data are available. Please see Annexes D & E for breakdowns of page visits and related usage patterns.

97. Additionally, the ALM deserves plaudits for rolling out the KNS, a monitoring mechanism which may be the single best qualitative monitoring mechanism utilised. Especially noteworthy is the fact that the KNS was not a requirement of the 2007 ProDoc (although a lesser survey of completed NAPAs was suggested). In this regard, ALM execution was highly satisfactory.

Adequacy of oversight

98. Formal evaluations, including the KNS, APR, PIRs, Summary Reports, and Advisory Group updates (and arguably including this TE) were performed with varying degrees of regularity. Adequate periodic oversight was ultimately performed, although the delays in between project proposal and implementation led to a concentration of evaluation late in the implementation phase. The exception to this trend has been the Advisory Group, wherein participation was best during the earliest years surrounding project proposal, but has tapered off latterly.

99. Changes to the website design and content, expansion of collaborations, and (to a lesser degree) advisory group participation is observable and suggests the ALM was sufficiently responsive to evaluations and capable of incorporating lessons learned into its practice.

6.2.4 Efficiency and Cost-effectiveness

100. Select outputs under Outcome 1 (capturing the state of knowledge on planning, implementing and integrating adaptation) and Outcome 2 (advancing knowledge sharing via a functional knowledge base) have been executed at or above expectations. Outcome 3 (establishing global ALM and encouraging wide utilization) has not progressed as smoothly as Outcome 1 and 2, in part due to budgetary constraints, complexity of inter-agency consultation, and time required for formalising collaboration.

²⁰ <http://www.google.com/search?q=gender+site%3Aadaptationlearning.net>

101. Collaboration on a technical level, specifically with respect to harmonising databases (as mentioned previously) can be costly, and is hindered when the medium and long-term sustainability of the knowledge platform is not secured.

102. The general status of project expenditures in relation to annual budgets is appropriate. According to the 2010 ALM PIR, ALM's annual budget for the 2010 reporting period was 316,640 USD with actual expenditures of 333,054 USD, which amounts to a 105% disbursement rate. The disbursement rate is over 100% because of a carry-over from reporting period 2009, when the delivery rate was 84%. When considered against the three year budget, project expenditures are on track, amounting to 582,074 USD planned, and 557,035 USD disbursed (which amounts to a 96% disbursement rate). Updated 2011 budget information was not included in this evaluation.

ALM Website cost-benefit analysis

103. Measuring the value of non-transactional websites is difficult. For TE purposes, a very rough estimate of user value was reached by calculating total time spent on the ALM, multiplied by the average hourly wage of ALM users. According to the 2010 ALM Summary Report, the total expenditures (spent and budgeted) between 2008 and 2011 amounted to 768,600 USD. (N.B. the percentage of ALM budget dedicated to the website is not 100.) Over the same period, 17,669 ALM website pages were viewed a total of 316,932 times. Total time spent on the website by all users during this period equalled 14,466 hours. Using GNI at PPP per capita to estimate an annual salary, and using an average of annual salaries from the top ten countries of origin for ALM visitors, divided by average number of hours worked per year, yields an hourly wage of 9.82 USD. In light of the total time spent by users, this suggests that users valued ALM content at 142,027 USD. This metric should not be relied upon as a final measure of site value, but should instead be regarded as the minimum value gleaned by direct participants during the time the ALM has been accessible via Google Analytics. It should be reiterated that this metric is problematic; it is used because in the absence of transactions (and without assessments of utility against cost by users via the KNS), few other indicators are available. A further impingement to the use of the above metric as a numerical measurement of value is the fact that a significant proportion of visitors are from non-Annex I countries; low average income figures for these users may under-estimate benefits accruing to users.

104. Additionally, owing to the structure of the ALM project, the vast majority of expenses incurred relate to building the KM infrastructure in the first place. It should be noted that the marginal cost of adding further information to the site would be negligible. Numbers of visitors to the ALM website have been increasing markedly (>106% in the last year), and the absolute amount of time spent on the site has increased at nearly the same rate.

105. An alternate measure of ALM website value would be the cost to consumers to hire an outside consultant to generate [or otherwise access] the same content. Such a measure would hinge on the accuracy of time estimates for content generation and consultant salaries, figures which are similarly fraught with problems. To the extent that the ALM harnesses content generated organically by stakeholders, the ALM model serves as a particularly cost effective force multiplier, as it collects, organises, and curates diffuse CCA information and renders it accessible to consumers. In this respect, and especially in light of the negligible marginal cost of additional information, the ALM is cost effective and sustainable going forward.

ALM KM practices and performance compared with similar initiatives and KM portals

106. In June 2011, ALM representatives participated in the 'Knowledge Brokers Workshop' in Eschborn, Germany. The purpose of the workshop included assessment of KM portals, and serves as an assessment of ALM KM practices and performance on a scale that would otherwise be beyond the reach of this TE. Criteria considered include: the purpose of the initiative, the content type, subject focus, audience focus, editorial approach, and technology/delivery approach. Comparative tables are contained in Annex F.

6.2.5 Partnerships and Stakeholder participation

Number and type of partners in ALM's community of practices

107. Whilst it is probably true that a KM network can never have too many high-quality partners, the ALM partnership network is sizable and broad. In addition to its core partners ALM has established working relations with the following UN affiliates and independent IGOs: ILO, IFAD, OECD, WMO, WFP, and the CGIAR (including Biodiversity International, Climate Challenge Program, IFPRI). Additionally, MOUs and working relationships with FAO and UNICEF are evidenced by thematic pages, and FAO's position as the page with third-lowest bounce rate on the ALM site.

108. The platform has been managed by UNDP in partnership with the GEF, the UNFCCC Secretariat, the World Bank, UNEP and a number of UN and GEF-Implementing Agencies, in addition to those mentioned above, including UNECE, WHO, and UNITAR. ALM's knowledge management efforts also contribute closely to the implementation of the UNFCCC NWP.

109. During its initial phase, and to raise visibility, the ALM sought (under the advice of the advisory board) to broaden its scope from the GEF-SPA portfolio into a UN inter-agency knowledge platform, including agencies which were not originally part of the project design. The purpose was to create institutional sustainability and visibility to be able to raise donor money for a second phase of ALM.

110. Climate networks include: Africa Adapt (IDS/FARA), IDRC/CCAA Climate Change Adaptation in Africa (CCAA), Institute of Development Studies – Eldis/LCA, Nautilus/AdaptNet, Stockholm Environment Institute (SEI), and WeADAPT.

111. Governments: Government officials from over 30 countries have formally expressed a desire to share sources through the ALM, including: Belize, Cuba, Egypt, El Salvador, India, Lesotho, Malawi, Mali, Mauritius, Seychelles, Sierra Leone, Sudan, Trinidad and Tobago, and Uganda.

112. Regional network links include: The International Centre for Integrated Mountain Development (ICIMOD), the South Pacific Regional Environment Programme (SPREP), AfricaAdapt, Wikiadapt, and the Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA), among others.

113. Non-governmental Organisations: various local and national NGOs from around the world, from UN member-states including Ethiopia, Germany, Japan, Kenya, Namibia, Sudan, Singapore, Senegal, and the United States.

114. Stakeholder participation, distinct from joint membership in networks, is more difficult to assess. The fact of continually increasing partnerships/collaborations/affiliations suggests that participation is increasing. The fact of diminishing participation in ALM Advisory Board activities suggests that participation might be declining. In fact, the trends may be analogous to those observed with the ALM website, viz. absolute numbers of contacts are increasing, but the depth of collaboration might be decreasing slightly. As with suggestions relating to the website, it appears that recruitment has been sufficient, and that future collaboration efforts may be more fruitful if dedicated to retention.

Number and quality of consultations/communications presentations conducted by the ALM team

115. Consultations and communications are related to the Source of Verification for Outcome 3 of the LF: ALM meeting participation documentation. Annex C, details all ALM consultations/communications.

Number of subscribers willing to become active members on ALM

116. According to Drupal-generated reports, there are currently 1446 registered members of the ALM website. Exact numbers of participants may be under-estimated by this metric, as unique visitors to the ALM website number in the tens of thousands per year. Conversely, it is apparent that the membership registration page on the ALM website did not have a captcha safeguard initially, as an unexpurgated membership list included many automated/spam registrants. The estimate of 1446 registered members is lower than published ALM estimates, but represents a cursory effort during TE analysis to cull fake registrants.

117. Of the 1446 registered members, 43.7% expressed willingness to be an active member of the ALM website, leaving 52.3% unwilling. Notably, members from Non-Annex I countries were most willing to be active. 63.7 percent of the active membership base was from Non-Annex I countries; 36.3 percent of the passive membership base was from Annex I countries.

Clarity of roles and responsibilities of the various agencies and institutions and the level of consultation and coordination between relevant players

118. Structurally, the ALM was designed to represent a collaborative, global learning process, with leadership, facilitation and strong participation by Southern institutions, including a Project Management Unit consisting of an ALM Secretariat, an Implementing Core Team, an Advisory Group, a Technical Committee, and Working Groups.

119. In specific, the ALM Secretariat was to serve as the project's communication hub, and was deemed responsible for day-to-day management of the project. The Implementing Core Team was to consist of the project

Secretariat, GEF Secretariat and UNDP, core organizations, tasked to coordinate and oversee all project activities. The ALM Advisory Group was to consist of representation by the GEF Secretariat and all Implementing Agencies, the UNFCCC Secretariat, national governments, and representatives from other relevant user groups. The critical role of the Advisory Group was to ensure that project activities would be guided by user needs. The Advisory Group was to provide high-level guidance to the ALM and was intended to be particularly instrumental in providing advice on activities directly related to the GEF. The final piece in the original vision of the governance structure was the Technical Committee. The Technical Committee was to consist of representation by a number of expert organizations engaged in adaptation-related activities. This committee was to provide expert guidance on the execution of project activities and participate in working group exercises. Finally, small working groups were to be convened for the purpose of targeted research. The coordination of working groups was to be the responsibility of the project coordinator and the project advisory group (UNDP, World Bank, UNEP, and GEF Secretariat). During the first year of project implementation, technical committees and working groups were not established, and their creation was not pursued by the Advisory Board of the Project.

120. With advice from the Advisory Group, outreach and engagement of regional partners was conducted to integrate specific regional issues in greater depth and build on the first phase of the project focused on the GEF portfolio. As detailed in the UNDP-GEF PIR from September 2010, the responsiveness of the ALM Advisory Group (with members from the GEF Secretariat, UNDP, UNEP, the World Bank, and UNFCCC) in overseeing project implementation was noted as being satisfactory, with some members of the ALM Advisory Group being more active than others. ALM project manager consulted with ALM Advisory Group members on a bi-annual basis, which was usually preceded by an ALM progress report detailing achievements and requesting feedback. However, the project board meeting for the most recent reporting period (1 July 2009 – 30 June 2010) has been delayed due to unavailability of board members.

121. Advisory Group updates were sent to the ALM Advisory Board on October 2009, December 2009, and June 2010. Additionally, ALM Advisory Group meetings were held 20 April 2009 and July 17, 2009 and (with subsequent minutes from the meeting, including actions and next steps, sent to Advisory Group members). Participants in the Advisory group are detailed in Annex B.

Evolution of relationships between involved institutions

122. Output 3.1 of the LF requires 'Inter-region knowledge sharing through a global adaptation learning network and growing ALM partnerships'. The solicitation and establishment of regional partnerships serves as an integral part of inter-region knowledge sharing *and* growing ALM partnerships. The importance of encouraging regional cooperation to address climate problems was realised by the ALM. ALM founding documents note that since climate change impacts are not constrained by national boundaries, regional cooperation is often the only means of addressing impacts and decreasing vulnerability. With advice from the Advisory Group, outreach and engagement of regional partners was conducted to integrate specific regional issues in greater depth and build on the first phase of the project focused on the GEF portfolio. Regional collaboration was conducted, which served to establish formal relationships with AfricaAdapt, ICIMOD and SEARCA.

123. Regional outreach was coupled with regional promotion. Asia, an important partnership with the UNEP-climate change regional network was established. In the Pacific, a sub-regional adaptation knowledge network through the South Pacific Regional Environment Programme in support with the GEF and the World Bank was also established. Additionally, SEARCA signed an MOU with ALM in March 2010. Further evidence of inter-agency relationships fostering achievement of project objectives is the ALM's recent role as the conduit for PACC and AAP dissemination of KM products.

ALM agency partnerships

124. The ALM has a number of institutional partnerships. There is significant overlap between important partnerships and institutional membership on the ALM advisory board, a fact which is healthy and should be encouraged. Issues which arose – such as possible duplications of effort through the GAN (referenced elsewhere in this TE) might have been obviated through greater Advisory Board involvement. Salient partnerships are characterised individually below.

125. The ALM was singled out and featured as the primary Global KM interface at COP-15, and as one of the few

jointly-facilitated UN initiatives²¹. The ALM has particular promise under the guise of the 'One UN' initiative.

126. UNEP: While UNDP was implementing the Adaptation Learning Mechanism, UNEP, despite being a partner of ALM, started promoting a similarly structured Global Adaptation Network (GAN) at the various UNFCCC negotiations. There were duplications in the work that the ALM was providing and GAN's proposed outputs (1.1 and 1.3). Output 1.1 - Improved access to adaptation-related information, knowledge and approaches through an interactive online portal and regular briefing notes; Output 1.3 – Good adaptation practices identified, disseminated and awarded. Various conference calls were held between the GAN/ALM teams to address the issue, and ALM provided comments to the GAN concept note in an effort to reduce duplications and identify complementarity. Through consultations between UNEP and the UNDP-Principal Advisor on Climate Change, ALM is now recognised by GAN and is mentioned various times in their concept note and fundraising proposal. Complementarity and formal collaboration should have been determined between the ALM and GAN, but a partnership and desire to collaborate was established. Additionally, as UNEP began promoting GAN the ALM used the opportunity to redefine its core set of objectives and to identify its comparative advantage and value added. Stemming from this, the participatory nature of the ALM, user-friendliness, and interactiveness was prioritised, partially in an attempt to differentiate the ALM from GAN.

127. In specific, the ALM team met with representatives GAN and agreed to connect to UNEP-led adaptation efforts. Since that meeting in March 2010, there have been steps taken to merge the UNEP Asia-Pacific Adaptation Network (APAN) with the ALM, but no formal agreement has been finalised. The ALM's IT team has been connecting the search functions of the ALM with the search functions of the APAN with every new input related to Asia-Pacific shared on both the ALM and APAN. Country profiles of the ALM have also been made accessible on APAN. ALM project data has been harvested and included on the Google Earth layer of the UNEP website. An ALM representative was present at the launch of the UNEP regional network at the Asia-Pacific Adaptation Forum in Bangkok, October 2010.

128. WORLD BANK: ALM Advisory Board members include World Bank representatives. The World Bank is helping developing countries and their people find ways to adapt to the changes that have begun. Traditional development activities often enhance adaptive capacity, but some can worsen problems. Adaptation is thus not a standalone issue, but needs to be integrated throughout national, sectoral, regional, and local planning processes, as well as at the project level. Developing drought-resistant crops, managing scarce water supplies, protecting forests and coastal ecosystems, and improving access to energy will all help vulnerable groups survive in coming decades.

129. GEF: ALM Advisory Board members include GEF representatives. The Global Environment Facility supports interventions that increase resilience to the adverse impacts of climate change on vulnerable countries, sectors, and communities. As the financial mechanism of the Climate Convention, GEF allocates and disburses about \$250 million dollars per year in projects in energy efficiency, renewable energies, and sustainable transportation. Moreover, it manages two special funds under the UNFCCC — the Least Developed Countries Fund and the Special Climate Change Fund.

130. FAO: FAO is a core member in the Adaptation Learning Mechanism, including the ALM Advisory Group. A letter of interest was signed by FAO on November 27, 2009. ALM team has been in discussion with FAO regarding the possibility of developing an agriculture and food security thematic portal on the ALM. In addition, ALM has expressed interest in incorporating information on adaptation-related agricultural technologies from FAO's TECA database. Progress on these fronts will continue in December 2010. In addition, discussion with FAO's Forum on Food Security and Nutrition (FSN) team members have helped to foster the ALM-FAO partnership and allowed ALM to take advantage of FSN's network for disseminating important announcements, such as the 2010 Adaptation Knowledge Needs Survey, relevant to their users.

131. UNECE: United Nations Economic Commission for Europe (UNECE), Convention on the Protection and Use of Transboundary Watercourses and International Lakes has been collaborating with the ALM since early 2010. There is no formal MOU in place, but efforts towards solidifying this partnership were to have been revived in early 2011. The ultimate disposition is to be determined.

132. UN-CC DARE: The Danida financed UNEP-UNDP CC DARE Programme provided support to the ALM via sharing knowledge products valued at 750,000 USD. In specific CC DARE has systematically contributed to the ALM. Currently there are 24 pieces of unique content on the ALM highlighting UN-CC DARE information. This includes detailed

²¹ <http://www.unsceb.org/ceb/priorities/climate-change/cop15>

information for 19 individual UN-CC DARE projects that are currently under implementation or have recently been completed. Additionally, CC DARE publications and knowledge products have been made available on the ALM (i.e. Climate Models, Projections and Uncertainties in Sub-Saharan Africa: An Introduction for Researchers and Decision Makers): 2 case studies, 2 publications and 1 programme. Information on these CC DARE projects has been synthesized and disseminated widely through the ALM and corresponding experiences and lessons learned have been created.

133. UNFCCC: ALM Advisory Board members include UNFCCC representatives. Over a decade ago, most countries joined an international treaty - the United Nations Framework Convention on Climate Change - to begin to consider what can be done to reduce global warming and to cope with whatever temperature increases are inevitable. Adaptation to climate change is vital in order to reduce the impacts of climate change that are happening now and increase resilience to future impacts. The UNFCCC webpages on adaptation highlight the negotiations and action being carried out on adaptation by governments and stakeholders as guided by the Convention.

133.1. UNFCCC-NWP: NWP collaborates with ALM in the facilitation of knowledge-sharing and the identification of knowledge needs and gaps regarding climate change impacts, vulnerability, and adaptation approaches. Through this work, NWP and ALM support countries', regions' and local communities' informed decision-making on adaptation policies and programmes.

134. UNICEF: The ALM team has been collaborating with UNICEF on developing a thematic portal on the ALM on education and adaptation. Design for this page has gone through multiple drafts and will begin being developed on the ALM site in December 2010. ALM is in the process of formalizing a core partnership with UNICEF (a letter of agreement from UNICEF is in review by UNICEF senior management). Under this partnership agreement, UNICEF will manage its education page on the ALM and keep it up to date with education-related resources and initiate/moderate ALM discussions on topics relevant to adaptation and education through ALM's new discussion forum.

135. CBA: ALM team worked closely with the GEF community adaptation project (CBA) and UNVs who directly support local communities in adaptation initiatives in 10 countries. The outputs of the support were project fact sheets and capture lessons on project design and implementation through local photo stories (see section on SGP collaboration). Also the ALM team helped the CBA project to prepare and produce a snap shot story and power point presentation on each community experience for dissemination through various communication channels before and during COP-15. ALM team also promoted the CBA produced video on "Community experience in Samoa" at the Copenhagen climate change film festival, in December 2009. CBA project profiles are featured at ALM country profiles and therefore are to a high number of development practitioners consulting the ALM website on a daily basis.

136. SGP: ALM developed, piloted and promoted a guidebook on photo stories to capture lessons learned on local adaptation experiences. The GEF Small Grants Programme, piloted the methodology together jointly with the GEF Community-based adaptation project, and the UNDP Equator Initiative. As a result, an improved, field tested version of the guidebook was developed along with over 100 local photostories. SGP intends to mainstream the methodology throughout the portfolio as tool to capture lessons learned at the local level.

137. CLIMsystems: Following a UNFCCC workshop on collaboration among regional centres and networks in Samoa (2-5 March 2010), one of the recommendations from the workshop was to collaborate more closely with the private sector on climate change adaptation. Building on the contact established at the workshop, a draft MOU exchanged. Currently, ClimSims hosts a direct link to ALM on their homepage: <http://www.climsystems.com> and ALM features a link to ClimSims under the ALM's Collaborating Programs and Projects. Additionally, information is harvested and shared manually between ClimSims and ALM on a monthly basis. ALM hosts ClimSims events and news regarding climate change adaptation and features a number of capacity building and training materials on the ALM.

138. Additional agreements on Knowledge Management between ALM and Bureau of Crisis Prevention and Recovery (BCPR) include DRT Thematic Briefs which have been shared with the Energy & Environment Group and will be included on the ALM. Further case studies from the DRT portfolio will be identified for inclusion on the ALM. Currently, well over 50 project fact sheets are being reviewed for their relevance to the ALM. The goal is to feed more case studies into the database and highlight Disaster Risk Reduction as important theme for Climate Change Adaptation initiatives.

139. The short project cycle of ALM limited the project's ability to promote long term institutional commitment

with other UN agencies and the World Bank. This short funding cycle also limited the ability to establish systematic inclusion and harmonisation with other databases.

6.3 Results

6.3.1 Rating Project Performance		
Monitoring and Evaluation		Comments
Overall quality of M&E	S	The KNS in particular was a meaningful and comprehensive look at ALM execution, and was especially noteworthy for the fact that it was not explicitly required by the LF. This portion of M&E was HS. Incorporation of Google Analytics code into the ALM website at an early stage also showed foresight and was another HS aspect of M&E. Oversight by the Advisory Group, however, was hampered by irregular meetings which became less frequent as the project progressed, and would probably be considered MU if considered on its own. The APR, PIRs, and Summary Reports ranged from MS to S in execution. Considered overall, M&E quality was S.
<i>M&E design at project start up</i>	MS	Some of the Objectives, Outputs, and Outcomes were not SMART. Some LF indicators (esp. relating to 'reliance on ALM resources' and 'participation') were insufficiently defined or relied excessively on subjective judgements. Advisory Group design and initial constitution was sufficient; membership was both broad and high-level. In light of expanding ALM partnerships, it seems that the advisory group may have catalysed the number of collaborations, but did not fulfil its M&E role. The LF exists in several iterations, and differs between proposal, ProDoc, Summary Report, and TE Tors, which renders ultimate M&E design problematic to assess.
<i>M&E Plan Implementation</i>	S	In light of the shortcomings of M&E design, implementation was commendable. The best-designed portions of M&E (e.g. the Advisory Group) appeared to be the least well executed. Conversely, the best-executed portions of M&E (e.g. the KNS) appeared to be the least well planned.
IA & EA Execution		
Overall Quality of Project Implementation/Execution	S	Project implementation and execution, though not perfect, had only minor shortcomings. Considered separately, either agency would garner a rating of S. Execution shortcomings related to co-ordination of efforts between the IA & EA, as well as between the Advisory Board and the project.
<i>Implementing Agency Execution</i>	S	
<i>Executing Agency Execution</i>	S	
Outcomes		
Overall Quality of Project Outcomes	S	Project outcomes appear to have been met uniformly. Some programmatic activities were achieved later than required under original timelines, but prior to TE.
<i>Relevance</i>	MS	Goals/objectives are well conceived. Outputs/outcomes would benefit from attention to SMART guidelines.
<i>Effectiveness</i>	S	
<i>Efficiency</i>	S	ALM has reached a user base, traffic ranking, and reputation (determined by number of sites linking in) similar to other KM initiatives, in a relatively short time since establishment.
Catalytic Role		

<i>Production of a public good</i>	Yes	The ALM knowledge base represents a well-regarded source of CCA information. Based on Alexa rankings, the ALM website has a similar amount of traffic and a similar reputation as knowledge networks such as IW:Learn, WeAdapt, etc.
<i>Demonstration</i>	Yes	The ALM serves as a proof-of-concept. At the end of the assessment period, the ALM is a functional and well-patronised KM system with potential applicability to non-KM CCA initiatives and non-CCA KM initiatives.
<i>Replication</i>	N/A	In light of the ALM's charge to serve as a global KM resource, replication would amount to redundancy and/or duplication of efforts. As such, a judgement on replicability is N/A.
<i>Scaling up</i>	Yes	ALM institutional partnerships are numerous and are reflected in collaborations with a broad range of organisations. The bulk of ALM efforts to date relate to establishing necessary infrastructure. As such, the ALM is well-poised for scaling up.
Sustainability		
Overall likelihood of risks to Sustainability:	ML	The ALM has two potential avenues to ensure sustainability. 1) secure sufficient funding to operate independently; 2) utilise a crowd-sourcing model for content generation and site supervision. Provided certain conditions are met (primarily relating to increased participation of the Advisory Board), there are moderate but not insuperable risks to ALM sustainability.
<i>Financial resources</i>	ML	If capitalised upon quickly, whilst infrastructure and constituency are fully developed and free from attrition, the likelihood of sustainability is ML. Costs to maintain the ALM, though not zero, are minimal in light of the infrastructure investments. Especially with social media-style initiatives and the potential to crowd-source content generation or even site supervision, ALM ongoing costs should be nominal.
<i>Socio-economic</i>	U/A	
<i>Institutional framework and governance</i>	MU	The ALM LF, aside from minor details regarding the measurability of some outcomes/outputs, is generally sufficient. Governance, however, represents an area which requires attention. The ALM advisory board at present appears to be participating only superficially. The devotion of the governing body to the project is a bellwether for overall project sustainability.
<i>Environmental</i>	L	Because of its focus on KM, and in consideration of its primarily-online presence, the ALM is largely invulnerable to environmental risks to its sustainability. Aside from staff travel, facilities requirements, and website hosting needs (all of which have minimal environmental consequences at this scale), the ALM has negligible environmental risks to sustainability.
Overall Project Results	S	

6.3.2 Sustainability and Replicability

Key factors that will require attention in order to improve prospects for sustainability

140. Sustainability has not been fully achieved – building the critical mass to carry ALM forward and procuring funds to maintain the website has not occurred. There have been a number of practical and logistical limitations, as well as institutional issues. That said, though there are threats to sustainability [insofar as the ALM is not self-funding], the vast majority of the funding and effort required for the ALM went to producing a successful infrastructure which will minimise future costs.

141. Sustainability, as envisioned in the ALM PRODOC 2007, was predicated on the assumption that the build-up of a knowledge base during the maturation of GEF adaptation projects, would enable both Implementing Agencies and

the GEF Secretariat to share experiences and lessons learnt. It was hoped that the ALM website would facilitate/foster the desire to provide valuable information in a documented and structured manner on good practices derived from existing projects. However, engagement from the field has been limited and as a result access to information has not necessarily been comprehensive. Ideally, harvesting lessons from adaptation projects should be predicated on a bottom-up approach where sharing lessons learned are incorporated into project design. A bottom-up approach could potentially enable more proactive input from the field and require less investment from a global position. Additionally, on the ground expertise and inductive reasoning may be more effective in creating a meaningful understanding of the successes and lessons emerging from adaptation projects. In contrast to the deductive logic required for creating ALM case studies, a bottom-up approach would allow project staff to work with primary observations to generate broader understandings of 'good practices'. The ALM sought to reach out to a very wide variety of partners, especially those from 'Southern' organisations in order to harvest lessons learned and therewith nurture ongoing projects.

142. More interactive features and concerted outreach would be needed to improve sustainability and a true crowd-sourced platform. The ALM has become more interactive, but recognises the need for increased peer-to-peer engagement and proactive user trainings. It should be noted that such engagement was outside the scope of the original planned budget, but would improve prospects for sustainability.

143. Further, there is a greater need for collaboration with research institutions and other networks which necessitates stronger incentives (budgeting for paid services). It has been a challenge to codify lessons learned at an early stage of project implementation. Limited resources and local/national capacities have also restricted the level of analysis and extraction of lessons learned.

144. Additional actions that would improve project sustainability would include automated integration of project data bases. Rather than relying solely on the manual inclusion of project information, automated integration would ensure systematic inclusion of adaptation information and greatly increase the amount of available resources. However, automated integration of project data bases requires institutional agreement and tailoring of the IT systems on the part of both ALM & GEF and other UN agencies which entail additional costs. The short project cycle of ALM limited the project's ability to promote long term institutional commitment with other UN agencies and the World Bank. This short-term funding cycle also limited the ability to establish systematic inclusion and harmonisation with other databases.

The sustainability of ALM results and platform with and without continuation of funding

145. Even with the structure established, and the foundation set, there are ongoing and maintenance required. Experience with similar initiatives has shown that, once established, if there is a strong and consistent demand, knowledge networks of the type proposed in this project will be self-sustaining. The ALM core team is currently seeking to identify one or more influential "champions" who will promote use, and thereby sustainability of the ALM. This, too, is based on experiences from similar initiatives in other fields. Similarly, approaches to ensure sustainability of the knowledge base and website (for example, through incorporation into institutional web sites) could be secured. Collaboration with the UNFCCC Secretariat (on National Communications, National Adaptation Programmes of Action, and methods guidance), may also help contribute to sustainability of the ALM learning platform. ALM's position, largely enjoying first mover advantage in the field of CCA KM, is another attribute which augurs positively for sustainability. GEF LDCF and SCCF funding is on the order of a few hundred million dollars; many of the projects implemented thereby are required to have some CC KM functionality, and it is probable that such projects will turn to the ALM.

146. In order to support the activities of the champions of concept and practice, the ALM core team may convene partner workshops on fundraising. The project should directly contribute to the improvement of GEF adaptation projects' respective process indicators for environmental sustainability. Increased efficiency in GEF adaptation project implementation, combined with greater integration with core Implementing Agency programs and resources, should expedite and increase achievement of positive environmental impacts and concomitant change in environmental status. In this regard, the ALM should be designed to complement existing and emerging efforts of the Implementing Agencies.

147. As with other learning processes and pilot projects, the ALM invites investment of ideas and shared intellectual ownership from its range of users, helping to ensure that engagement. While the project is intended to launch and foster the global consortium and regional sub-networks on a pilot basis, it cannot be the sole financial supporter. Instead, future funding opportunities should be developed through the linking of existing networks, the

targeted invitation of individual groups, and the self-directed involvement of other networks and groups. The GEF-funded component of the ALM was intended to only be responsible for portion of consortium support. Over the course of the project, some funding groundwork was laid with an eye toward gradual self-sufficiency as GEF support is withdrawn. This goal has not yet been entirely reached, but it should be noted that the ALM was not necessarily intended as a stand alone project, and questions of sustainability make the most sense in the context of the ALM's intended role. That is, the ALM was not intended as a content farm, but as a pilot project to collect lessons learned, aggregate, analyse, and disseminate lessons learned, and serve as a demonstration of the viability of KM against a backdrop of a rapidly growing adaptation portfolio. In this sense, the ALM is well-situated to continue and expand in future. The ALM's KM infrastructure, now engineered and populated with useful information from a stable of crowd-sourced participants and stakeholders, is especially cost-effective to operate. The ALM also enjoys likely primacy with respect to CCA KM, which will put it in good stead in future.

7 Lessons Learned²²

148. It is imperative for knowledge networks and websites to have longer term funding cycles. Gaining the momentum, data, participation and critical mass necessary to make a website successful takes time. Additionally, it would be beneficial in general to establish long-term funding for climate change adaptation projects.

149. There is a need for increased peer-to-peer engagement. More targeted outreach including peer meetings, e-discussions, and online questionnaires should be prioritized and conducted. In order to ensure higher utilization of the ALM's participatory mechanisms more online trainings and face-face meetings would need to happen.

150. With respect to evaluation, it should be noted that process and outcome measurement tools should be employed, as long-term objectives and intangible outcomes are part and parcel of knowledge management initiatives. Knowledge sharing should be established from the start of projects since there are valuable lessons to be extracted both in project preparation and implementation. There is therefore a greater need for collaboration with research institutions and other networks which necessitates stronger incentives (future projects should include in their budget allowances for paid services). It may be necessary to offer direct grants and funding opportunities to local stakeholders, such as local governments, NGOs, etc. for sharing lessons learned from the inception through implementation stages of adaptation measures.

151. Identify synergies and complementarities with other networks and initiatives. The ALM has partnered and worked with numerous regional networks. Automated integration of their project data bases would greatly benefit work towards establishing a comprehensive global adaptation website. This requires institutional agreements and the ability to tailor partners IT systems. Strengthening regional relationships by systematically sharing valuable adaptation information would also entail financial agreements for IT services.

152. Outputs should clearly explain how they contribute to the achievement of the outcome, as measured by the corresponding indicator. The indicators for the ALM are problematic, which makes it difficult to ascertain achievements towards outcomes. Additionally, certain indicators supports elements of multiple outcomes and the outcomes themselves are not clearly differentiated. In future, it would be valuable to decouple outcomes, if possible, to ensure timely delivery of project outcomes in the most efficient way by the end of the project duration.

153. Adaptation measures are rarely taken in response to climate change alone. Typically, initiatives to address or report on climate change are embedded within broader sectoral initiatives such as sustainable development, conservation of biodiversity, diversifying livelihoods, and disaster management planning. Therefore, it is important, to link sectors both in financial design and in the structure of the project. Many of the adaptation projects highlighted the value in identifying risk management/vulnerability and areas for synergies with other sectors. Moreover, key lessons learned in the ALM case studies support the potential for merging disaster risk management and adaptation plans (when possible).

154. As a learning pilot, the SPA was expected to generate lessons for future adaptation programming in and outside the GEF. The ALM which was intended as the key mechanism for achieving this function, did not focus on the SPA projects and lessons specifically as originally intended, effectively leaving the SPA without a dedicated learning mechanism. Beyond project-level monitoring, conducted at the Agency level, no portfolio level monitoring has been conducted of on-going or completed projects. There is no effective mechanism whereby Agencies project-level

²² ALM 2010 APR

monitoring can inform GEF Secretariat portfolio level mechanism.²³ The ALM's ultimate focus on CCA KM, rather than solely on SPA projects and lessons clearly differs from the project proposal LF, but is consonant with later versions of the LF. Nevertheless, co-ordination between funding agency and implementing agency expectations would have averted judgements like those above.

8 Recommendations

155. Near the end of the ALM project cycle, the lack of certainty surrounding future funding rendered fundraising difficult. A longer-term funding cycle – even with lower annual budgets than currently employed – would bolster sustainability, participation, and buy-in.

156. Advisory Group participation is not simply a function of M&E. Such participation should ideally include an advocacy role which can have positive consequences for overall collaboration and engagement. Engagement with the Advisory Board is not solely the responsibility of either the Board or the ALM; both parties should endeavour to mutually improve/increase contact in order ensure the survival of the ALM. Resolution of issues surrounding KM networks with potentially overlapping portfolios [e.g. GAN] should serve to improve Advisory Group participation.

157. Outcomes and expectations may have been better suited for a longer time frame, irrespective of the planned funding cycles. Whilst it is normal for goals and objectives to be longer-term and aspirational, SMART outputs/outcomes would have been warranted and useful.

158. More outreach and training on the part of ALM staff would have been useful in order to build the necessary site participation to ensure sustainability. This needn't entail physical travel. Rather, a greater online presence (especially on the ALM forums, which are currently undersubscribed) would probably be successful with minimal outlay of time and/or resources.

159. Greater use of interns, crowd-sourcing, and collaborative measures via the ALM website would serve to maximise scarce resources. It is noteworthy that the ALM did not have its first intern until 2009. Use of home-based interns in particular (especially for social media function and promotion of the ALM website) would have a significant return with little investment.

160. The ALM is not the only CCA KM portal, although it was certainly among the first. First mover advantage can serve the ALM; unique territory has been claimed and can be capitalised upon. Differentiation from other portals remains an important challenge. Alternatively, should the ALM choose to more fully partner (or merge) with similar initiatives, it might be possible to maintain ALM databases and content with essentially no funding requirements.

161. Shy of merging with another portal, setting up a joint search facility (e.g. Google Custom Search) to simultaneously search other CCA KM portals would be worthwhile. Doing so would preserve the ALM's status as a major portal, increase collaboration, and perhaps entice site visitors to utilise the ALM as a 'portal of portals'.

162. Parallel climate change mitigation knowledge management portals also exist, though there is little communication across fields. Efforts to co-operate with mitigation portals are an alternative (or supplement) to further collaboration with adaptation portals.

²³ GEF EO SPA Evaluation Report10510, p.15.

9 Annexes

9.1 Annex A: List of Documents Reviewed

ALM produced KM products

- Classifications and Organization - Types of Knowledge products
- ALM Knowledge Needs Survey Results, July 2011
- ALM Quality Guidelines, December 2010
- ALM Case Studies
 - ALM Case Study 2010 and ALM Project Profile 2008 - Eritrea
 - ALM Case Study 2010 and ALM Project Profile 2008 - Albania
 - ALM Case Study 2010 and ALM Project Profile 2008 - Hungary
 - ALM Case Study 2010 - Cambodia
 - ALM Case Study 2010 - Armenia
 - ALM Case Study 2010 and ALM Project Profile 2008 - Bhutan
 - ALM Case Study 2010 - Bangladesh
 - ALM Case Study 2010 - Zimbabwe
 - ALM Project Profile 2008 - Burkina Faso
 - ALM Case Study 2010 and ALM Project Profile 2008 - Ecuador
 - ALM Case Study 2010 and ALM Project Profile 2008 - Kenya
 - ALM Case Study 2010 - Ethiopia
 - ALM Case Study 2010 - Mozambique
 - ALM Case Study 2010 and ALM Project Profile 2008 - Namibia
 - ALM Project Profile 2008 - Uruguay
 - ALM Project Profile 2008 - Tanzania
 - ALM Project Profile 2008 - Cape Verde
 - ALM Case Study 2010 - Zambia
 - ALM Case Study 2010 - Rwanda
 - ALM Case Study Template – March 2010
 - ALM Project Profile Template – April 2008

ALM Database Excel Sheets

- Copy of FAO Projects on ALM – November 2010
- Copy of IFAD Projects on ALM – November 2010
- Country Profiles - Summary - December 2010
- GEF Projects - Copy of Database
- NAPA, NC, GEF CCA matrix - ALM visits - 29 January 2010.xls
- NCs and NAPAs Summaries for ALM.xls
- Pacific UN-CC Scoping Study Matrix (17April09).xls
- UNDP Projects on ALM - December 2010.xlsx
- UNEP Projects on ALM - 10 December 2010.xls
- World Bank Projects - ALM - 2010.xls

ALM Final Report and relevant documents

- ALM Summary Report – December 2010
- ALM Inception Report, FAO Headquarters, Rome, September 2007
- UNDP Project Document, UNDP-GEF Medium-Size Project (MSP), Adaptation Learning Mechanism (ALM), June 2007
- UNDP Project Document, UNDP-GEF Medium-Size Project (MSP), Adaptation Learning Mechanism (ALM), June 2007
- ALM UNDP GEF-PIF Draft, [date unknown]
- ALM, Stock-Taking Report, April, 2009.
- ALM Advisory Group, List of Participants April 2009 and July 2009
- ALM Advisory Group Annual General Meeting, Minutes from the meeting, April 2009

- Adaptation Learning Mechanism: Learning by Doing, Medium-sized Project Proposal, Request for GEF funding, April 2005
- GEF/C.23/Inf.8/Rev.1, May 11, 2004. Accessed on 22 November 2010 at: <http://www.thegef.org/gef/node/709> and referenced in the UNDP Project Document UNDP-GEF Medium-Size Project (MSP), Adaptation Learning Mechanism (ALM), June 2007
- ALM Project Implementation Review (ALM PIR), August 2010
- ALM Annual Performance Review (ALM-APR), September 2010
- GEFME-C39- SPA_Evaluation, Evaluation of the Strategic Priority for Adaptation (SPA), Full Evaluation Report, Prepared by GEF Evaluation Office, October 5, 2010
- GEF EO SPA Evaluation Report10510, GEF/ME/C.39/, October 4, 2010
- ALM Response to Draft Evaluation of SPA - 8 Oct 2010
- ALM ROAR Report 2009
- UNDP Climate Change Adaptation Portfolio Analysis Summary - July 2010

ALM Partnership Documents (Handover Notes, Contact List, Actions, Summary, Recent Correspondence)

- ALM Contact List – 2009-2010
- ALM Handover Notes – Partnerships – December 2010
- FAO-UNDP Memorandum of Understanding, November 2009
- SEARCA – UNDP-ALM Memorandum of Agreement, May 2010
- UN-CC DARE – UNDP-ALM In-kind Co-financing agreement, 2010

ALM Presentations - 2008 – 2010

- Slide Show - ALM (UNFCCC, Samoa and Asia-Pacific Adaptation, Thailand Conference Participants) v2.pptx
- ALM Templates_Alignment_17April09-4p.ppt
- ALM_Knowledge Gaps_Presentation 20-05-09.ppt
- Copy of ALM_Workplan, Budget_The Way Forward 20-05-09.ppt
- Expected Outputs 20-05-09.ppt
- Advisory Group Meeting for the Adaptation Learning Mechanism (ALM) the GEF Secretariat, Washington D.C., 20 April 2009
- 3rd Social Forum on Climate Change and Human Rights - 29 September 2010.ppt
- ALM Case Studies - 28 April 2010.ppt
- ALM-VISION PPT - UNFCCC Workshop 2 March 2010 - P-ALM proposal.ppt
- Focus Event - Asia-Pacific Adaptation Forum - 21 October 2010(v2).ppt

Proposals

- ALM Project Expansion Proposal – 2011
- Proposal for Pacific Adaptation Learning Mechanism - February 2011
- Proposal for Climate Change Adaptation Knowledge Management - October 2010

Relevant publications

- Tearfund Climate Change Briefing Paper 1. "Overcoming the Barriers: Mainstreaming Climate Change Adaptation in Developing Countries." edited by Institute of Development Studies, 28, 2006
- GEF Assistance to Address Adaptation, GEF Council, May 2004, GEF/C.23/Inf.8/Rev.1
- Climate and Development Knowledge Brokers Workshop, Eschborn, Germany, 3-5 June 2011, Workshop report (Draft v3) 24 June 2011.

9.2 Annex B: Participants in the ALM's Advisory Group meetings

Based on 20 April 2009 meeting (GEF Secretariat, Washington D.C.) and conference call 17 July 2009 (UNDP, New

Name	Title and Organization
GEF Team	
Bonizella Biagini	Cluster Coordinator, Senior Program Manager, GEF Coordinator Adaptation to Climate Change
Marcia Levaggi	Adaptation Fund Board Secretariat, GEF
Tuuli Bernardini	Junior Professional Officer, Climate and Chemicals, GEF
Lars Christiansen	Junior Professional Officer, Adaptation & Climate Change Specialist, GEF
Deborah Hines	Senior Results Management Coordinator, GEF
Daigo Koga	Environmental Specialist, GEF
Dima Reda	Monitoring Analyst, GEF
Rawleston Moore	Environmental Specialist, GEF
World Bank Team	
Anna Bucher	Senior Environment Specialist, Climate Change Unit, World Bank
Astrid Hillers	Climate Change Unit, Environment Department, World Bank
Ian Noble	Lead Climate Specialist, World Bank
UNDP Team	
Bo Lim	Principal Advisor Climate Change, UNDP
Julia Wolf	ALM Project Manager, UNDP-GEF
Jenny Baumwoll	Consultant, EEG UNDP
Pradeep Kurukulasuriya	Technical Advisor, UNDP
UNEP Team	
Ermira Fid	Task Manager, Climate Change Adaptation, NCSA, UNEP
Jyoti Marthur-Filipp	UNEP- DGEF Senior Communication and Outreach Officer
UNFCCC Team	
Xianfu Liu	Programme Officer Adaptation Sub-programme, UNFCCC
Paul Desanker	Team Leader, Least Developed Countries Unit, UNFCCC

York).

9.3 Annex C: ALM Outreach Activities and Community Consultations

Event	Location	Date	Details	ALM Objective	ALM Rep
Climate Adaptation Tools: Stimulating Collaboration, Assessing Needs—Improving Decision-making for Development, Paris Workshop	World Bank Paris Office, Paris, France	April 2008	The main objective of the meeting was to bring together those who have developed and applied adaptation tools in order to: Compare, contrast and improve technical aspects of tools Improve collaboration and the ability of tools to match user needs Take stock and plan how to improve understanding of the demand for adaptation tools.	Network, clarify ALM objectives, and improve collaboration and the ability of tools to match user needs. Also to take stock and plan how to improve understanding of the demand for adaptation tools.	Jennifer Frankel-Reed
Workshop on Knowledge Platforms for Adaptation to Climate Change	Institute of Development Studies, Brighton, UK	Oct 2008	The focus of this two-day workshop was to provide an opportunity to learn about a number of platforms/services currently contributing to knowledge sharing on adaptation and identify gaps, complementarities and opportunities for improved sharing and coordination.	Meeting participants, including ALM, presented their respective platforms and discussed the similarities and differences. This was followed by discussions on potential collaborations, as well as bilateral meetings to define concrete activities.	Jennifer Frankel-Reed
International Workshop on Mainstreaming Adaptation to CC,	Berlin, Germany	May 2009	International workshop on Climate Change Guidance and Tools, (GTZ, DFID, USAID, World Bank)	Outreach, flyers distributed, network.	Julia Wolf
CSD-17	New York, USA	May 2009	Co-organizing side event: “Delving into a Deep Green Revolution”. ALM was officially listed as Partnership Initiative for Sustainable Development; http://webapps01.un.org/dsd/partnerships/public/partnerships/2632.html	ALM hosted a booth at CSD-17 and participated in an inter-agency side event organized by Heifer International entitled “delving the green revolution”.	Julia Wolf
UNFCCC Planning meeting during Climate talks	Bonn, Germany	June 2009	The thirtieth sessions of the UNFCCC Convention subsidiary bodies - SBSTA and SBI, sixth session of the AWG-LCA and the eighth session of the AWG-KP	Outreach, flyers distributed, network.	Julia Wolf

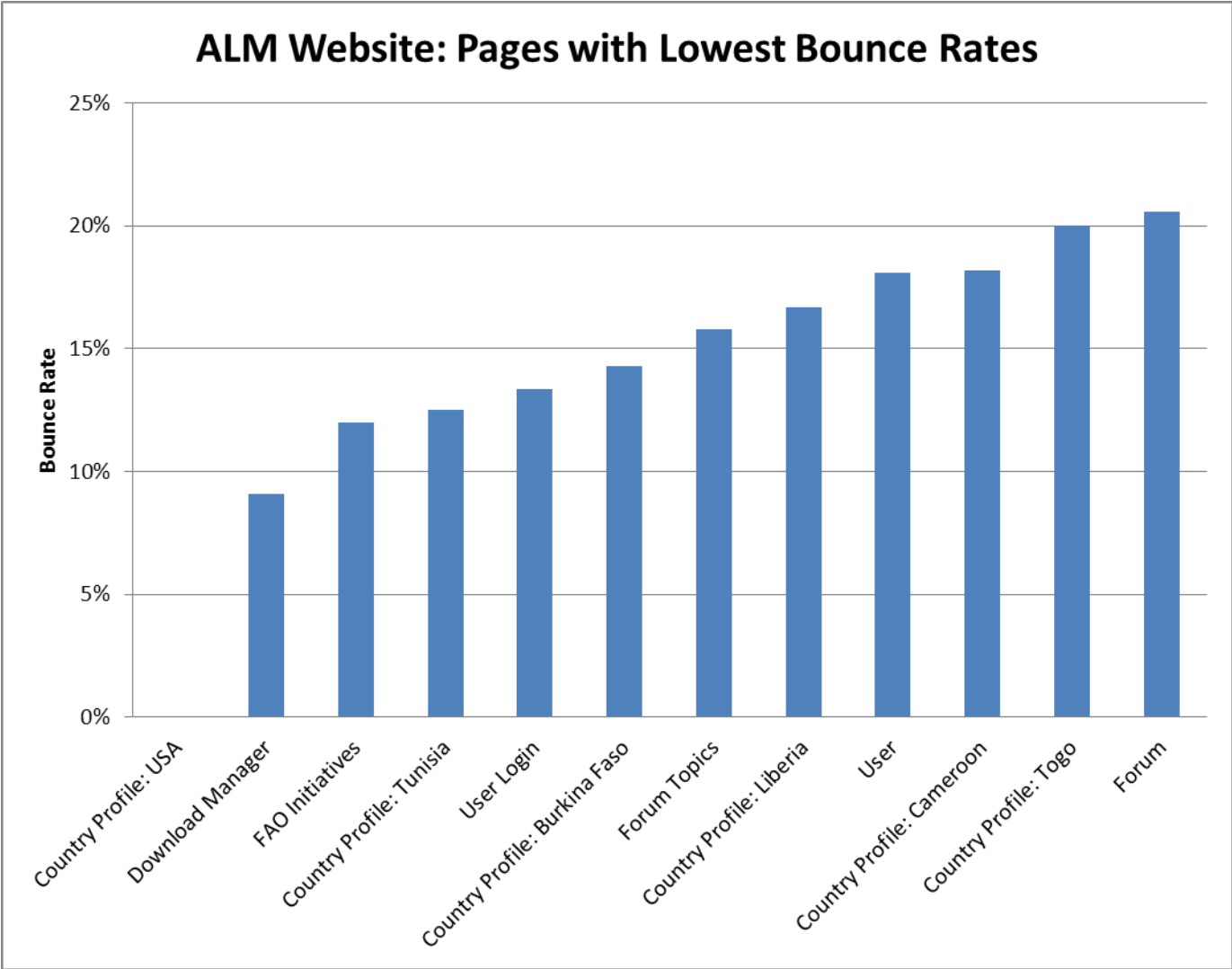
UNDP Regional Meetings	Bangkok, Thailand and Bratislava, Slovakia	June 2009	UNDP-UNEP Poverty Environment Initiative Regional Meeting Bangkok/Thailand 12-15 June 2009	ALM Presented and discussed. Outreach and ALM showcased.	Julia Wolf
One Climate Stop planning meeting (USAID, NASA and CATHALAC)	Washington, USA	Aug 2009	Following up on the Berlin The purpose of the Planning Meeting for Climate 1 Stop, an online clearinghouse of climate information, tools and methods for practitioners, is to: familiarize practitioners with the overall objectives of Climate 1 Stop Shop.	Increase ALM exposure, learn about analogous projects. Outreach, flyers distributed, network.	Julia Wolf
UNFCCC COP-15	Copenhagen, Denmark	Dec 2009	ALM presentations shown during two days at the Iseek information booth. High Level Side event at COP-15. ALM featured as UN jointly facilitated Initiative: http://www.unsceb.org/ceb/priorities/climate-change/cop15 .	Increase ALM exposure, learn about analogous projects. During the COP-15 and the preparatory process ALM was showcased via flyers and power point presentations. At COP 15, ALM helped showcase UNDP-GEF's work on community-based adaptation in Samoa.	Julia Wolf & Team
UNFCCC technical workshop on collaboration among regional centres and networks	Apia, Samoa	Mar 2010	Technical workshop on collaboration among regional centres and networks	Set up an expert group/task force in order to do an initial scoping, devise operational plan. Meet with SPREP and other regional stakeholders, link in NY-based and other colleagues via video/teleconference – establish side meeting w/ SPREP.	Andrea Egan, Gabor Vereczi, Jessica Robbins
UNDP, UNEP- Helping Islands Adapt: A Workshop to Preserve Biodiversity and Adapt to Climate Change	Auckland, New Zealand	April 2010	A workshop on regional action to combat invasive species on islands to preserve biodiversity and adapt to climate change. The purpose is to identify and strengthen mechanisms that enable effective and sustainable invasive species management (inclusive of prevention and incursion response) for islands.	Presentation, user trainings arranged, ALM flyers distributed.	Andrea Egan

UNFCCC Climate Change talks, UNDP official side event on "Africa Adaptation Programme (AAP)	Bonn, Germany	May 2010	Interdisciplinary Approaches to Integrating Gender and Disaster Risk Reduction into Adaptation	ALM presentation as panel member	Julia Wolf & Team
UNECE Workshop on climate change adaptation on Trans-boundary basins and Fifth Working Group on Integrated Water Resources Management	Palais des Nations, Geneva, Switzerland	May 2010	Fifth meeting of the Working Group on Integrated Water Resources and Working Group on Monitoring and Assessment. Main objective was to review the implementation of the workplan as adopted at the fifth session of the Meeting of the Parties.	Andrea attend the UNECE Working Group on Integrated Water Resources Management, 7-9 July 2010, in an effort to possibly provide clarifying information on what the options are for UNECE and ALM collaboration.	Andrea Egan
International Conference: Strategies for Adapting Public and Private Infrastructure to Climate Change	San Salvador, El Salvador	June 2010	This workshop, organized by UNDP at the request of the government of El Salvador, aimed to provide guidance on climate change and infrastructure and initiate discussions for the development of a project in El Salvador on climate-proofing infrastructure.	Create a knowledge product on climate-proofing infrastructure based on proceedings of the presentation	Naomi Sleeper
2010 Social Forum on Climate Change and Human Rights convened by OHCHR	Geneva, Switzerland	Oct 2010	Under the main theme of climate change and human rights, expert presentations given, each complemented by interactive exchange of views, leading to recommendations in relation to the adverse effects of climate change on the full enjoyment of human rights.	A jointly developed presentation on ALM was delivered by Disaster Risk Team, Ms. Ioana Creitaru and Mr. Daniel Meier (BDP-BCPR, United Nations Development Programme), on behalf of DRT-EEG provided information on the 10 minute, 15-20 slide ppt.	Ioana and Daniel of BCPR
Asia-Pacific Climate Change Adaptation Forum 2010	Bangkok, Thailand	Oct 2010	The Adaptation Forum 2010 provided opportunity to share practices, knowledge and experiences on mainstreaming adaptation to climate change into development planning in Asia and the Pacific.	ALM Representative served as a Panel Member for Focus Event II on Adaptation Knowledge Management. ALM Brochures and ALM Case Studies	Andrea Egan

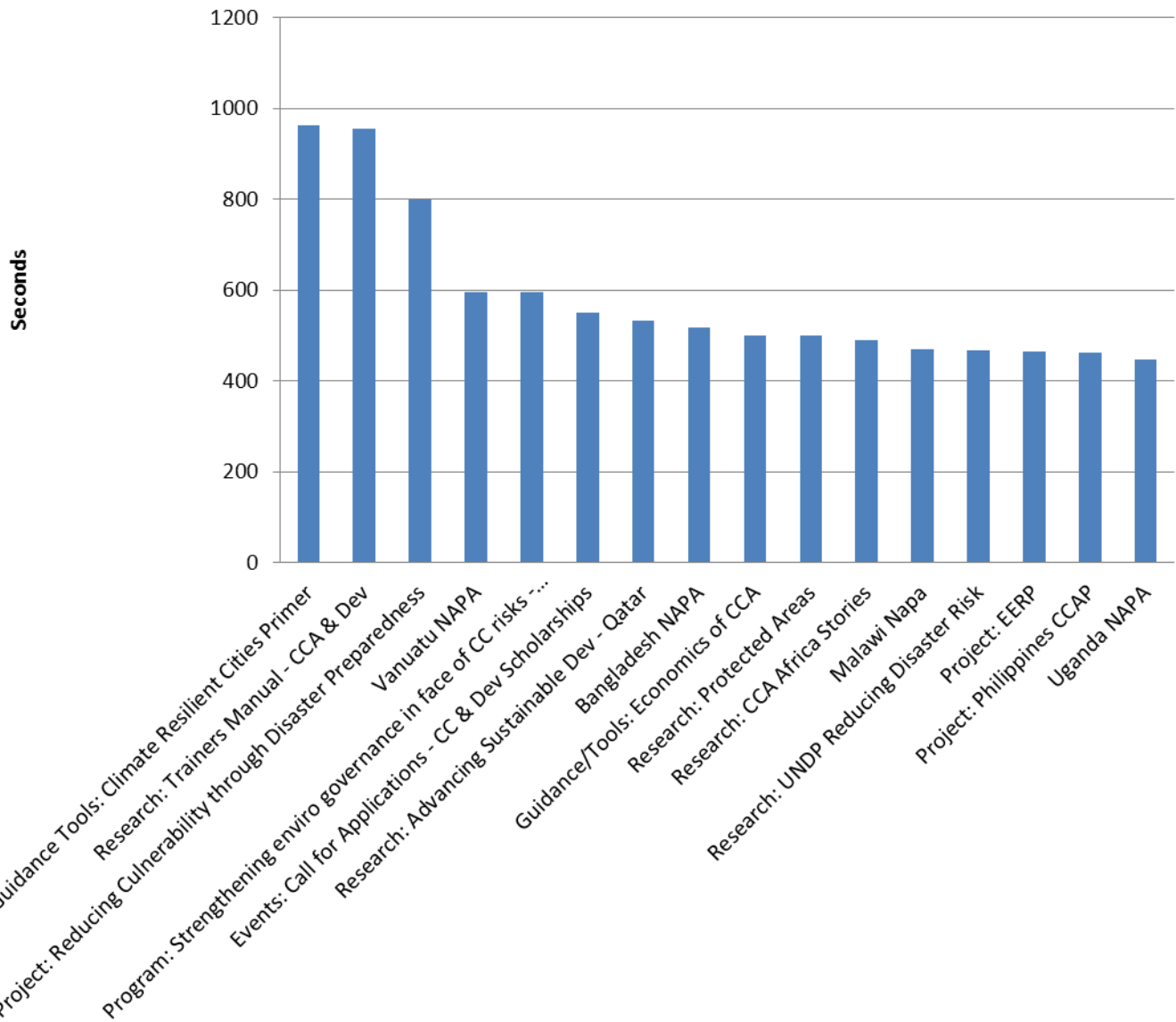
				were distributed and targeted outreach conducted.	
Africa Adaptation Programme (AAP) Peer Evaluation and Planning Meeting	Dakar, Senegal	Nov 2010	20 African countries building resilience to climate change, as part of the Africa Adaptation Programme (AAP share lessons on climate adaptation, build capacity, agree on priorities for the AAP workplan for 2011, and accelerate progress to make their countries more resilient to climate change.	ALM-AAP collaboration established and increased. ALM presentation featured and outlined AAP Country Participation on the ALM.	Naomi, Julia, Diana and Jose Levy of AAP
UNFCCC COP-16	Cancun, Mexico	Nov-Dec 2010	UNFCCC Conference of the Parties, 16 th meeting and the sixth Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol (CMP), as well as the thirty-third sessions of both the Subsidiary Body for Implementation (SBI) and the Subsidiary Body for Scientific and Technological Advice (SBSTA), and the fifteenth session of the AWG-KP and thirteenth session of the AWG-LCA.	ALM Outreach and exposure. Helen Clark, UNDP Administrator explicitly stated "A good example of [adaptation] work is the Adaptation Learning Mechanism - a global initiative implemented by UNDP, GEF, UNFCCC Secretariat, the World Bank, UNEP, FAO, and UNECE. This initiative codifies lessons from ongoing adaptation initiatives, and offers access to knowledge about best practice and experiences." December 7 th , Cancun.	ALM Team
Resilience in the Pacific	Wellington, New Zealand	Feb 2011	2011 Conference Resilience in the Pacific: Addressing the Critical Issues. This conference is presented by the Institute of Policy Studies, Victoria University and the New Zealand Institute of International Affairs with support from the British High Commission in Wellington.	ALM Outreach and exposure. Resource mobilization efforts with NZAID.	Andrea Egan

Pacific Climate Change Roundtable	Alofi, Niue	March 2011	PCCR 2011 Theme: Mobilising Climate Change Resources for the Pacific	ALM liaise with SPREP, AusAID and NZAID officials and discuss the issue of mobilizing climate change funding in the region. Further, she will support the UNDP Regional Technical Advisor, Gabor Vereczi, to present an ALM Knowledge Management Proposal in support of PACC+ projects.	Andrea Egan
Adaptation Knowledge Management (AKM) Workshop	Bangkok, Thailand	Feb 2011	Adaptation Knowledge Management (AKM) Workshop Harnessing Adaptation Knowledge in the Asia-Pacific Region		Andrea Egan liaising with Roopa Rakshit from UNEP
Climate Knowledge Brokers Workshop	Bonn, Germany	2-5 June 2011	CDKN-GIZ led Knowledge Management Brokers Meeting Rebecca Carman, outlining existing portals or platforms on KM.	Climate Community Project Manager (www.undpcc.org/) provided UNDP-ALM Introductory video, a brief ppt, and an ALM poster.	Rebecca Carman on behalf of the ALM Team
Adaptation knowledge Day	Bonn, Germany	11 June 2011	Workshop led by UNEP & IUCN. Session 2. Networking and knowledge management for adaptation.	Climate Community Project Manager (www.undpcc.org/) provided UNDP-ALM Introductory video, a brief ppt, and an ALM poster.	Rebecca Carman on behalf of the ALM Team

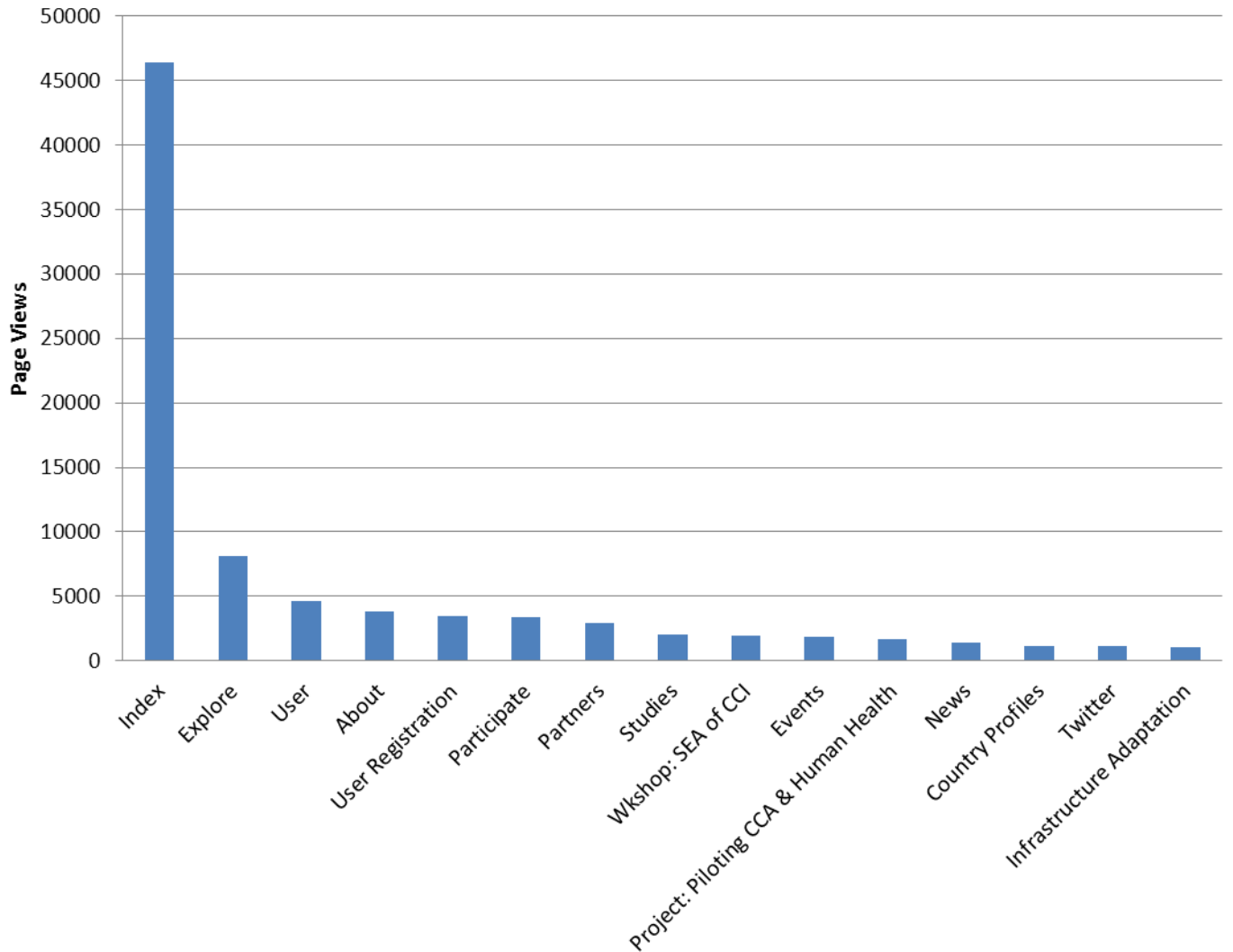
9.4 Annex D: Charts and Graphs



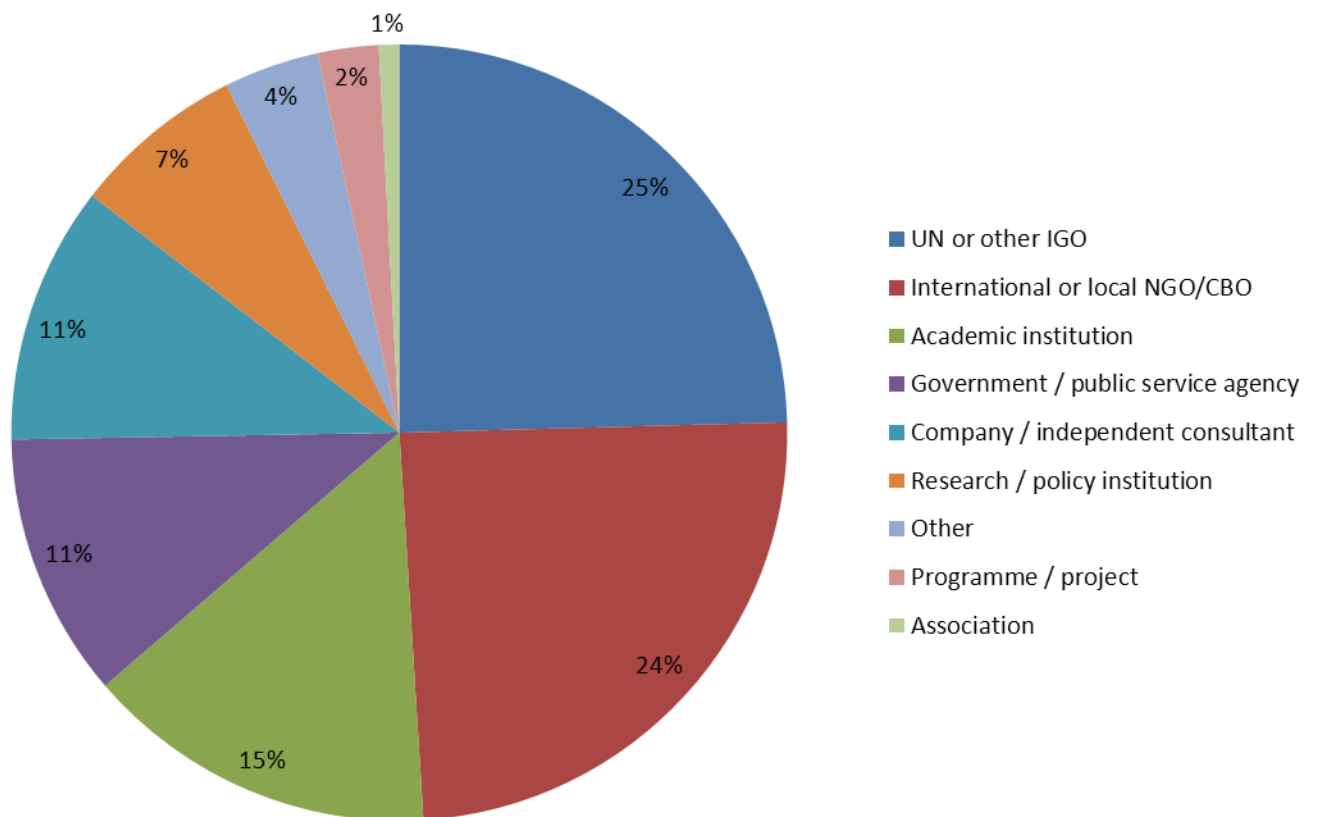
ALM Website: Top Pages by Avg. Time Spent



ALM Page Views: All Time Most Visited Pages

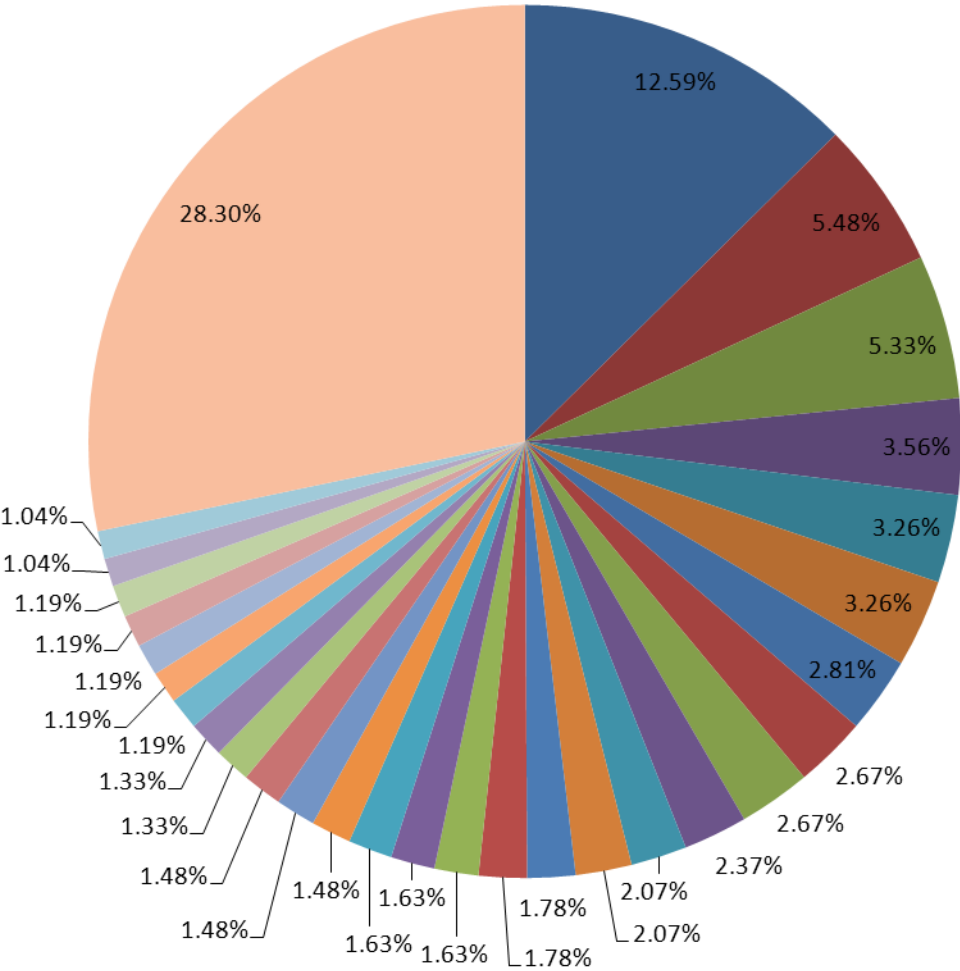


ALM Website Members: Institutional Affiliations

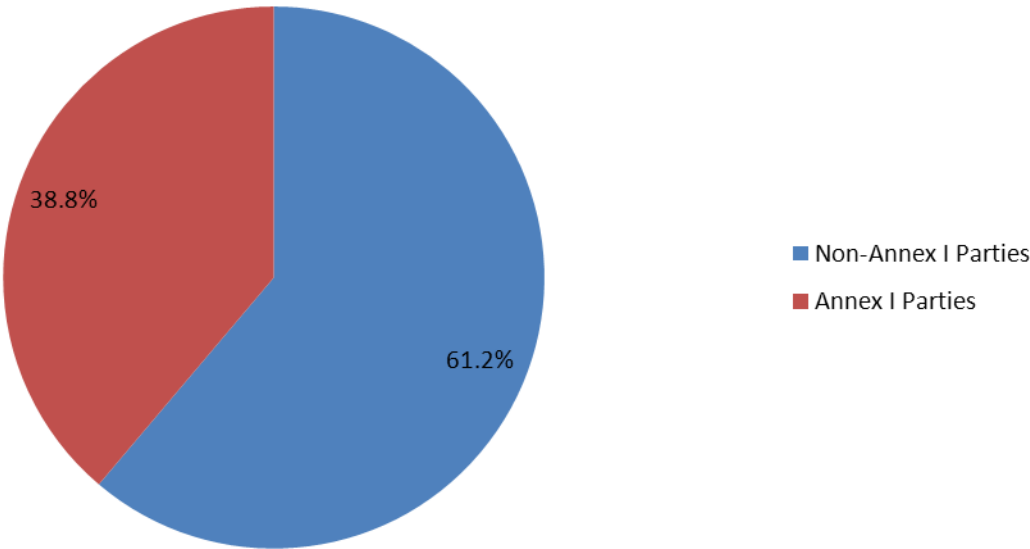


ALM Website Registered Members by Country

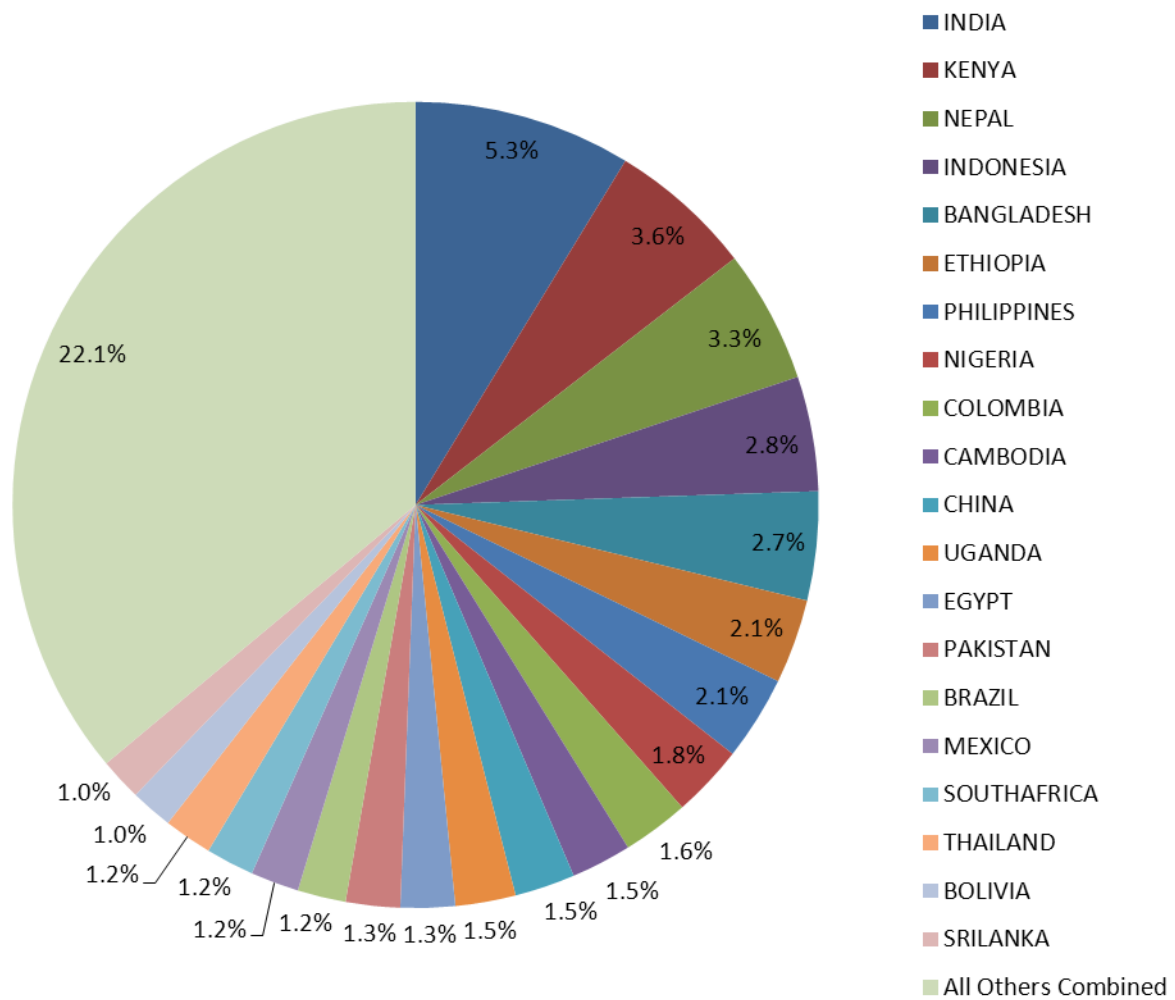
- USA
- UK
- INDIA
- KENYA
- AUSTRALIA
- NEPAL
- INDONESIA
- BANGLADESH
- GERMANY
- CANADA
- ETHIOPIA
- PHILIPPINES
- FRANCE
- NIGERIA
- COLOMBIA
- ITALY
- NEWZEALAND
- CAMBODIA
- CHINA
- UGANDA
- EGYPT
- PAKISTAN
- BRAZIL
- MEXICO
- NETHERLANDS
- SOUTHAFRICA
- THAILAND
- BOLIVIA
- SRILANKA
- All Other Countries Combined



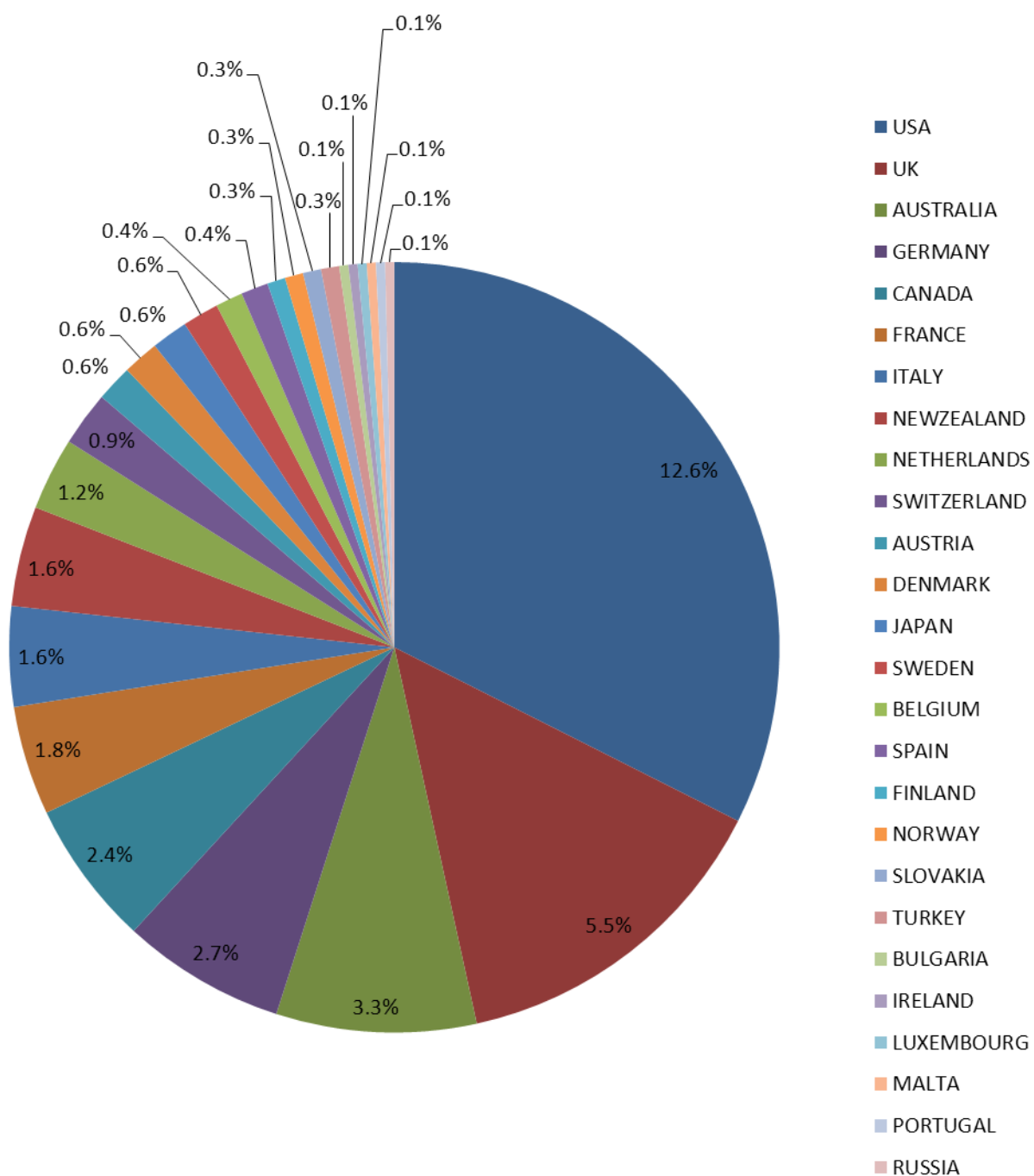
Annex I Status of Registered Users' Countries



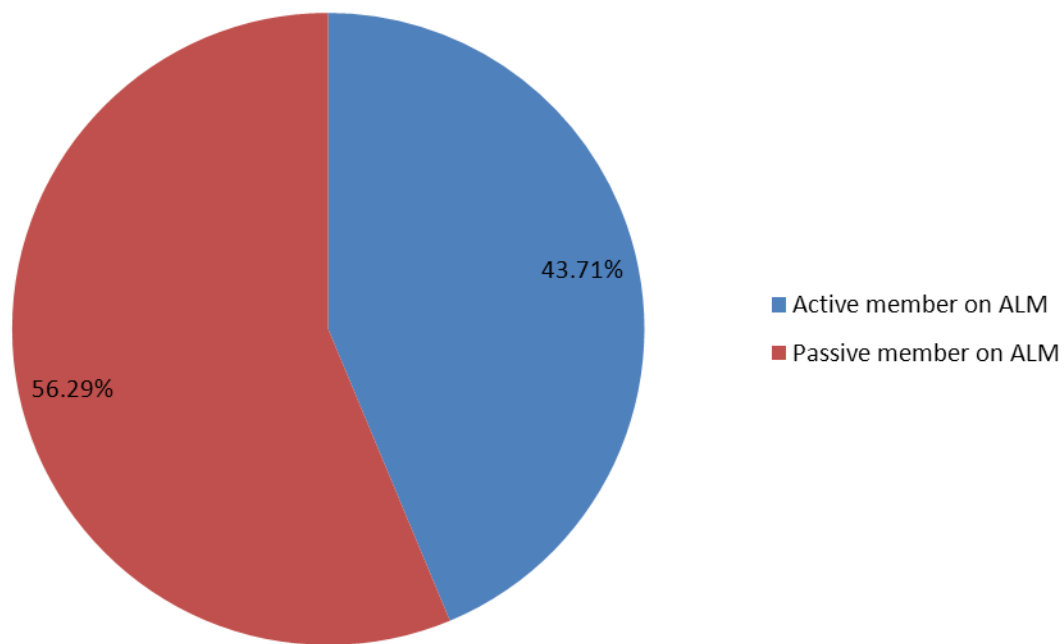
% of ALM Registered Users from Non-Annex I Parties



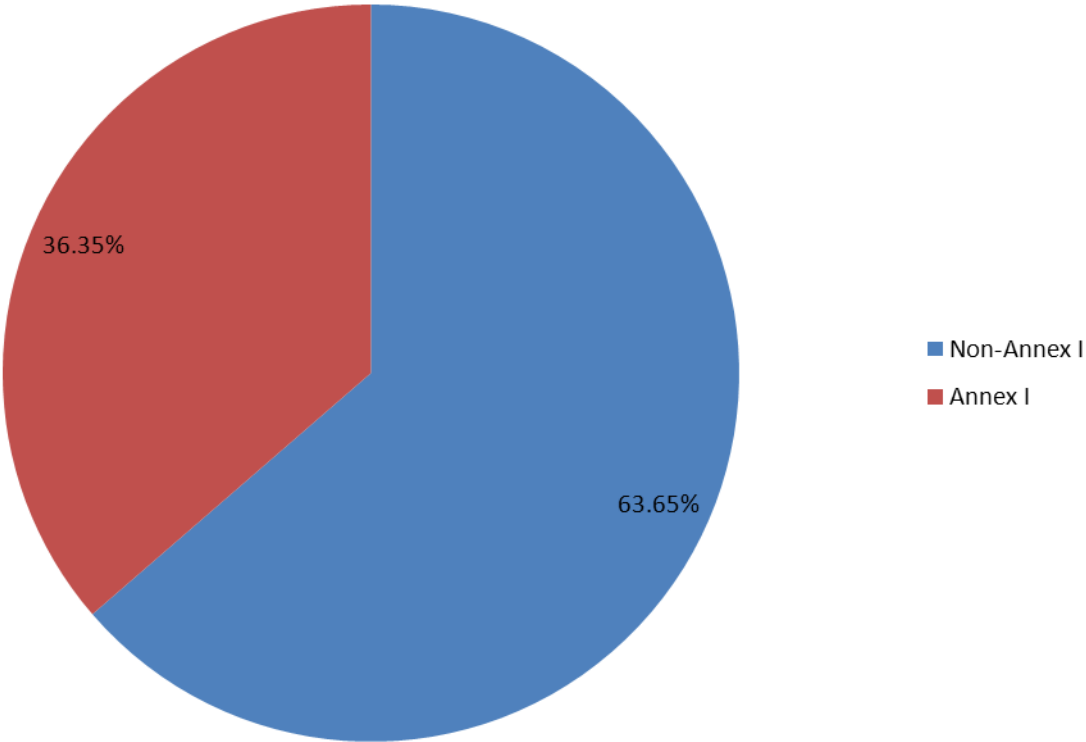
% of ALM Registered Users from Annex I Parties



ALM Registered Members: Active Vs. Passive



ALM Active Members by Annex I Status



9.5 Annex E: Google Analytics

www.adaptationlearning.net

Top Content

Sep 1, 2008 - Jul 13, 2011

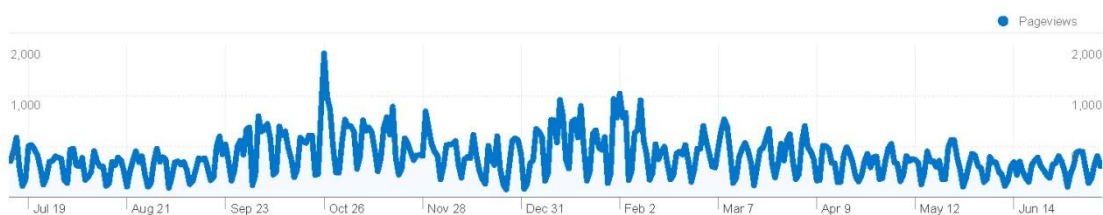
Comparing to: Site



17,598 pages were viewed a total of 314,557 times

Content Performance

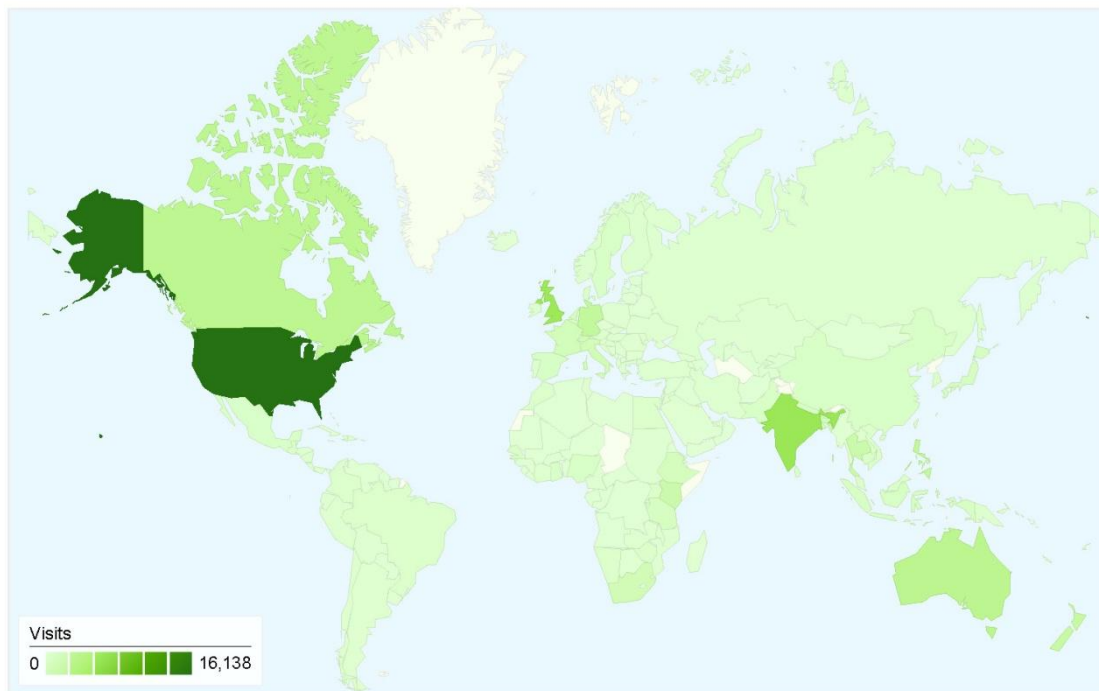
Website Performance						
Pageviews 314,557 % of Site Total: 98.93%	Unique Pageviews 228,946 % of Site Total: 99.42%	Avg. Time on Page 00:02:24 Site Avg: 00:02:24 (0.30%)	Bounce Rate 61.99% Site Avg: 61.99% (0.00%)	% Exit 40.70% Site Avg: 40.33% (0.92%)	\$ Index \$0.00 Site Avg: \$0.00 (0.00%)	
Page	Pageviews	Unique Pageviews	Avg. Time on Page	Bounce Rate	% Exit	\$ Index
/	46,375	31,815	00:02:26	50.84%	41.83%	\$0.00
/explore	8,161	4,754	00:01:40	55.77%	21.68%	\$0.00
/user	4,642	2,721	00:01:12	18.10%	7.91%	\$0.00
/about	3,822	2,751	00:02:09	48.43%	27.08%	\$0.00
/user/register	3,484	1,959	00:01:58	30.81%	10.94%	\$0.00
/participate	3,386	2,186	00:03:07	40.32%	17.93%	\$0.00
/partners	2,898	1,915	00:01:33	43.08%	21.22%	\$0.00
/resources/studies.php	2,017	1,323	00:03:04	65.41%	51.61%	\$0.00
/workshop-socio-economic-assessment-climate-change-impacts	1,966	928	00:06:35	51.72%	42.17%	\$0.00
/events	1,818	1,123	00:02:25	52.15%	25.08%	\$0.00
/project/piloting-climate-change-adaptation-protect-human-health	1,713	1,141	00:02:45	50.46%	47.81%	\$0.00
/news	1,387	1,018	00:01:26	48.74%	18.53%	\$0.00
/country-profiles	1,183	805	00:01:00	23.39%	8.45%	\$0.00
/guidance-tools/toolkit-designing-climate-change-adaptation-initiatives?sms_ss=twitter	1,130	725	00:05:34	27.94%	54.96%	\$0.00
/infrastructure-adaptation	1,062	533	00:04:48	49.16%	44.63%	\$0.00
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/contact	995	798	00:01:42	56.82%	28.04%	\$0.00



12,051 pages were viewed a total of 192,722 times

Content Performance

Pageviews 192,722 % of Site Total: 98.41%	Unique Pageviews 142,659 % of Site Total: 99.18%	Avg. Time on Page 00:02:36 Site Avg: 00:02:35 (0.61%)	Bounce Rate 63.79% Site Avg: 63.79% (0.00%)	% Exit 43.31% Site Avg: 42.72% (1.39%)	\$ Index \$0.00 Site Avg: \$0.00 (0.00%)	
Page	Pageviews	Unique Pageviews	Avg. Time on Page	Bounce Rate	% Exit	\$ Index
/	23,618	16,153	00:02:34	50.20%	40.05%	\$0.00
/explore	4,344	2,599	00:01:50	63.27%	26.31%	\$0.00
/user	2,868	1,690	00:01:17	15.57%	7.46%	\$0.00
/user/register	2,319	1,160	00:01:56	28.57%	11.00%	\$0.00
/about	2,297	1,631	00:02:22	49.41%	27.08%	\$0.00
/workshop-socio-economic-assessment-climate-change-impacts	1,966	928	00:06:35	51.72%	42.17%	\$0.00
/participate	1,590	1,005	00:02:45	36.60%	16.29%	\$0.00
/partners	1,246	897	00:01:51	52.42%	26.73%	\$0.00
/guidance-tools/toolkit-designing-climate-change-adaptation-initiatives?sms_ss=twitter	1,130	725	00:05:34	27.94%	54.96%	\$0.00
/guidance-tools/designing-climate-change-adaptation-initiatives-toolkit-practitioners	1,010	768	00:02:37	39.20%	38.81%	\$0.00
/events	988	567	00:02:41	52.74%	24.90%	\$0.00
/country-profiles	938	671	00:01:01	24.77%	9.49%	\$0.00
/forum	869	478	00:01:41	20.59%	10.24%	\$0.00
/news	804	579	00:01:31	52.33%	19.28%	\$0.00
/project/piloting-climate-change-adaptation-protect-human-health	802	535	00:03:01	50.56%	47.26%	\$0.00
/video	795	420	00:03:24	30.99%	16.10%	\$0.00
/himalayan-nations-develop-climate-change-adaptation-plan	757	199	00:03:17	28.92%	11.76%	\$0.00
/galleries	737	385	00:01:57	25.64%	11.80%	\$0.00

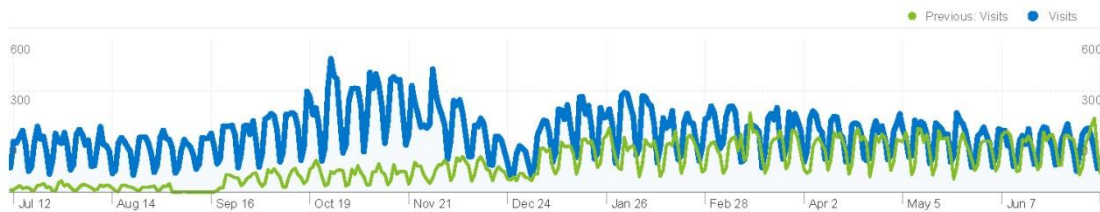


83,472 visits came from 219 countries/territories

Site Usage				
Visits 83,472 Previous: 40,336 (106.94%)	Pages/Visit 2.34 Previous: 2.85 (-18.00%)	Avg. Time on Site 00:03:28 Previous: 00:03:54 (-11.42%)	% New Visits 68.32% Previous: 68.36% (-0.06%)	Bounce Rate 63.65% Previous: 57.54% (10.62%)
Country/Territory	Visits	Visits	Visits	
<div>United States</div> July 11, 2010 - July 10, 2011 July 11, 2009 - July 10, 2010	16,138	19.33%		
<div>India</div> July 11, 2010 - July 10, 2011 July 11, 2009 - July 10, 2010	6,040	7.24%		
<div>United Kingdom</div> July 11, 2010 - July 10, 2011 July 11, 2009 - July 10, 2010	5,904	7.07%		
<div>Australia</div>	2,626	6.51%		

Most visits tracked: 1 pageviews

Pageviews in the visit	Visits with this many pageviews	Percentage of all visits
<1 pageviews		
Jul 11, 2009 - Jul 10, 2010	76.00	0.19%
Jul 11, 2010 - Jul 10, 2011	177.00	0.21%
1 pageviews		
Jul 11, 2009 - Jul 10, 2010	25,596.00	63.46%
Jul 11, 2010 - Jul 10, 2011	58,265.00	69.80%
2 pageviews		
Jul 11, 2009 - Jul 10, 2010	4,742.00	11.76%
Jul 11, 2010 - Jul 10, 2011	9,539.00	11.43%
3 pageviews		
Jul 11, 2009 - Jul 10, 2010	2,846.00	7.06%
Jul 11, 2010 - Jul 10, 2011	4,988.00	5.98%
4 pageviews		
Jul 11, 2009 - Jul 10, 2010	1,491.00	3.70%
Jul 11, 2010 - Jul 10, 2011	2,477.00	2.97%
5 pageviews		
Jul 11, 2009 - Jul 10, 2010	1,189.00	2.95%
Jul 11, 2010 - Jul 10, 2011	1,862.00	2.23%
6 pageviews		
Jul 11, 2009 - Jul 10, 2010	798.00	1.98%
Jul 11, 2010 - Jul 10, 2011	1,176.00	1.41%
7 pageviews		
Jul 11, 2009 - Jul 10, 2010	639.00	1.58%
Jul 11, 2010 - Jul 10, 2011	914.00	1.09%
8 pageviews		
Jul 11, 2009 - Jul 10, 2010	405.00	1.00%
Jul 11, 2010 - Jul 10, 2011	637.00	0.76%
9 pageviews		
Jul 11, 2009 - Jul 10, 2010	391.00	0.97%
Jul 11, 2010 - Jul 10, 2011	487.00	0.58%

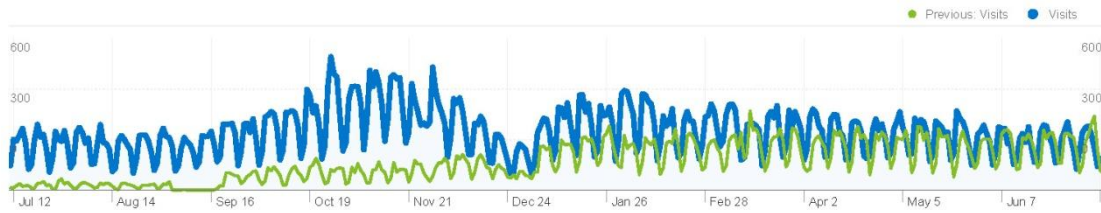


83,472 visits used 115 languages

Site Usage

Visits	Pages/Visit	Avg. Time on Site	% New Visits	Bounce Rate
83,472 Previous: 40,336 (106.94%)	2.34 Previous: 2.85 (-18.00%)	00:03:28 Previous: 00:03:54 (-11.42%)	68.32% Previous: 68.36% (-0.06%)	63.65% Previous: 57.54% (10.62%)
Language	Visits	Visits	Visits	
en-us				
July 11, 2010 - July 10, 2011	62,070	74.36%		
July 11, 2009 - July 10, 2010	28,872	71.58%		
en-gb				
July 11, 2010 - July 10, 2011	4,294	5.14%		
July 11, 2009 - July 10, 2010	1,975	4.90%		
fr				
July 11, 2010 - July 10, 2011	2,347	2.81%		
July 11, 2009 - July 10, 2010	1,359	3.37%		
de				
July 11, 2010 - July 10, 2011	2,045	2.45%		
July 11, 2009 - July 10, 2010	1,357	3.36%		
en				
July 11, 2010 - July 10, 2011	1,822	2.18%		
July 11, 2009 - July 10, 2010	619	1.53%		
(not set)				
July 11, 2010 - July 10, 2011	1,654	1.98%		
July 11, 2009 - July 10, 2010	1,579	3.91%		
es				
July 11, 2010 - July 10, 2011	1,572	1.88%		
July 11, 2009 - July 10, 2010	758	1.88%		
es-es				

All Traffic Sources

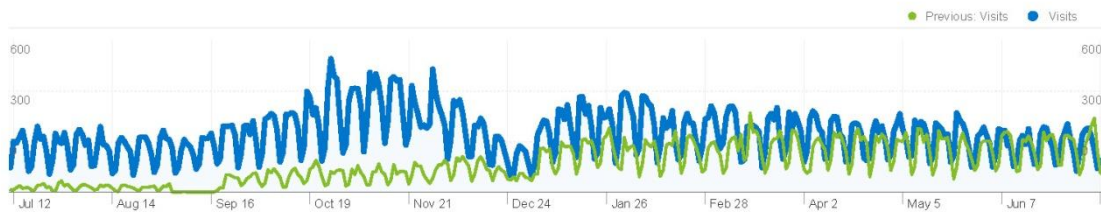
Jul 11, 2010 - Jul 10, 2011
Comparing to: Jul 11, 2009 - Jul 10, 2010

All traffic sources sent 83,472 visits via 1,087 sources and mediums

Site Usage				
Visits 83,472 Previous: 40,336 (106.94%)	Pages/Visit 2.34 Previous: 2.85 (-18.00%)	Avg. Time on Site 00:03:28 Previous: 00:03:54 (-11.42%)	% New Visits 68.32% Previous: 68.36% (-0.06%)	Bounce Rate 63.65% Previous: 57.54% (10.62%)
Source/Medium	Visits	Visits	Visits	
google / organic				
July 11, 2010 - July 10, 2011	52,986	63.48%		
July 11, 2009 - July 10, 2010	24,698	61.23%		
(direct) / (none)				
July 11, 2010 - July 10, 2011	16,086	19.27%		
July 11, 2009 - July 10, 2010	7,168	17.77%		
undp.org / referral				
July 11, 2010 - July 10, 2011	1,399	1.68%		
July 11, 2009 - July 10, 2010	1,410	3.50%		
bing / organic				
July 11, 2010 - July 10, 2011	1,188	1.42%		
July 11, 2009 - July 10, 2010	464	1.15%		
yahoo / organic				
July 11, 2010 - July 10, 2011	1,172	1.40%		
July 11, 2009 - July 10, 2010	272	0.67%		
search / organic				
July 11, 2010 - July 10, 2011	607	0.73%		
July 11, 2009 - July 10, 2010	213	0.53%		
asiapacificadapt.net / referral				
July 11, 2010 - July 10, 2011	526	0.63%		
July 11, 2009 - July 10, 2010	0	0.00%		
facebook.com / referral				

Connection Speeds

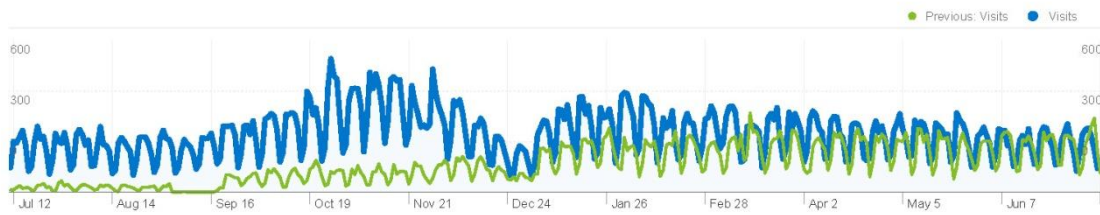
Jul 11, 2010 - Jul 10, 2011
Comparing to: Jul 11, 2009 - Jul 10, 2010



83,472 visits used 7 connection speeds

Site Usage				
Visits 83,472 Previous: 40,337 (106.94%)	Pages/Visit 2.34 Previous: 2.85 (-18.00%)	Avg. Time on Site 00:03:28 Previous: 00:03:54 (-11.42%)	% New Visits 68.32% Previous: 68.36% (-0.06%)	Bounce Rate 63.65% Previous: 57.54% (10.62%)
Connection Speed	Visits	Visits	Visits	
Unknown				
July 11, 2010 - July 10, 2011	53,344	63.91%		
July 11, 2009 - July 10, 2010	18,217	45.16%		
DSL				
July 11, 2010 - July 10, 2011	11,788	14.12%		
July 11, 2009 - July 10, 2010	8,323	20.63%		
T1				
July 11, 2010 - July 10, 2011	10,242	12.27%		
July 11, 2009 - July 10, 2010	7,245	17.96%		
Cable				
July 11, 2010 - July 10, 2011	6,316	7.57%		
July 11, 2009 - July 10, 2010	5,329	13.21%		
Dialup				
July 11, 2010 - July 10, 2011	1,301	1.56%		
July 11, 2009 - July 10, 2010	1,116	2.77%		
OC3				
July 11, 2010 - July 10, 2011	437	0.52%		
July 11, 2009 - July 10, 2010	44	0.11%		
ISDN				
July 11, 2010 - July 10, 2011	44	0.05%		
July 11, 2009 - July 10, 2010	63	0.16%		

1 - 7 of 7



83,472 visits used 16 operating systems

Site Usage				
Visits 83,472 Previous: 40,336 (106.94%)	Pages/Visit 2.34 Previous: 2.85 (-18.00%)	Avg. Time on Site 00:03:28 Previous: 00:03:54 (-11.42%)	% New Visits 68.32% Previous: 68.36% (-0.06%)	Bounce Rate 63.65% Previous: 57.54% (10.62%)
Operating System	Visits	Visits	Visits	
Windows				
July 11, 2010 - July 10, 2011	70,165	84.06%		
July 11, 2009 - July 10, 2010	34,983	86.73%		
Macintosh				
July 11, 2010 - July 10, 2011	10,727	12.85%		
July 11, 2009 - July 10, 2010	4,808	11.92%		
(not set)				
July 11, 2010 - July 10, 2011	1,429	1.71%		
July 11, 2009 - July 10, 2010	142	0.35%		
Linux				
July 11, 2010 - July 10, 2011	638	0.76%		
July 11, 2009 - July 10, 2010	265	0.66%		
iPhone				
July 11, 2010 - July 10, 2011	169	0.20%		
July 11, 2009 - July 10, 2010	80	0.20%		
iPad				
July 11, 2010 - July 10, 2011	142	0.17%		
July 11, 2009 - July 10, 2010	3	0.01%		
Android				
July 11, 2010 - July 10, 2011	70	0.08%		
July 11, 2009 - July 10, 2010	11	0.03%		
iPod				

9.6 Annex F: Comparison of KM Initiatives

From Climate and Development Knowledge Brokers Workshop, Eschborn, Germany. 3-5 June 2011. Workshop report (Draft v3). N.B. Red cells signify plans/needs to increase.

	1. Purpose						
Initiative	Improving access to information	Helping people make sense of and apply info	Supporting knowledge sharing and debate	Promoting more informed policy making	Advocating for specific changes	Other	Specify
Actualidad Ambiental	3	2	1	3	1		media & policy makers are primary audience, provide
ALM	2	2	3	2	0		
Africa Adapt	2	1	3	1	0		
African Adaptation Programme	2	2	3	2	2		
CCCCC	3	2	2	2	2		
ci:grasp	3	2	3	2	0		
OpenEI	3	3	2	1	0		
CDKN	2	2	2	3	0		
Climate Change Adaptation in Asia & Pacific	3	3	3	1	0	2	media
World Bank Climate Change Knowledge Portal	3	3	2	3	0		
Climate Finance Options	3	3	1	2	0		
Climate Funds Update	3	3	1	1	0		
ClimatePrep	1	3	3	1	1		
CRISTAL	0	1	3	1	0		
Ecosystem Marketplace	3	3	1	1	1		
Eldis	3	2	2	1	0		
ICIMOD	2	1	2	2	1	1	Utilization followup
L. American Carbon Finance Portal	2	3	3	1	0		
MAPS	2	2	3	3	3		
Reegle	3	3	1	1	0		
WeAdapt	3	2	3	2	0		
Total score	51	48	47	36	11		

	2. Content type										
Initiative	Numerical data	Research findings	Case studies/ project info	Govern-ment policy docs	Expert comm- entary/ opinion	News & Events	Experts/ personal profiles	Multi- media content	Multi- lingual content	Other	Specify
Actualidad Ambiental	0	1	1	2	2	3	0	3	0		
ALM	0	1	3	2	0	1	0	2	1	3	Lessons & climate profiles
Africa Adapt	0	3	3	0	1	2	2	2	2		
African Adaptation Programme	1	1	3	1	0	1	2	2	3	2	Decision tools
CCCCC	1	2	3	2	1	1	0	2	1	3	Down-scaled climate models
ci:grasp	3	3	3	0	0	1	0	1	0		
OpenEI	2	2	2	2	0	2	0	1	2	2	Softwar, tools, program info, training tools
CDKN	0	2	2	0	2	1	2	2	1	3	Import content from partners
Climate Change Adaptation in Asia & Pacific	0	3	2	3	1	3	0	1	2	2	Media kits
World Bank Climate Change Knowledge Portal	3	3	3	2	0	1	0	0	0	3	Decision support tools
Climate Finance Options	1	1	3	2	0	1	0	1	0	3	Lessons learned
Climate Funds Update	3	1	2	0	2	0	0	2	0		
ClimatePrep	0	0	2	0	3	1	1	2	1	3	Lessons learned, personal experience
CRISTAL	0	2	3	0	1	1	0	0	2	3	Resources relating to the CRISTAL tool
Ecosystem Marketplace	3	3	1	1	2	3	1	1	1		
Eldis	0	3	2	1	1	2	1	2	1		
ICIMOD	2	2	1	1	2	2	1	2	1	2	Modelling, learning
L. American Carbon Finance Portal	2	1	2	1	2	2	3	2	0	0	
MAPS	0	3	2	1	0	2	3	0	0		
Reegle	2	2	2	2	0	2	0	1	1	3	Sources, glossary, country profiles
WeAdapt	0	3	3	1	0	0	2	2	1	2	Adaptation decision tools & guidance
Total score	23	42	48	24	20	32	18	31	20		

	3. Subject focus							
Initiative	Climate adaptation	Mitigation/low carbon growth	REDD	Disaster Risk Reduction	Climate finance	Wider development issues	Other	Specify
Actualidad Ambiental	3	1	1	1	1	1	2	Indigenous knowledge
ALM	3	0	1	2	0	1		
Africa Adapt	3	1	1	1	1	1		Indigenous knowledge
African Adaptation Programme	3	0	0	1	1	1	3	Decision making
CCCCC	3	2	1	2	1	1		
ci:grasp	3	3	0	1	0	1		
OpenEI	1	3	1	0	1	1	3	Energy
CDKN	2	2	2	2	2	2	3	Cross-cutting focus: climate compatible development
Climate Change Adaptation in Asia & Pacific	3	0	0	1	1	0		
World Bank Climate Change Knowledge Portal	3	1	0	2	0	2		
Climate Finance Options	2	2	2	2	3	0		
Climate Funds Update	2	2	2	2	3	1		
ClimatePrep	3	0	1	1	0	0		
CRISTAL	3	0	0	2	0	1		Project planning at local level
Ecosystem Marketplace	1	3	3	1	3	0	3	Payment for ecosystem services (PES)
Eldis	2	1	1	2	1	3	2	Southern produced resources , gender
ICIMOD	2	1	3	3	1	3		PES
L. American Carbon Finance Portal	0	3	2	0	3	1		
MAPS	0	3	0	0	0	2		Scenario modelling
Reegle	1	3	0	0	1	1	3	Energy
WeAdapt	3	1	2	2	1	2	3	Decision making tools for adaptation
Total score	46	32	23	28	24	25		

	4. Audience focus											
	Priority users									Geographic focus		
Initiative	Government decision makers	Internat. development agencies	Scientists & researchers	Practitioners	Private sector	Civil society	General public	Other	Specify	National level	Regional level	Inter-national level
Actualidad Ambiental	3	0	1	1	1	2	2	3	media	3	1	1
ALM	1	3	2	3	0	1	1	0		3	1	1
Africa Adapt	1	0	2	3	0	3	1	2	media	3	1	0
African Adaptation Programme	3	1	1	3	0	1	0	2	media	3	2	1
CCCCC	3	2	3	2	2	2	1	1	media	2	3	1
ci:grasp	3	2	2	2	1	1	1	0		2	0	3
OpenEI	3	3	2	3	1	2	3	0		3	3	3
CDKN	3	2	2	2	2	2	1	2	media	3	2	2
Climate Change Adaptation in Asia & Pacific	2	2	3	3	1	2	1	3	media	3	3	1
World Bank Climate Change Knowledge Portal	2	2	1	3	0	2	1	0		3	3	2
Climate Finance Options	2	0	2	3	2	2	0	0		2	2	2
Climate Funds Update	2	2	0	2	1	3	2	0		2	2	3
ClimatePrep	2	2	3	3	2	2	1	0		3	3	3
CRISTAL	1	1	0	3	0	3	0	0		3	1	0
Ecosystem Marketplace	1	2	3	3	2	2	1	0		3	1	2
Eldis	2	2	2	3	0	2	1	2		2	1	3
ICIMOD	3	1	3	2	1	2	1	3	youth	2	3	1
L. American Carbon Finance Portal	2	1	2	3	2	1	2	0		2	3	1
MAPS	3	3	3	0	0	1	1	0		2	3	1
Reegle	3	3	2	2	1	1	0	2	media & education	2	1	3
WeAdapt	3	3	3	3	0	3	1	0		3	2	1
Total score	48	37	42	52	19	40	22			54	41	35

	5. Editorial Approach							
Initiative	Editor selects content	Users/ partners contribute content	Content organised by theme/ country/ topic	Introductions to topics/ concepts provided	Summaries/ abstracts of documents written	Synthesis products produced	Other	Specify
Actualidad Ambiental	3	0	3	0	1	0		news agency
ALM	2	3	3	1	2	1		
Africa Adapt	1	3	2	2	2	2		
African Adaptation Programme	1	1	2	1	1	1		
CCCCC	2	2	3	2	1	1		
ci:grasp	3	2	3	1	1	1		
OpenEI	2	2	3	2	1	2		
CDKN	2	1	2	1	2	1		
Climate Change Adaptation in Asia & Pacific	3	3	3	2	3	3	2	media kits
World Bank Climate Change Knowledge Portal	3	0	3	1	2	3		Toolkits, models, library of links
Climate Finance Options	3	2	3	1	0	0		Library of docs, toolkits
Climate Funds Update	2	0	2	2	2	1		
ClimatePrep	3	3	1	1	0	0		
CRISTAL	1	2	3	1	0	0		
Ecosystem Marketplace	3	0	2	1	1	2		Breaking news, features
Eldis	3	2	3	2	3	2		Key Issue Guides, print
ICIMOD	3	2	2	2	2	2		Media, press, global events
L. American Carbon Finance Portal	2	3	2	3	1	0		
MAPS	2	2	3	1	1	1		
Reegle	0	1	3	0	0	3		
WeAdapt	3	3	3	0	0	0		
Total score	47	37	54	27	26	26		

	6. Technology/delivery approach											
Initiative	Search-able data-base	Social net-working platform	Visual-isation & decision-making tools	Blogs	Maps	Email news-letter	Email disc-ussion list	Face-book/ Twitter	RSS feeds	Face to face events	Other	Specify
Actualidad Ambiental	2	3	3	2	0	3	0	3	3	1		
ALM	3	1	1	0	2	2	2	2	2	0	1	multimedia
Africa Adapt	1	3	0	1	1	2	0	2	1	2		
African Adaptation Programme	1	0	3	1	0	1	1	0	0	1	3	
CCCCC	3	0	3	0	2	1	1	0	2	3		by countries/ categories
ci:grasp	3	1	2	0	2	0	0	1	1	0		
OpenEI	3	0	2	1	3	1	0	1	1	1	2	open data, RDF, video
CDKN	2	1	0	1	0	2	0	1	2	2	1	video
Climate Change Adaptation in Asia & Pacific	3	0	0	0	3	3	1	0	3	3	3	linked open access coming soon
World Bank Climate Change Knowledge Portal	3	0	3	0	2	0	0	0	0	0		
Climate Finance Options	3	1	2	0	0	1	0	1	0	1		
Climate Funds Update	3	0	0	0	2	0	0	0	0	0		
ClimatePrep	0	0	0	3	0	1	0	1	1	0		
CRISTAL	3	0	0	0	2	0	1	0	0	3		
Ecosystem Marketplace	3	0	2	2	0	3	3	3	3	0		
Eldis	2	2	1	2	1	3	2	2	3	2		Open API
ICIMOD	2	2	3	1	3	2	2	1	2	3		meta data
L. American Carbon Finance Portal	2	3	1	1	2	1	3	2	2	1	2	
MAPS	0	0	0	0	0	0	0	0	0	0		
Reegle	3	0	1	2	2	0	0	1	2	0		open data RDF
WeAdapt	2	2	3	0	3	0	0	0	0	0		
Total score	47	19	30	17	30	26	16	21	28	23		

9.7 Annex G: TE TOR

TERMS OF REFERENCE

Consultancy - Terminal Evaluation of the UNDP-GEF SPA Funded Project “Adaptation Learning Mechanism: Learning by Doing”

Title:	Consultant
Location:	home-based
Direct Supervisor:	Senior Technical Advisor, Climate Change Adaptation, EEG
# of Working Days:	up to 25 working days
Start Date:	immediate
End Date:	15 June 2011

Background

The Adaptation Learning Mechanism (ALM)—a US\$0.725 million medium-sized project funded by the Global Environment Facility, Strategic Priority on Adaptation Fund (GEF-SPA). Implemented by the UNDP-, the ALM was launched in 2008 with the goal to contribute to the mainstreaming of adaptation to climate change within the development planning of non-Annex I countries, and with the key objective to provide tools and establish a learning platform for increasing capacity on adaptation to climate change within the development planning of GEF eligible countries.²⁴

This project responds to the knowledge gaps expressed in the GEF’s Strategic Approach for Adaptation (SPA) (GEF/C.23/Info.8/paragraph 26), and aims to generate knowledge that can help guide implementation of the GEF’s adaptation pilots under its SPA, LDCF, and SCCF. The Adaptation Learning Mechanism (ALM) supports evolving efforts to integrate adaptation to climate change in development planning by the GEF family, GEF-eligible countries, and other development agencies and stakeholders. This project aims to capture the current state of knowledge on planning, implementing, and integrating adaptation in development; identify gaps in adaptation knowledge by drawing lessons from adaptation portfolio reviews; and develop responses to these knowledge gaps to support long-term adaptation planning by the GEF and other adaptation stakeholders. The ALM codifies lessons from ongoing adaptation initiatives and disseminates adaptation best practices and experiences to support climate change decision-making.

With a 3-year scheduled duration, the project is implemented by UNDP in partnership with the GEF, the World Bank, the UNFCCC Secretariat, and the United Nations Environment Programme. Over time, this partnership has increased

²⁴ GEF ID: 2557 -

<http://www.gefonline.org/ProjectDocs/Climate%20Change/Global%20Adaptation%20Learning/MSP%20final.pdf>. The project proposal was reviewed by GEF Council on 15 June 2005 and approved by the CEO on 12 July 2005.

to include a growing number of UN and GEF-implementing agencies, including FAO and UNECE. ALM's knowledge management efforts also contribute closely to the implementation of the United Nations Framework Convention on Climate Change (UNFCCC) and, in particular, to its Nairobi Work Programme.

Project objective and outcomes and outputs

To achieve its main goal, ALM pursues the following primary objective and outcomes, as outlined in its logical framework (logframe):

Project Strategy	Indicators	Sources of Verification
GOAL: The project will contribute to the integration of adaptation to climate change within development planning of non-Annex I countries.	<ul style="list-style-type: none"> Adaptation to climate change discussed in key national report/strategies/action plans such as PRSPs, and national MDG report 	<ul style="list-style-type: none"> PRSPs, national MDG report, and other key national reports/strategies/action plans
Objective: The project will provide tools and establish a learning platform for integration adaptation to climate change within the development planning of GEF-eligible countries.		
Outcome 1: The state of knowledge on planning, implementing and integrating adaptation captured	<ul style="list-style-type: none"> All IA adaptation projects entered in knowledge base by July 2007 	<ul style="list-style-type: none"> ALM knowledge base data
Outcome 2: Knowledge sharing advanced and tools for integrating adaptation in development created, including a functional knowledge base	<ul style="list-style-type: none"> More than 50% of GEF adaptation projects relying on ALM adaptation learning resources in year 2 More than 50% of National Communications projects relying on ALM for adaptation strategy development and implementation in year 2 	<ul style="list-style-type: none"> GEF SPA, LDCF, and SCCF project documents NC project proposals and/or work plans
Outcome 3: Global ALM established and widely utilized	<ul style="list-style-type: none"> More than 50% of GEF-eligible countries participating in ALM in Year 3 More than 50% of GEF adaptation projects participating in ALM in Year 3 	<ul style="list-style-type: none"> ALM meeting and web participation documentation Documentation of ALM knowledge base usage

Goals for Evaluation

Monitoring and evaluation in the Global Environment Facility (GEF) have the following overarching objectives:

- a) Promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF activities. GEF results will be monitored and evaluated for their contribution to global environmental benefits.

- b) Promote learning, feedback, and knowledge sharing on results and lessons learned among the GEF and its partners, as a basis for decision-making on policies, strategies, program management, and projects, and to improve knowledge and performance.

Based on the UNDP/GEF Monitoring and Evaluation (M&E) policy, the goal of the terminal evaluation of the ALM project is to assess the relevance, effectiveness, efficiency, and sustainability of the project, relative to ALM's objective and outcomes, and based on the indicators listed in the project logframe. The terminal evaluation focuses on potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It also includes identification/documentation of lessons learned, as well as recommendations for improving design and implementation of follow-up activities and other UNDP/GEF projects.

Evaluation Objectives and Scope

In accordance with UNDP-GEF M&E procedures, the ALM project is subject to a terminal evaluation, to assess achievement of project objectives and impacts, and to document lessons learned. The final evaluation should also provide recommendations for follow-up activities.

This terminal evaluation (TE) is being carried out to provide a comprehensive and systematic account of the relevance, success and performance of the ALM project by assessing the project design, process of implementation and results as they relate to the project objectives, outcomes and indicators endorsed by the GEF and other partners.

Specifically, the TE will include the following components (tasks for evaluator):

1. Relevance:

- Assess the relevance of ALM project objective to GEF and GEF-SPA strategic development priorities, UNDP priorities as implementing agency, core agencies and adaptation stakeholders (reference knowledge survey 2007 and 2010);
- Assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project;
- Assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects were incorporated into project design;
- Describe the project's adaptive management strategy, (i.e. how have project activities changed in response to new conditions and have the changes been appropriate);
- Critically analyze the implementation arrangements and identify strengths and weaknesses in the project design and implementation; and
- Stakeholder participation: Assess information dissemination, consultation, and "stakeholder" (international agencies and government counterparts and partners in developing countries) participation in the design stage.

2. Knowledge Products:

- Review ALM knowledge products including, but not limited to:
 - *ALM Adaptation Country Profiles*
 - *ALM Knowledge Base*

- *ALM Profiles 2008*
- *ALM Case Studies 2010*
- *ALM Quality Framework*
- *ALM Knowledge Needs Survey 2010*
- Assess contributions to publications and training materials:
 - *Snapshot stories highlighting UNDP/GEF's work on climate change adaptation;*
 - *Support to the development of project information sheets for the UNDP-GEF community-adaptation project (CBA);*
 - *Support to the development of "Designing Climate Change Adaptation Initiatives: A Toolkit for Practitioners";*
 - *Photo stories - CBA photo story on Niger. In collaboration with the Small Grants Programme creation of the Photo Story Guidebook;*
 - *Support to the development of the "Guidebook on Designing Adaptation Initiatives", New York 2010; and*
 - *Development of the training material (guide and video) of "Climate Proofing Infrastructure", in English, Spanish and French, NY 2010.*

3. Effectiveness:

- Assess overall effectiveness of the actions taken given the available funding and capacities for implementation (including in-kind contribution and support time mobilized with interns);
- Review and evaluate the extent to which the project outputs and outcomes in the project logical framework have been achieved, and the extent to which these achievements are linked to and have contributed to achievement of the project goal;
- Assess the quality and effectiveness of the ALM online knowledge base and information sharing platform;
- Assess the relevance of experiences included in the ALM, based on priority for experiences in planned adaptation that take climate change information into account (intentional and rigorous adaptation design).
- Assess the relevance of priority topics/themes and content types of the ALM to serve the needs of agency staff and governments in developing countries.
- Assess the usability and accessibility of the format for knowledge sharing. This includes assessment of the following:
 - Appropriateness of ALM's online database as a knowledge-sharing format (choice of open-source CMS system);
 - Usability (i.e. dynamic interface: ability to rate and comment on content, video gallery, photo gallery, RSS feeds; user-friendliness and accessibility of ALM's online database)
 - Diversity of users: i) regionally: non-annex 1 versus annex 1 countries, GEF eligible countries and types of users (government, NGO, Research community, bilateral agencies);
 - Frequency and increase of users over project time;
 - Translation
 - Non-web-based knowledge sharing and Outreach: ALM outreach activities with social networking efforts (Twitter, LinkedIn, Facebook, Teamworks); and
- Assess the extent to which the ALM has contributed to increase knowledge and awareness of gender-specific adaptation needs and measures.

4. Monitoring and Evaluation:

- Assess the quality, application and effectiveness of project monitoring and evaluation plans and tools, with respect to the employment of monitoring mechanisms throughout the project's lifetime (including Google Analytics, number of uploads of contents and downloads, partnership building); and
- Assess whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.

5. Efficiency and Cost-effectiveness:

- Assess the extent to which the project has completed the planned activities and met or exceeded the expected outcomes according to schedule and as cost effectively as initially planned. This includes assessment of actual project cost by objectives, outputs and activities; cost-effectiveness of achievements; and financial management (including disbursement issues).

- Assess timeliness of project outputs/activity completion in line with annual workplans
- Perform a cost-benefit analysis in order to assess ALM's performance in terms of its total hourly "utility by users" of the website benchmarked to estimate an approximate "amount" of the value of ALM as a knowledge product.
- Benchmark and assess ALM knowledge management (KM) practices and performance against other similar initiatives and knowledge management portals (other GEF-financed initiatives, such as IW-Learn);/established in the same time and with a similar budget (or % of budget); and
- Assess additional "in-kind contribution" in terms of resources contributed and support time mobilized.

6. *Partnerships and Stakeholder participation:*

- Review number and type of partners (UN-system, bilaterals, NGO –North and South) identified by ALM and lobbied to become members in ALM's community of practices (ALM partners);
- Review number and quality of consultations/ communications presentations conducted by the ALM team to conduct outreach (outreach events, Regional level promotion);
- Assess the number of subscribers willing to become active member on ALM within the given time since the launch of the "participatory" website;
- Review the clarity of roles and responsibilities of the various agencies and institutions and the level of consultation and coordination between relevant players;
- Evaluate how relationships between involved institutions and agencies have contributed to effective implementation and achievement of project objectives;
- Assess the extent to which the ALM has been successful in establishing a partnership between several agencies to work towards establishing the ALM as a global knowledge depository on adaptation
- Assess the mechanisms for information dissemination in project implementation and the extent of stakeholder participation:
 - Assess the extent to which the GEF and its implementing agencies have contributed to the ALM knowledge base;
 - Assess the level of leadership, facilitation and participation of Southern institutions to ALM knowledge base and in the overall global learning process;
 - Assess the level of accessibility of non-Annex 1 countries to ALM knowledge base
 - Assess the level of NGOs participation in ALM activities aimed at sharing lessons learned on climate change adaptation.

7. *Results:*

- Assess the project results and determine the extent to which the project objectives were achieved, or are expected to be achieved, and assess if the project has led to any positive or negative consequences;
- Assess what the project has done beyond the project objectives and outcomes; Assess how the project was perceived at the project start and throughout the project implementation by UNDP-colleagues, UN partners and other partners e.g. in the South.
- Assess the institutional and political support mobilized by the ALM during project implementation
- Assess the impacts of project activities in terms of establishing the ALM as a global knowledge depository on adaptation; and
- Assess the extent to which the programme has achieved its expected results given institutional (the level of complexity of inter-agency consultation) and budgetary constraints.

8. *Sustainability and Replicability*

- Describe key factors that will require attention in order to improve prospects for the sustainability of ALM knowledge platform and project results achieved;
- Assess the sustainability of ALM results and platform with and without continuation of funding and suggest ways to enhance these;
- Assess the extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, ALM fund mobilization efforts and its challenges, establishment of funding mechanisms to support knowledge management beyond project completion, mainstreaming project objectives into other UNDP led activities; and
- Assess whether the project has potential to be replicated based on implementation progress so far.

9. *Lessons Learned*

- Identify and document the main successes, challenges and lessons that have emerged.

10. Recommendations

- Provide recommendations for corrective actions for the design, implementation, monitoring and evaluation of the project; actions to follow up or reinforce initial benefits from the project; proposals for future directions underlining main objectives.

Evaluation Methodology

This terminal evaluation will be conducted using a participatory approach whereby the UNDP/GEF Task Managers and other relevant staff are kept informed and regularly consulted throughout the evaluation.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:
 - (a) The project documents, outputs, monitoring reports and relevant correspondence
 - (b) Project Web site, <http://www.adaptationlearning.net/>
 - (c) Other material produced by the project team
2. Interviews (via telecom or personal visits) with key individuals, as deemed necessary, involved in the implementation of the project including:
 - (a) UNDP/GEF Task Manager and Project Management Unit;
 - (b) Members of the ALM Advisory Group;
 - (c) Regional Partners; and
 - (d) Other relevant staff in UNDP EEG.

Interviews should include relevant persons from each of the partners, in order to get a wider sense of the ALMs utility, and how partners value and use the KM products. A wider range of contacts is expected across the "partner categories" (e.g. core partners, climate and learning networks, institutions and organizations, etc.).

In addition to written descriptions for each criteria (see "Scope of the Evaluation"), the success of project design, implementation and results will be rated on a scale from unsatisfactory to highly satisfactory. The consultant will provide the specifications of the qualitative aspects of the rating. The following rating system is to be applied:

HS = Highly Satisfactory
S = Satisfactory
MS = Moderately Satisfactory
MU = Moderately Unsatisfactory
U = Unsatisfactory
HU = Highly Unsatisfactory

Deliverables

The output of the evaluation will be the Evaluation Report. The length of the Report should not exceed 25-30 pages in total (not including annexes).

Outline of Evaluation Report

1. Executive summary
 - Brief description of project
 - Context and purpose of the evaluation
 - Main conclusions, recommendations and lessons learned
2. Introduction
 - Purpose of the evaluation
 - Key issues addressed
 - Methodology of the evaluation
 - Structure of the evaluation
3. The project and its development context
 - Project start and its duration
 - Problems that the project seek to address
 - Immediate and development objectives of the project
 - Main stakeholders
 - Results expected
4. Findings and Conclusions (see “Scope of Evaluation” for more details)
 - 4.1 Project formulation
 - 4.2 Implementation
 - 4.3 Results
5. Recommendations
6. Lessons learned
7. Annexes
 - Terms of Reference for final evaluation
 - List of persons interviewed
 - List of documents reviewed
 - Questionnaire used and summary of results
 - Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)
 - Any other relevant material

The final report shall be written in English and submitted in electronic form in MS Word format and should be sent directly to:

Pradeep Kurukulasuriya

Senior Technical Advisor, LECRDS

Environment and Energy Group

United Nations Development Programme (UNDP)

Email: pradeep.kurukulasuriya@undp.org

Timing and Duration

The total duration of the evaluation will be up to 25 working days.

The draft Evaluation Report shall be submitted to UNDP for review. UNDP will submit comments and suggestions within 10 working days after receiving the draft. The finalized Evaluation Report shall be submitted no later than 15

Qualifications

- Advanced University Degree (Masters or equivalent) in economic, social sciences, communication, or related field and/or at least 7 years professional experience in knowledge management and M&E-related work experience at the international level.
- Experience in the evaluation of technical assistance projects, if possible with United Nations development agencies and major donors.
- Demonstrated knowledge, analytical skills and relevant experience in climate change, climate change adaptation and development.
- Understanding of technical issues of climate change and the UNFCCC negotiations is highly desirable.
- Experience in the policy development process associated with environment and sustainable development an asset.
- Ability to pick up new terminology and concepts easily and to turn information from various sources into a coherent project document.
- Excellent English writing and communication skills (including word processing).
- Demonstrated ability to assess complex situations in order to succinctly and clearly distill critical issues and draw forward looking conclusions is a key asset.
- Experience in data-base management.
- Experience in the use of computers and office software packages (Drupal, MS Word, Excel, Power Point, Visio, etc) and demonstrated experience in handling of web based management systems and IT tools.

The evaluator must be independent from both the policy-making process and the delivery and management of assistance. Therefore applications will not be considered from evaluators who had any direct involvement with the design of the project, or who have a conflict of interest with project-related activities. Any previous association with the project, the Executing agency or other partners/stakeholders must be disclosed in the application. If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination, without recompense. In such circumstances, all notes, reports and other documentation produced by the evaluator will be retained by UNDP.