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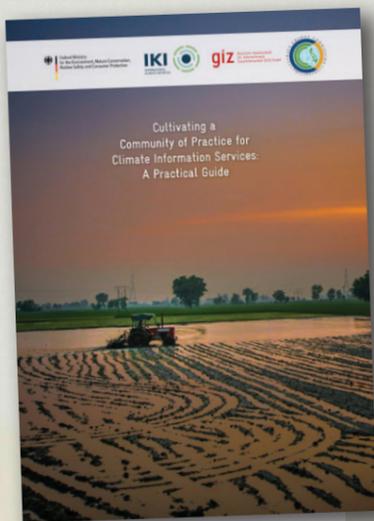


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# Cultivating a Community of Practice for Climate Information Services: A Practical Guide





The cover photo shows a farmer plowing his field in preparation for planting season. The Philippines is a largely agricultural land, and Climate Information affect this sector of society the most.

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### Scope and Purpose

This practical guide serves as a valuable tool for fostering a Community of Practice for Climate Information Services (CoP for CIS) among professionals engaged in the dynamic fields of health and agriculture in the Philippines. Specifically designed to meet the unique requirements of those involved in the design, planning, and implementation of climate-related activities, it caters to a broad community of individuals and organizations with a keen interest in leveraging weather and climate information for informed decisionmaking in the sector of agriculture, natural resource management, and health.

The guide's scope spans the interconnected fields of health and agriculture, recognizing the interdependence between these domains and their susceptibility to the impacts of climate change. It is tailored to practitioners who aim to improve the quality and inclusivity of CIS, ensuring that climate information is not only accurate and timely but also effectively reaches and benefits smallholder farmers and health professionals. It is structured to lead practitioners through a step-by-step process, fostering a comprehensive understanding of the factors that influence the functionality and efficiency of a CoP for CIS in the Philippines.

### Guide to Users

This guide is designed to provide you with practical information on initiating a community focused on the interaction between climate, agriculture, and health. Whether you are a practitioner, policymaker, or stakeholder, this resource offers valuable insights on how to cultivate a community of practice for climate information services – from its inception to sustaining its growth. It is important to note that this guide is not intended to be an exhaustive resource. It is recommended that you go through the material in the order that it is presented.

As you gain experience, use this material as a reference, selecting relevant content to navigate the process of building and nurturing your community. Dip into specific sections as needed, supplementing the knowledge offered here with insights from other resources that you find valuable. This approach empowers you to customize your communitybuilding journey according to your unique needs and evolving insights.

We would also love to receive your feedback on how you are using this guide. Share your thoughts, including materials you would like to see included or any other suggestions that could enhance the guide making it more useful for you. Feel free to post your comments at the following link:

## Part 1: Community of Practice for Climate Information Services

### A. Context and Value of a Community of Practice for Climate Information Services

Situated in the western Pacific as an archipelago, the Philippines is characterized by diverse geography, ranging from mountainous terrains to coastal plains. This diversity exposes the nation to various climate-related risks, including typhoons, droughts, and rising sea levels, necessitating a nuanced and localized approach to Climate Information Services (CIS) in the fields of agriculture and health.

The social and economic fabric of the Philippines is intricately linked to the livelihoods of smallholder farmers, fisherfolks, and the well-being of local communities. With a substantial portion of the population depending on agriculture for their primary income, and health outcomes closely tied to environmental conditions, understanding the social dynamics, cultural nuances, and economic dependencies is crucial for developing effective CIS strategies that resonate with the diverse stakeholders involved.

Similarly, the country encounters distinctive challenges in disseminating climate information to its agricultural, fisheries, and health sectors. In agriculture, farmers often operate in resource-limited situations exacerbated by the impacts of climate change.

Rising sea temperatures, ocean acidification, and habitat destruction result in the decline of fish populations, disrupt fishing calendars and exacerbate the unpredictability of fishing yields affecting the income of those in the fishing industry. Health professionals, on the other hand, grapple with the intersection of climate impacts on diseases, waterborne illnesses, and the overall well-being of communities. Addressing these challenges requires a collaborative and context-specific approach that recognizes the intricate interplay between geography, social structures, and economic realities.

Within this context, a community of practice plays a crucial role as a vital channel for shared knowledge, localized solutions, and collective action.

1. **Sharing localized knowledge.** Within a Community of Practice (CoP), practitioners can share insights specific to the Philippine context, serving as a repository for localized knowledge. This encompasses understanding regional climate



patterns, indigenous farming practices, and health vulnerabilities linked to climate change.

2. **Facilitating adaptation strategies.** Recognizing the vulnerability of agriculture to climate variability and the health implications of changing environmental conditions, a CoP facilitates the exchange of adaptive strategies. Practitioners can collaboratively identify and disseminate best practices tailored to the unique needs of Filipino farmers and healthcare providers.

3. **Encouraging cross-sectoral collaboration.** The interconnection between agriculture and health is emphasized in the Philippine context. A CoP encourages cross-sectoral collaboration, allowing joint efforts to address shared challenges such as the impact of climate on food security, waterborne diseases, and overall community resilience.

4. **Engaging communities.** In a nation where community ties are strong, a CoP serves as a platform for engaging local communities. This engagement ensures that climate information is not only accessible but also aligned with community values, fostering a sense of ownership and increasing the likelihood of successful implementation.

5. **Advocating for policies.** Through collaborative efforts, a CoP can advocate for policies that recognize the unique needs of the Philippines in the context of agriculture and health. This includes promoting investments in climate-resilient infrastructure, healthcare systems, and sustainable agricultural practices.

By intertwining geographical, social, and economic factors, this collaborative approach has the potential to significantly enhance the resilience of Filipino communities in the face of a changing climate.

## B. Key Concepts and Terms

**Climate information services** refers to the collection and analysis of weather and climate data that is credible, relevant, and usable (Vaughan et al, 2016). It involves the production, translation, dissemination, and use of such information in a manner that supports decision-making processes at various levels, from local communities to national governments and international organizations (MTO, 2017).

**Collaborative learning network** is the overarching concept used to describe groups of people or organizations that actively foster the exchange of ideas, expertise, and resources to enhance individual and collective learning. It is often characterized by a vibrant community of members involved in peer-to-peer learning, collaboratively addressing challenges, generating knowledge, and adapting the knowledge to particular contexts through interaction, mutual respect, consensus building, and cooperation (Stoll et al, 2006; Wenger, 1999).

**A Community of Practice (CoP)** is a type of collaborative learning network formed by people who engage in a process of collective learning in a shared domain of human endeavor (Wenger et al., 2002). It is also defined as a gathering of individuals motivated by the desire to cross organizational boundaries, relate to one another, and build a body of actionable knowledge through coordination and collaboration (World Bank, 2018). With these definitions, a CoP is characterized by their voluntary nature, often informal and self-organizing, shared expertise, and collective pursuit of learning and problemsolving (Cundill, et al, 2015).

**Domain** is one of the three structural elements of a CoP which refers to the shared area of interest or common theme that brings members of the community together. It defines the scope and focus of the community's activities.

**Community** is the second element and represents the group of individuals and other stakeholders who share a common interest in the domain or professional practice.

**Practice** is the third element and refers to the shared resources, tools, methods, and experiences that the community develops and uses collectively. It involves the practical application of knowledge within the defined domain.

## C. Leadership Roles and Responsibilities in a Community of Practice

Within the Community of Practice, key leadership functions must be strategically assigned to individuals or organizations who play pivotal roles in fostering collaboration, communication, and effective knowledge management. Figure 1 illustrates the important links and interactions among the members within a CoP.

The **Executive Sponsor** undertakes an advisory role within the CoP, offering guidance and strategic insights. This responsibility is best placed with the Climate Change Commission, Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA), and the Department of Environment and Natural Resources (DENR), as they are well-positioned to support the community's goals and objectives. This alignment extends to overarching national objectives, including the integration of climate information into national frameworks. These sponsors are expected to facilitate collaboration between the CoP and key government bodies.

The **Domain Managers**, one for each domain (health and agriculture), will serve as learning facilitators. Their duties include initiating collaboration with community leads to delineate the scope of activities within each domain, ensuring relevance to sectorspecific needs, and fostering a dynamic environment for practitioners through knowledge exchange and learning initiatives. Additionally, the domain managers will be responsible for identifying emerging trends and challenges within health and agriculture, guiding the CoP in addressing sector-specific issues through its activities.

In the initial stages, the **Domain Managers** function as temporary facilitators, bringing together CIS actors, fostering trust, and initiating collaboration. As trust and collaboration grow, there is a transition, with permanent system actors, including CIS end-users, government agencies, and civil society, taking on a more prominent role in driving change. The facilitator gradually diminishes direct support, potentially shifting focus to supporting ongoing processes of monitoring, learning, and adaptation to ensure sustainability beyond the initial facilitation period.

The **Community Manager** oversees the day-to-day operations of the CoP, serving as a central point of coordination. The manager engages with the executive sponsor, domain managers, and community leaders to align CoP activities with broader goals. This role includes ensuring efficient communication and collaboration within the CoP and facilitating the development and

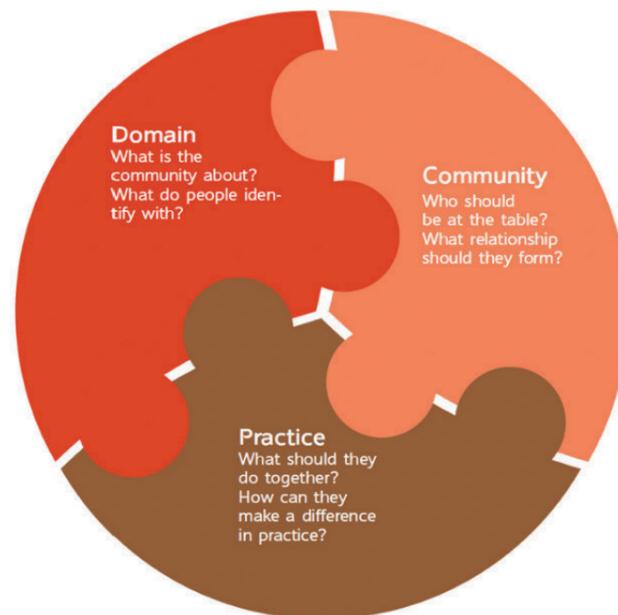
execution of the CoP's strategic plan, emphasizing adaptability to evolving needs. Undoubtedly, this workload is substantial enough to warrant a full-time role. Nevertheless, a start-up community may not have the financial resources to support a dedicated full-time manager, and alternative solutions may be considered. However, the level of dedication and effort needed for the CoP to succeed remains unchanged.

The **Communications Lead** is responsible for ensuring effective communication within and beyond the CoP, promoting engagement and information dissemination. This lead is tasked to develop and implement a communication strategy aligned with the CoP's objectives, reaching diverse stakeholders. This involves ensuring timely and relevant messaging across various channels, fostering a sense of community and shared purpose. Collaboration with other leads is essential to integrate communication efforts into broader CoP initiatives.

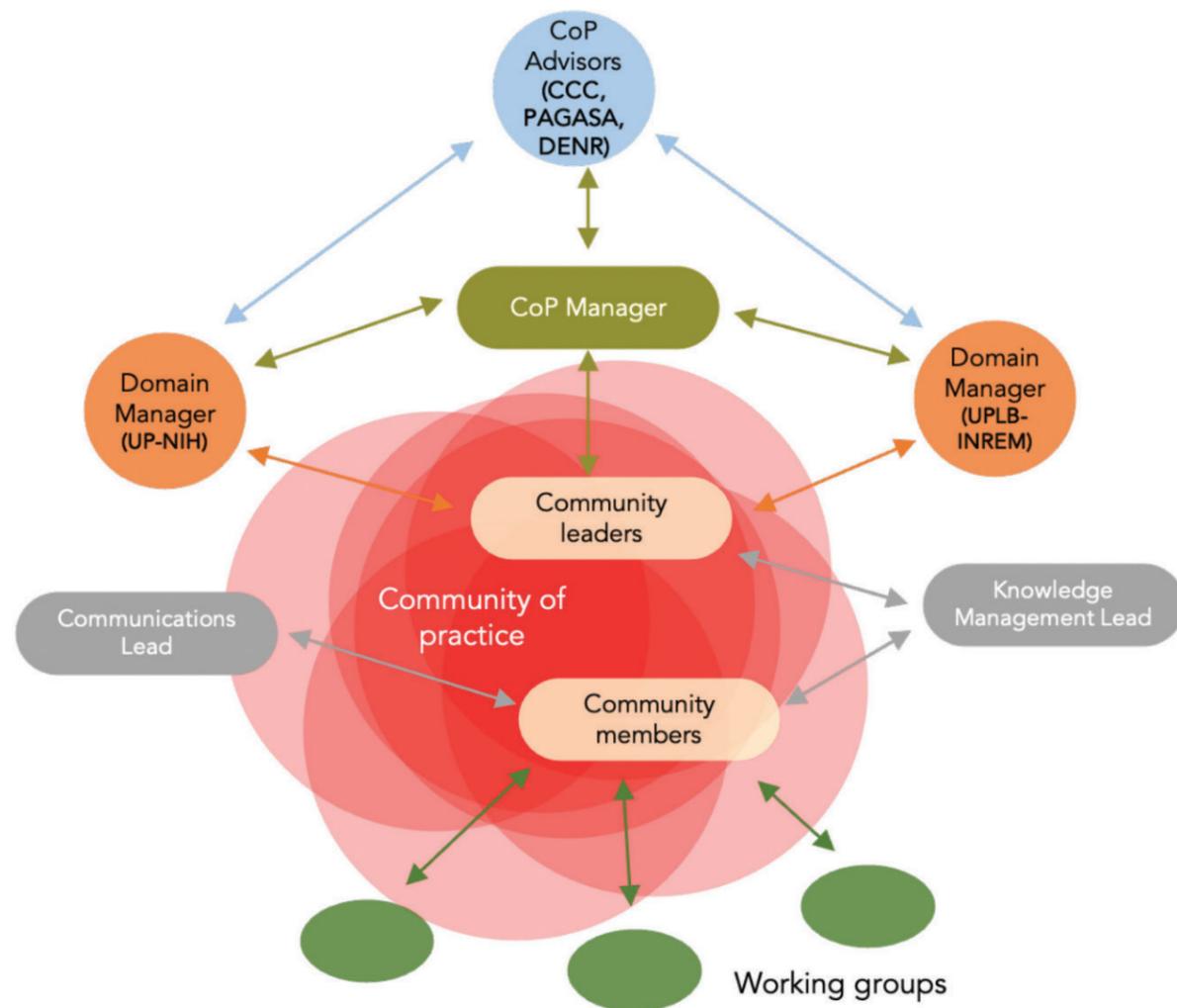
The **Knowledge Management Lead** oversees the creation, dissemination, and utilization of knowledge products within the CoP. This lead is responsible for the development and implementation of a knowledge management strategy that captures and disseminates best practices, lessons learned, and innovations. Collaboration with domain managers and community leads is key to identifying knowledge gaps and areas for improvement. This role involves facilitating the development of knowledge products and resources benefiting both CoP members and external stakeholders.

**Working Groups** may be formed to work to focus on specific initiatives and projects within the broader scope of the CoP. These groups act as specialized teams taking an in-depth exploration and discussion of particular topics and will be responsible for research, development, or execution of activities relevant to their specialized focus. Members within a working group collaborate to address challenges within their defined area of interest and create knowledge products that can be shared and utilized by the community.

**Figure 1.** Structural elements of a CoP (Wenger et al., 2002)



**Figure 2.** Links and interactions among members in the community of practice  
(adapted from Wenger et al, 2002)



#### D. Community of Practice Lifecycle

Communities have a lifecycle – evolving from inception to growth, and eventually cessation. However, a community has the potential to endure for extended periods by adapting to change, finding continuous relevance, or persisting until it fulfills its purpose.

In Figure 3, we describe the dynamic and iterative stages of the community lifecycle, emphasizing the importance of flexibility and adaptation to accommodate the evolving needs of participants.

**Figure 3.** Lifecycle of a community of practice



#### Phase 1: Establishing the Network

In this initial phase, the focus is on identifying and bringing together key stakeholders interested in Climate Information Services (CIS). Facilitators work to establish the foundational network, building connections and fostering a sense of shared purpose. Key activities include stakeholder mapping, initial engagement, and defining the CoP's scope and objectives. This phase lays the groundwork for subsequent stages, and its duration is influenced by the context. Overlapping with other stages is common as relationships and networks begin to take shape.

#### Phase 2: Launching the Community

In this phase, the CoP is officially launched, marked by a collective commitment to shared goals. Facilitators play a central role in organizing launch events, introducing participants, and initiating collaborative activities. This aims to create a sense of identity and purpose within the CoP, fostering a collaborative spirit. The launch phase may be iterative, with activities evolving based on participant feedback. It sets the stage for sustained engagement and participation.

#### Phase 3: Sustaining the Rhythm

Building on the momentum from the launch, this phase focuses on maintaining engagement and sustaining collaborative efforts. Facilitators work closely with CoP leads to organize regular activities, knowledge-sharing

sessions, and collaborative projects. The emphasis is on fostering a rhythm of interaction and ensuring that the CoP remains a vibrant and responsive community. Ongoing assessment and adaptation are crucial in this phase, with facilitators addressing emerging needs and challenges to sustain the CoP's energy.

#### Phase 4: Maturing the Practice

As the CoP evolves, the focus shifts towards maturing collaborative practices and ensuring self-sufficiency. Facilitators take a step back, allowing permanent system actors within the CoP to assume leadership roles. The emphasis is on institutionalizing effective practices, documenting lessons learned, and fostering continuous improvement. This phase may involve periodic reflections, allowing the CoP to refine its practices based on experiences and changes in the external environment.

While presented in distinct phases, the CoP lifecycle is not strictly linear, and stages may overlap or inform each other. The timeline for completing these stages varies based on the context, ranging from six months to several years. The gradual tapering off of facilitator involvement signifies the successful transition of responsibility to permanent actors within the system, ensuring the sustainability of the CoP.



## Part 2: Guide to Cultivating a Community of Practice

### Phase 1: Establishing the Network

#### OBJECTIVE

To lay the foundation for a vibrant and effective CoP by articulating a compelling value proposition, defining the essential elements of the CoP's identity, and establishing clear objectives and operational guidelines for collaboration.

#### KEY STEPS

##### Step 1: Creating a value proposition

In the initial phase of establishing a Community of Practice (CoP), crafting a compelling value proposition is the starting step. This involves articulating the unique value and benefits that the CoP offers to its prospective and existing members. A well-crafted value proposition acts as a magnet, drawing in individuals who resonate with the benefits and unique value offered by the CoP. It sets the stage for building a diverse and engaged membership base.

In identifying the unique value of the CoP, facilitators and community leaders must delve into the distinctive aspects that set the community apart. This may include expertise within the community, access to valuable resources, or a platform for meaningful networking. It may be necessary to explicitly outline the tangible and intangible benefits that members stand to gain. This could encompass opportunities for knowledge exchange, collaborative problem-solving, skill enhancement, professional development, and access to a supportive community. By clearly articulating the value proposition, the CoP establishes a shared understanding among its members. This shared vision fosters a sense of belonging and cohesion within the community that is important in sustaining the growth of the CoP over time.

##### Step 2: Defining the elements: domain, community, and practice

This step focuses on clarifying key elements that form the structural backbone of the CoP: the thematic domain of interest, the community of practitioners, and the specific practice areas within the CoP. This deliberate identification is essential for establishing a common understanding among members regarding shared interests, membership criteria, and the scope of collaborative practices.

The core leadership and the community members have to work collaboratively to identify and articulate

#### INSIGHTS FOR FACILITATION

- Inclusive decision-making. Facilitators should encourage inclusive decisionmaking processes when defining elements. Input from diverse community members ensures a comprehensive understanding of the thematic domain and practice areas.
- Continuous refinement. The elements established may evolve overtime as the CoP matures. Facilitators should be open to continuous refinement based on changing community needs and dynamics.

the thematic domain. This domain represents the overarching subject or field of expertise that unites the community members which is in this case climate information services.

Consequently, the community of practitioners must also be welldefined. This involves specifying the range of practitioners, outlining the criteria for membership, understanding the diversity of roles and backgrounds and fostering inclusivity. Establishing a clear definition of the community ensures that it attracts individuals who are aligned with the CoP's purpose.

In terms of community practice, there is a need to break down the thematic domain into specific practice areas or subtopics. It delineates the various aspects or dimensions of the domain that the CoP intends to explore collaboratively. Defining this space provides clarity on the scope of discussions, knowledge-sharing, and collaborative activities within the community.

##### Step 3: Structuring the community

This step involves the formalization of the CoP community by structuring its core components. This marks the development of well-defined goals, a clear scope, guiding principles, and a framework for participation. The formalization process shapes the identity of the CoP, providing a structured environment for practitioners to collaborate effectively.

Facilitators and community leaders will have to articulate clear and achievable goals for the CoP. These goals serve as the driving force behind community efforts and provide a sense of purpose for community members. In

### E. Structure of the Practice Guide

The next section of this guidance document is structured along the 4 phases of the community of practice lifecycle described earlier. Each phase has the following subsections:

- A clear set of **OBJECTIVES** provides a roadmap for the facilitators and participants. These objectives serve as the guiding principles, outlining the overarching goals and expected outcomes for that particular phase.
- The document delineates **KEY STEPS**, breaking down the CoP lifecycle into manageable and actionable components. Each step is carefully articulated, offering a systematic approach for facilitators to navigate through the phases of establishing the network, launching the community, sustaining the rhythm, and maturing the practice. These key steps provide a structured framework for effective implementation.

- Embedded within each phase are the **COACHING AND MENTORING PROCESSES** outlining the methodologies for the core team and learning facilitators to provide support, guidance, and mentorship to participants throughout the CoP lifecycle. It emphasizes the importance of facilitating learning, building trust, and nurturing a collaborative environment within the CoP. These processes generate outputs that serve as tangible markers of progress. Outputs may include stakeholder maps, collaborative projects, knowledge products, and other deliverables that contribute to the CoP's growth and impact.

- To facilitate effective implementation, the guidance document incorporates a set of **RESOURCES AND TOOLS** tailored to each stage of the CoP lifecycle. These tools serve as practical resources, aiding facilitators with the tasks. The inclusion of these tools enhances the document's usability and empowers facilitators to apply the CoP approach with precision.



the same manner, defining the scope of the CoP requires outlining the boundaries of its activities, and specifying the extent of collaboration and the limits of its thematic domain. This clarity ensures that the community remains focused on its intended objectives. The guiding principles on the one hand are the fundamental values that govern the behavior and interactions within the CoP. These principles provide a shared ethical foundation, fostering a culture of trust, respect, and collaboration among members. Finally, a framework of participation outlines how members can engage with the CoP which includes avenues for knowledge sharing, collaborative activities, and contributions.

### COACHING AND MENTORING PROCESSES

In this phase, the focus is on facilitating the following key processes:

- Conducting a stakeholder analysis. Facilitators will need to conduct a thorough analysis of stakeholders involved in or impacted by the CoP. This process aims to understand the composition of the community, secure key support from influential stakeholders, align early on common goals, and establish collaborative arrangements, especially for member organizations.

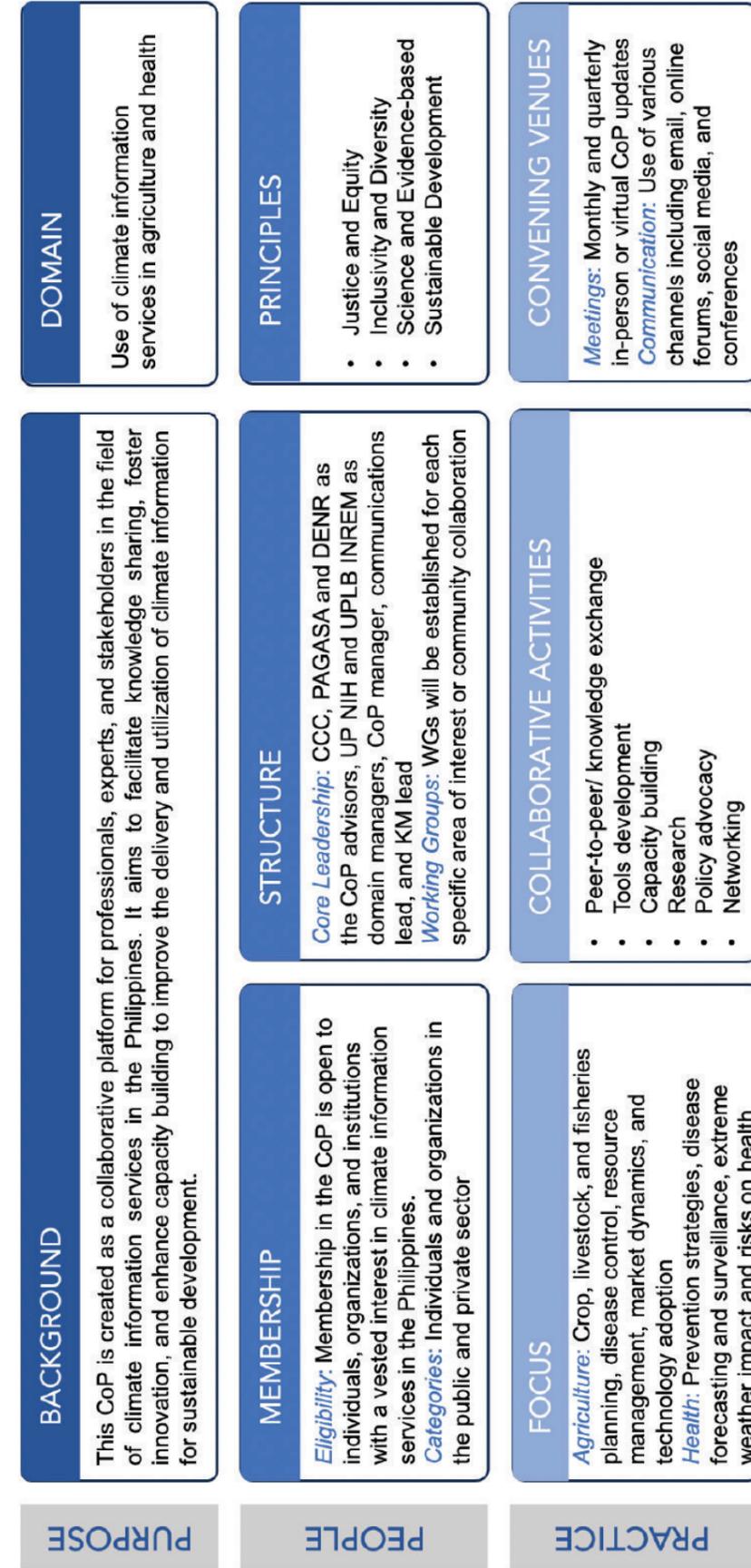
- Writing the Community Charter. The community charter serves as a cornerstone document, encapsulating the essential elements of the CoP in a lucid roadmap. This document outlines the CoP's purpose, goals, values, and operational guidelines. Throughout the CoP's existence, the charter acts as a framework for decision-making, conflict resolution, and adaptation, providing essential guidance over time. Figure 4 presents the draft Community Charter of the CoP for CIS which needs to be reviewed and formalized by the core team and the community.

- Developing the Theory of Change. A Theory of Change (TOP) is crucial in this phase as it helps in defining the overarching goal and specific objectives of the CoP. Corresponding actions, including activities and initiatives, are outlined, providing a roadmap for monitoring and evaluating the performance of the CoP.

### RESOURCES AND TOOLS

- Conducting a Stakeholder Analysis (Annex 1)
- Writing a Community Charter (Annex 2)
- Developing the Theory of Change (Annex 3)

Figure 4. Draft Community Charter of a Community of Practice for Climate Information Services in the Philippines



Abbreviations: CoP, community of practice; CCC, Climate Change Commission; PAGASA, Philippine Atmospheric, Geophysical and Astronomical Services Administration; DENR, Department of Environment and Natural Resources; UP NIH, University of the Philippines National Institutes of Health; UPLB INREM, University of the Philippines Los Baños Integrated Natural Resources and Environment Management; KM, knowledge management; WG, working groups.

## Bridging Networks: Enhancing the Usability of Information

In the vast and interconnected expanse of the Great Lakes region, a complex web of climate information producers and users weaves its way through a centralized regional-scale network. This intricate system is complemented by various dispersed specialized and local networks that have organically evolved over time.

This story delves into the heart of this geographical tapestry, exploring a binational regional network that acts as a conduit for disseminating climate knowledge. This network facilitates a profound collective conversation about climate change across eight U.S. states and one Canadian province, engaging stakeholders in the critical realm of water quality.

However, amid the beauty of this natural landscape, a significant challenge looms: the effective application of climate information to policy development and solution creation. The interactions between knowledge producers and potential users face hurdles arising from mismatches in decision-making requirements, information accuracy, reliability, and varying organizational, technical, and individual capabilities.

CoPs unveil a potential remedy by empowering users to forge their own specialized networks. These networks, in turn, collectively tailor information to meet their unique application needs. The continuous learning and reflection fostered within CoPs through ongoing discussions become a beacon, exposing members to new information and refining shared knowledge.

The applied knowledge within these CoPs emerges as a valuable resource, enhancing the relevance of information produced by the broader knowledge network, especially necessary for policy use.

As we draw **Insights for Implementation**, we recognize the pivotal role of specialized networks within CoPs. These networks increase the alignment of available information with decision-making requirements at more localized scales. It becomes evident that bridging, brokering, and translating knowledge between producers and users are crucial steps to reconcile gaps and improve information usability. In this dance of information, tailoring content to suit diverse contexts emerges as a key communication strategy for CoPs.

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Source: Increasing information usability for climate adaptation: the role of knowledge networks and communities of practice (Kalafatis et al., 2015)

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## Phase 2: Launching the Community of Practice

### OBJECTIVE

To propel the Community of Practice (CoP) forward by strategically promoting and engaging its members. This phase aims to foster a sense of ownership, establish a shared learning agenda, and ensure effective governance and facilitation of activities within the community.

### KEY STEPS

#### Step 4: Promoting the community

In this step of the CoP development process, the focus shifts to actively promoting the CoP to ensure its visibility and attract the intended audience. Facilitators engage in strategic promotional activities to raise awareness of the CoP's existence and highlight its initiatives. This step is crucial in generating interest and encouraging participation among potential community members.

Among the key components under this step is the development and implementation of promotional activities such as online and offline initiatives including social media campaigns, webinars, workshops, newsletters, and direct outreach to potential members. The primary goal is to raise awareness about the CoP's existence, its thematic domain, and the values it offers to practitioners.

Promotional efforts should also be designed to spark interest and involve crafting compelling messaging that resonates with the target audience, emphasizing the community's relevance to their professional interests and goals.

#### Step 5: Developing a shared learning agenda

Identifying and prioritizing topics and issues that the CoP collectively seeks to address is the focus of this step. Through collaborative efforts, members contribute to the development of a shared learning agenda that aligns with the CoP's overarching goals and addresses the needs of its diverse community.

Topic identification is central to this step. Facilitators will have to support community members in identifying relevant issues within the thematic domain. This involves understanding the current challenges, emerging trends, and areas of interest that practitioners collectively want to explore. Prioritizing the identified topics must also be a participatory process. This can be done through discussions, surveys, or other engagement methods in which the community decides which issues are of utmost importance and relevance. The priority topics then become part of the shared learning agenda which

should generally reflect the community's strategic objectives. In developing the learning agenda, facilitators should pay attention to the diversity of the community. This includes considering the varied backgrounds, expertise, and interests of members to ensure that the agenda appeals to a broad audience.

#### Step 6: Clarifying and distributing leadership

In this step, the essential task is that of clarifying and distributing leadership roles and responsibilities within the community. This includes defining the leadership structure, delineating specific roles, and ensuring that responsibilities are distributed among community members. The goal is to foster a sense of shared ownership and commitment and effective governance within the CoP.

To do this, facilitators will have to work with community members to define the appropriate structure including key leadership positions such as community leads and coordinators depending on the community's size and complexity.

Specific roles and responsibilities have to be clearly defined for each leadership position as well as tasks,

### INSIGHTS FOR FACILITATION

- **Transparent communication.** Facilitators should communicate the leadership structure and role assignments transparently to the community. This fosters trust and ensures that community members are informed about the governance framework.
- **Leadership development opportunities.** Facilitators may identify and provide leadership development opportunities for community members. This can include, training, mentorship, or skill-building activities to enhance leadership capabilities within the CoP.

decision-making authority, and contributions expected from individuals holding these roles. Such clarity helps in avoiding role ambiguity and encourages active participation. Consideration must also be given to the skills and expertise of community members when assigning leadership roles.

This ensures that individuals with relevant knowledge and experience contribute to the leadership team. Likewise, responsibilities must be distributed among community members avoiding concentration of authority in a single individual. This distribution promotes collaborative leadership



model, where multiple stakeholders contribute to the governance and management of the CoP.

### COACHING AND MENTORING PROCESSES

- **Member onboarding.** Facilitators will support the design a comprehensive onboarding process to introduce new community members to the CoP. This process aims to familiarize members with the CoP's goals, structure, and ongoing initiatives, facilitating their seamless integration and active participation in future programs.
- **Community segmentation.** The segmentation process involves qualifying community membership based on skills, interests, motivations, expertise, and leadership potential. This information is invaluable for developing targeted messaging and engagement strategies tailored to the diverse needs and preferences of CoP members.
- **Action planning.** Action planning is crucial to translating the CoP's Theory of Change into tangible, short- and medium-term plans. Facilitators

work with the community to develop an action plan that aligns with the CoP's goals, ensuring that activities are well-coordinated and contribute to the overall success of the CoP.

- **Deciding on a Collaborative Learning Approach.** The CoP needs to adopt or design its collaborative learning approach as a means to prioritize and guide the co-development process of its learning initiatives. This systematic method ensures that the CoP's learning agenda aligns with the needs and interests of its members. It sets the stage for a participatory and evolving learning environment within the CoP.

### RESOURCES AND TOOLS

- Onboarding new members (Annex 4)
- Profiling Community Members (Annex 5)
- Segmenting the Community (Annex 6)
- Developing the Action Plan for the Community (Annex 7)
- Defining the Collaborative Learning Approach (Annex 8)

## Every Little Pocket of the Mountain: Localizing Data for Decision-making

In the heart of Colorado's Western Slope, where snowpack-driven river basins dictate the ebb and flow of water systems, we uncover a pivotal narrative. Water system managers, reliant on annual snow runoff to meet water supply demands, grapple with the unique challenges posed by the relatively limited capacity of man-made reservoirs.

Our exploration delves into the critical use of hydroclimatic information to bolster adaptation to drought and climate variability. Specifically, we focus on the dance between knowledge and action, investigating how smaller, remote water providers within the Upper Colorado River basin harness and deploy new information resources. The goal is clear: to effectively scale the usability and adoption of climate information among managers of five small water systems.

Yet, a primary challenge looms large — enhancing the adaptive capacity of water managers in embracing new hydrologic and climate information. This becomes particularly vital given the existing climate variability and long-term changes in water supply. Small water systems, often grappling with significant year-to-year variability, underscore the critical need for accurate information about changing snowpack conditions.

Peer learning takes center stage among small water systems, becoming a catalyst for expanding the adoption of hydroclimatic information. CoPs provide a platform for practitioners to exchange knowledge, share experiences, and showcase best practices, leading to effective use of information for decision-making.

Within the cozy confines of CoPs, trust blossoms between researchers and practitioners — a crucial ingredient for the co-production of usable and actionable science. Overcoming challenges related to selective engagement, CoPs extend the reach of new information and tools to all potential practitioners, regardless of location or organizational capacity.

As we glean **Insights for Implementation**, the importance of granularity emerges, underscoring the need to localize data for decisionmaking. CoPs play the role of intermediaries, bridging the comprehension gap by ensuring decision-makers have a clear understanding of the scientific inputs and assumptions that go into new information products. CoPs contribute to normalizing the process by fostering skill development and enabling practitioners to maintain connections with peers and other communities.

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Source: The critical role of communities of practice and peer learning in scaling hydroclimatic information adoption (Page & Daling, 2019)

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## Phase 3: Sustaining the Rhythm

### OBJECTIVE

To ensure the effective facilitation of CoP activities, maintain vibrancy, and preserve and grow the domain and expertise of the community.

### KEY STEPS

#### Step 7: Setting the ebbs and flows of participation

This step is crucial for sustaining engagement within the community, ensuring a balance between periods of activity and participation. By effectively managing the rhythm of engagement, members remain to be actively involved and contribute to the CoP's objectives.

The facilitators together with the leadership team and community members will have to plan CoP activities strategically. This requires scheduling events, discussions, and initiatives with consideration for the community's goals and objectives. Timing should be carefully considered to ensure a balanced schedule of activities. Facilitators will have to assess the optimal frequency and duration of each engagement, taking into account the availability and preferences of the community members. Depending also on the type of activity, there might be seasonal or project-based variations in activities. Facilitators should be observant of these patterns and plan engagement accordingly. Efficient scheduling of activities helps in the optimal utilization of resources both human and technical. Ensuring that activities are well-timed and well-resourced will maximize their impact. Community member's feedback and preferences play a crucial role in setting the ebbs and flows of the activities. It will be very important to actively seek input from the community to understand possible constraints or to better align with their interest and priorities.

#### Step 8: Stewarding the domain

Stewardship is essential to ensure that the CoP's knowledge base remains relevant and aligned with the evolving needs of its members. This step involves actively managing and curating the knowledge repository, fostering continuous learning, and adapting to changes in the domain. Curation involves organizing and updating the knowledge resources, documentation, insights and other learning materials to ensure its organization and accessibility.

Stewarding the domain also means fostering a culture of continuous learning within the CoP. Facilitators must encourage community members to share ideas, emerging trends and relevant resources to keep the knowledge base dynamic and up-to-date. This stewardship process

### INSIGHTS FOR FACILITATION

- Content curation strategy. Facilitators should develop content curation strategy to ensure effective organization and accessibility of resources within the knowledge repository.
- Promotion of knowledge contributions. Facilitators should actively promote and recognize knowledge contributions from community members to encourage a culture of sharing and expertise within the CoP.

usually involves monitoring changes in the domain, whether they are technological advancements, policy shifts or emerging practices.

Guiding the community in adapting to these changes ensures that the CoP remains at the forefront of developments in its thematic area. Likewise, recognition of expertise within the community is an integral part of stewarding the domain. Facilitators should identify and highlight the contributions of knowledgeable members, encouraging a collaborative environment where expertise is valued and shared.

#### Step 9: Working strategically to grow the community

This step outlines strategies for expanding the influence and growth of the CoP. It involves identifying opportunities for outreach, collaboration, and the recruitment of new members. Strategic planning ensures that the CoP remains dynamic, attracting diverse expertise and perspectives.

The facilitators and leadership team must actively identify opportunities for community growth which may involve assessing potential collaborations, partnerships, events, initiatives that can contribute to the expansion and influence of the CoP. Commonly, strategic outreach initiatives are developed to reach a broader audience, but facilitators can leverage various communication channels such as social media to increase visibility of the work of the CoP. Partnerships with other organizations and institutions or communities that share common interests can lead to shared resources, joint initiatives and an expanded network of practitioners. A growing community brings in practitioners with varied experiences, enriching the overall collaborative environment of the CoP. Strategic growth contributes to the sustainability of the CoP – a steadily growing and engaged community is more likely to withstand changes in membership, leadership and external factors.



## COACHING AND MENTORING PROCESSES

- **Member engagement.** Facilitators engage in a member engagement process to foster relations and build a strong sense of community. Collaborative learning activities, such as peer learning events, workshops, online discussions, working groups, and conferences, are organized to promote active participation and knowledge exchange.
  - a. *Planning and designing activities.* This includes identifying relevant topics, defining objectives, and creating formats that encourage participation and knowledge sharing.
  - b. *Facilitating and co-developing tools and knowledge products.* Collaborating with members to co-develop tools and knowledge products that enhance the CoP's learning environment.

- c. *Feedbacking and activity reviews.* Regular feedback mechanisms are established to gather insights from CoP members. Activity reviews help assess the effectiveness of implemented initiatives, allowing for continuous improvement and refinement of future activities
- d. *Updating the CoP charter.* The charter is a living document that outlines the purpose, structure, and guiding principles of the community. Facilitators work with members to update the charter, ensuring that it remains reflective of the CoP's evolving goals and aspirations.

## RESOURCES AND TOOLS

- Achieving Smart Growth (Annex 9)

# The Tapestry of Shared Wisdom: Weaving the Threads of Effective Collaboration

In the enchanting island communities of Pohnpei, nestled within the Federated States of Micronesia, a unique story unfolds. This narrative explores the transformative power of knowledge networks in aiding communities' adaptation to climate-related vulnerabilities affecting critical areas like public health, water quality, agriculture, and resource management.

Initiated with support from the University of Washington Integrative Graduate Education and Research Traineeship (IGERT) and Pacific Resources for Education and Learning (PREL), this endeavor aims to build the adaptive capacity of Pacific Island communities. The focus is on bridging the gap between traditional and scientific knowledge systems, recognizing the inherent value each brings to the table.

Communities of Practice become conduits for the exchange of information, fostering collaboration among individuals and organizations with shared interests. CoPs, with their potential to stimulate new ideas and approaches, bring together diverse perspectives and knowledge systems.

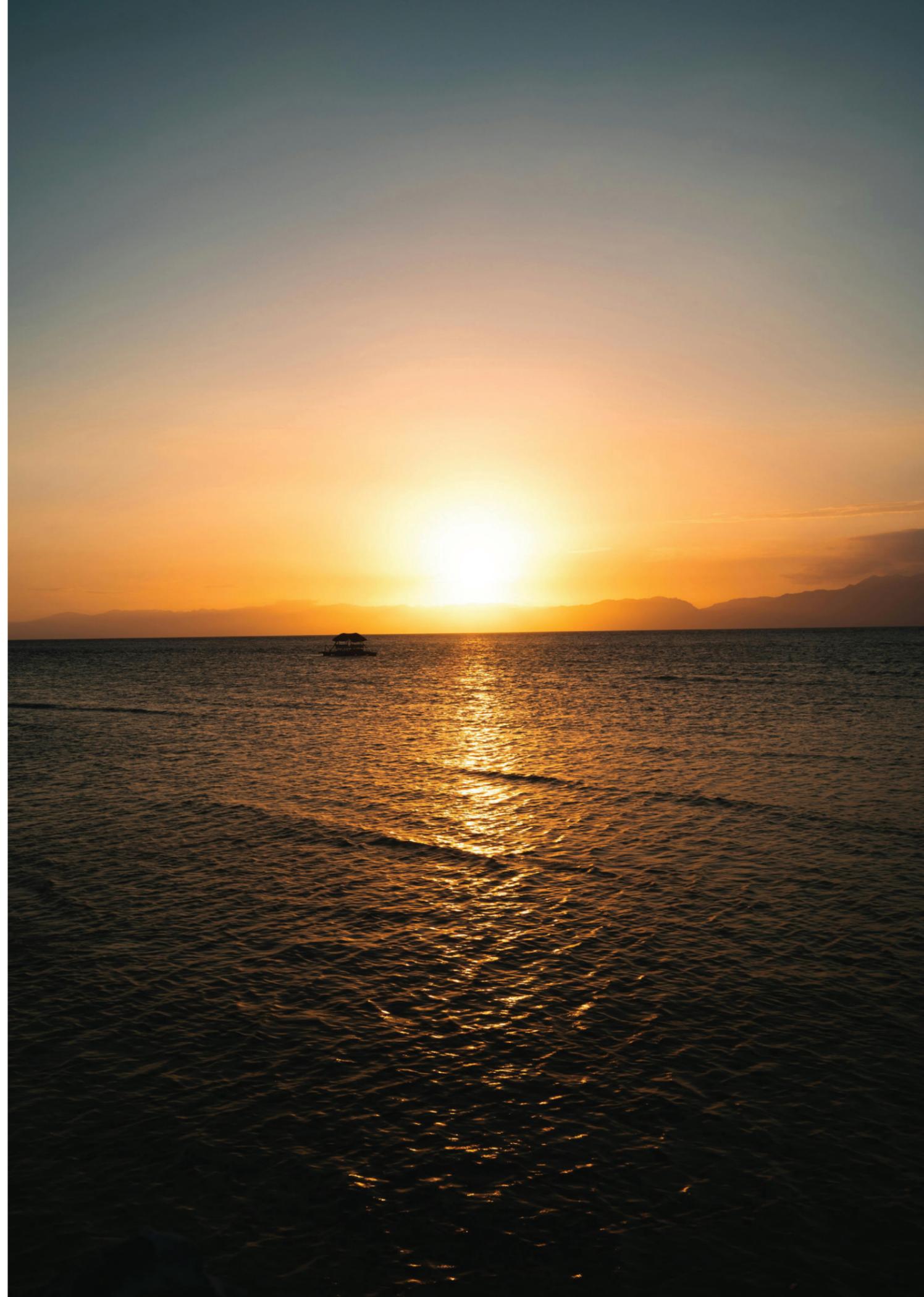
Within the vibrant landscape of Pohnpei, CoPs nurture social capital and trust among network participants, essential ingredients for effective collaboration and knowledge sharing. Insights gleaned from these interactions emphasize the need for thoughtful design, leveraging existing community resources, and networks like schools, community centers, and traditional knowledge systems to enhance effectiveness and sustainability.

As we reflect on the key **Insights for Implementation**, inclusivity takes a front seat in this context. Embracing diverse perspectives and linking participants to a rich pool of knowledge, encompassing both traditional viewpoints and local scientific knowledge, ensures that all voices are heard. This approach catalyzes the generation of innovative solutions to complex issues. CoPs become more than forums—they are dynamic spaces for active learning. As this story illustrates, the shared attributes among members contribute to the effectiveness of community.

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Source: Climate-related community knowledge networks as a tool for increasing learning in the context of environmental change (Bolden et al., 2018)

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## Phase 4: Maturing the Community

### OBJECTIVE

To leverage technology for enhanced collaboration and ensure the ongoing evolution and delivery of value within the CoP.

### KEY STEPS

#### Step 10: Introducing technology

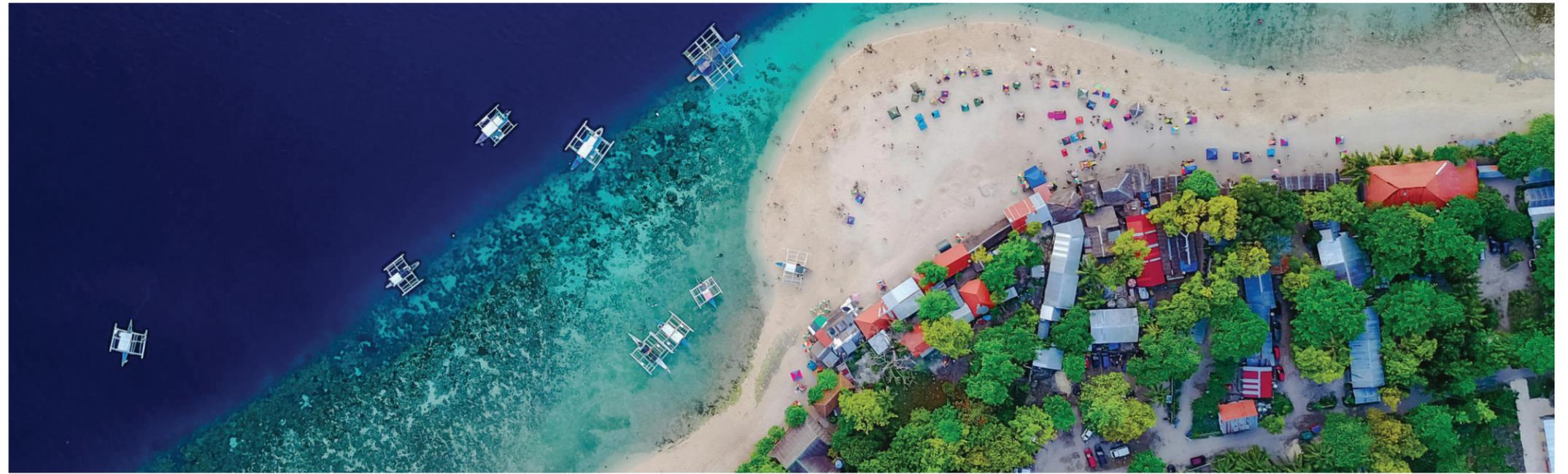
This step focuses on integrating technology within the CoP. The adoption of digital platforms facilitates seamless interaction and knowledge exchange among members.

Implementing technology enhances the accessibility and efficiency of collaborative efforts within the CoP. The introduction of technology aims to enhance the accessibility of CoP resources and activities. Digital platforms allow members to engage from different locations, fostering inclusivity and overcoming geographical barriers. To do this, facilitators must collaborate with CoP leadership and members to identify and integrate suitable digital platforms such as online forums, collaboration tools, virtual platforms or dedicated CoP websites. Members should also be provided with training and support to familiarize themselves with the adopted technologies. With technology, integration is the expectation of improving the efficiency of collaborative efforts. Streamlined communication and collaborative project management using technology contribute to more effective and timely outcomes.

#### Step 11: Configuring the technology for the community

Customizing and configuring knowledge tools are crucial to meet the specific needs and preferences of the community. This step involves tailoring digital platforms and tools to optimize their functionality, ensuring that they align with the CoP's objectives and enhance the overall user experience.

Facilitators must work with technical experts and community members to customize collaborative platforms according to the specific requirements of the CoP. Knowledge tools, such as collaborative document editing, discussion forums, and virtual platforms can be optimized for seamless functionality. The configurations must take into account the needs of members and any adjustments must be made to accommodate diverse ways of interacting in a digital community in a user-centric manner. In a world that is rapidly moving towards digitalization, a growing CoP can hugely benefit from planning for scalability where configurations are made with the future in mind, allowing the community



### INSIGHTS FOR FACILITATION

- **User-friendly platforms.** Platforms that are easy to navigate and understand contribute to positive user experience and encourage technology adoption and active engagement.
- **Continuous support.** Ongoing support and guidance must be provided to members as they navigate and utilize new technologies. Facilitators may offer training sessions, or create user guides to ensure members feel confident in using digital tools.

to expand while maintaining a seamless and effective digital presence.

#### Step 12: Evaluating the community of practice

Measuring the effectiveness of the CoP is essential for continuous improvement. This step involves gathering feedback from members, assessing the impact of CoP activities, and systematically evaluating the overall performance of the community. Continuous evaluation ensures that the CoP remains dynamic and responsive. The extent to which the CoP has achieved its objective must be reviewed systematically. By gathering feedback from members and assessing performance, decisions will be better informed towards enhancing the community's functionality and impact as well as to adapt responsively to changing needs. At the same time evaluating the impact of CoP activities ensures that they are aligned with the desired outcomes. This is essential in refining strategies, focusing on successful initiatives, and adjusting approaches that may not be contributing effectively to the community's goals.

### COACHING AND MENTORING PROCESSES

- **Process enhancement.** Facilitators work on enhancing collaborative arrangements within the CoP to improve overall efficiency and value delivery. This includes refining information exchange mechanisms, optimizing knowledge management processes, and identifying opportunities for streamlined collaboration.
- **Monitoring and evaluation.** A systematic approach to monitoring and evaluation is implemented to assess the progress and impact of CoP activities with its goals and objectives. Facilitators work with the community to establish key performance indicators, gather relevant data, and conduct regular evaluations to inform strategic decisions.

### INSIGHTS FOR FACILITATION

- **Actionable insights implementation.** Insights gained from evaluation processes should lead to actionable improvements. Facilitators play a role in implementing changes based on the evaluation findings to enhance the CoP's overall performance.

### RESOURCES AND TOOLS

- Choosing the Right Online Collaboration Tools and Platforms (Annex 10)
- Managing Knowledge Resources (Annex 11)
- Developing the Community Metrics (Annex 12)
- Crafting Impact Stories (Annex 13)

### SUMMARY

As we close this guide, it's imperative to recognize that the journey of cultivating a Community of Practice for Climate Information Services is an endeavor. The success of a CoP hinges on its adaptability, inclusivity, and commitment to continuous improvement. Embrace the diversity within the community, recognizing that every voice adds a unique note to the symphony of collaborative efforts.

To the CoP core team, facilitators, and the entire community, we hope that every page of this guide has been a valuable companion to your collective journey. The insights distilled from the case studies underscore the importance of tailoring strategies to local contexts, acknowledging the granular nuances that shape effective climate information services. CoPs, with their capacity for inclusivity and trust-building, stand as a powerful antidote to the challenges posed by climate variability and change.

In this era marked by interconnected challenges, cultivating a CoP is not merely a best practice—it is a necessity. It is a beacon of shared wisdom, a network that thrives on the collective strength of its members. Let the insights shared in this guide serve as catalysts for action, guiding you in fostering a resilient and dynamic CoP that truly makes a difference in the realm of climate information services.

May the CoP not only be a source of inspiration but also a hub of innovation, and transformative impact in the face of our shared climate challenges. Together, let us navigate this journey with shared purpose and collaborative strength, creating a legacy of resilience and positive change.

## Part 3: Additional Guidance and Tools

### A. Role of the Learning Facilitators

The success of the learning collaboration within the CoP relies heavily on the skills of the facilitators and their ability to guide stakeholders throughout the process. These competencies encompass establishing an environment for interaction among diverse actors, overseeing participants' energy levels, addressing conflicts that may emerge, and strategically directing the process toward its intended objectives.

#### 1. Creating an environment for collaborative learning

Creating an optimal space for stakeholder interaction is fundamental to the success of any collaborative learning process. Here are some key points to establish a setting conducive to collaboration:

- Employ diverse techniques such as icebreakers and team-building activities to create a welcoming atmosphere.
- Foster engagement by implementing inclusive communication strategies that value diverse perspectives.
- Cultivate an atmosphere that promotes constructive dialogue, allowing stakeholders to freely share insights, ideas, and concerns.
- Prioritize open and respectful interaction to lay the foundation for a collaborative and effective learning process.

#### 2. Managing the energy and expectations

Effectively managing participant energy levels and aligning expectations is essential for sustained enthusiasm and commitment. Keep the following points in mind:

- Incorporate dynamic activities to keep energy levels positive and focused throughout the mapping process.
- Recognize and address fatigue to ensure sustained engagement and participation.
- Communicate the objectives of the collaborative learning process to participants.
- Help stakeholders understand how their contributions align with the overall goals, fostering a sense of purpose and commitment.

#### 3. Directing the process toward desired goals

Facilitators play a crucial role in steering the participatory process (coaching and mentoring) towards its intended objectives. Follow these steps for effective guidance:

- Plan the process carefully, defining clear milestones and structuring the activities along the CoP lifecycle.
- Guide discussions, prioritize key topics, and ensure participants remain focused on core objectives.
- Adapt the process based on emerging insights and challenges to maintain flexibility.
- Keep the trajectory aligned with desired outcomes while accommodating changes that contribute to meaningful and actionable results.

#### 4. Addressing conflicts that may emerge

Conflicts are inherent in collaborative processes, and facilitators must address them constructively. Here are some guide points in this area:

- Encourage stakeholders to express concerns and perspectives openly in a safe and constructive space.
- Foster a culture of open communication to address conflicts promptly.
- Employ conflict resolution techniques, including mediation and negotiation, to find common ground.
- Proactively identify potential sources of conflict and implement preventive measures.



This multifaceted approach to facilitation contributes to the success of any learning process, fostering collaboration, engagement, and positive outcomes among stakeholders. The next section contains valuable resources and tools designed to guide both facilitators and the community in performing the essential processes.

### B. Community Building Checklist

The following checklist covers the essential aspects of planning, launching, and cultivating a CoP based on the comprehensive guide outlined in Part 2. It is intended to offer a convenient reference point for the Core Team in navigating through the community building process.

#### Planning Stage – Charter Checklist

##### PURPOSE

- Background, purpose, and scope have been defined jointly by the sponsor and core team
- Clear objectives have been identified for the short run (6-12 months)
- The focus and body of knowledge have been identified
- Key issues and challenges of practitioners have been identified

##### PEOPLE

- Membership and processes to join the community have been defined
- A Core Team has been recruited, roles have been clarified and time commitments agreed upon

- A working arrangement among the core team (frequency of meetings, decision-making processes and consultation with members defined)

##### PRACTICE

- The Core Team have discussed and agreed upon the type of activities to be organized
- An events calendar has been developed
- The Core Team has developed a plan and has communicated it to the members
- The Core Team and sponsor have discussed resources needed to deliver on the community plan and activities
- The Core Team has identified a set of indicators to track the progress of the community plan and objectives
- The Core Team has defined how frequently indicators will be tracked and results reported to sponsors and members

#### Pre-Launch and Launch Stages – Start-up Checklist

##### PURPOSE

- The existence of the community has been communicated to a wider audience

##### PEOPLE

- Key community members have been identified to drive member engagement
- Members have been onboarded and community platforms and tools introduced

##### PRACTICE

- A member engagement plan for the first 6 months has been developed with community leaders
- Core team with community leaders have led their first activity or project with the members

#### Post-Launch Stage – Long-Term Planning Checklist

##### PURPOSE

- Core Team and community leaders revise the community charter at least on an annual basis
- Core Team establishes partnerships and collaborations with CIS actors and communities

##### PEOPLE

- Core Team and community leaders establish regular opportunities for collaboration and exchanges
- Core Team continues to assess the value of the CoP for members

##### PRACTICE

- CoreTeam tracks performance indicators, assess progress and identify areas where adjustments are needed
- Core Team captures and packages relevant knowledge generated in the CoP to contribute to the actionable body of knowledge in the field.

## C. Tools and Resources

This section offers a compilation of tools and resources to support every phase of the CoP development. Our goal is to equip you with the right tools that will assist you through the process of initiating, growing, and sustaining the community. Designed as a practical companion, the resources seamlessly align with the outlined phases and steps in this guide. Feel free to explore, adapt, and integrate them into the process. Flexibility is key; these tools are meant to be utilized adaptively rather than rigidly.

As you embark on this journey, we hope that you approach it with confidence, armed with additional insights from these resources for cultivating a thriving Community of Practice for Climate Information Services.

## Annex 1. Conducting a Stakeholder Analysis

This Stakeholder Analysis Tool aims to provide a systematic approach to identifying, understanding, and engaging with the diverse stakeholders in the CoP. We recommend the following steps in conducting the analysis:

- 1. Identify who your stakeholders are.** Start by listing down all stakeholders relevant to the CoP including researchers, practitioners, organizations, and institutions. The list can be categorized as internal stakeholders of the health and agriculture domains or external to these sectors. The list can be refined continuously so no potential stakeholders can be missed.
- 2. Assess their power and interest.** Rate the power and interest of each stakeholder on a scale of 1 to 5, where 1 is low and 5 is high. When assessing for power consider their influence, authority, resources, and impact on the CoP. When assessing for interest consider their expertise and engagement in the CoP.
- 3. Map your stakeholders.** Plot stakeholders on a matrix using the Power-Interest grid classifying them into four categories:
  - Key players: high-importance and interest stakeholders who are crucial to collaborate with and maintain active involvement. Engage them closely.
  - Contributors: limited-importance, high-interest stakeholders who can offer valuable insights for the projects of the community but you do not need to seek approval for decisions. Keep them involved.
  - Context-setters: high-importance, limited-interest stakeholders have high authority over the project but do not want to be involved in the details. Keep them informed.
  - Observers: limited-importance and interest stakeholders require constant communication about the community's progress which can potentially be transitioned to have more active roles in the future. Monitor them regularly.
- 4. Determine how to communicate and enlist support from each group.** Devise strategies to get support from each type of stakeholder. Consider the following questions:
  - What motivates each group of stakeholders? How can the CoP align with their motivations?
  - What priorities do they have? How can the CoP support or align with these priorities? In what ways can the CoP contribute to achieving the priorities of these stakeholders?
  - Are there potential concerns that need to be addressed to secure their support?
  - How can the CoP effectively communicate its value proposition relative to the motivations and priorities of the stakeholders?
- 5. Do the analysis as often as needed.** Regularly update the analysis as the CoP evolves and new stakeholders emerge.

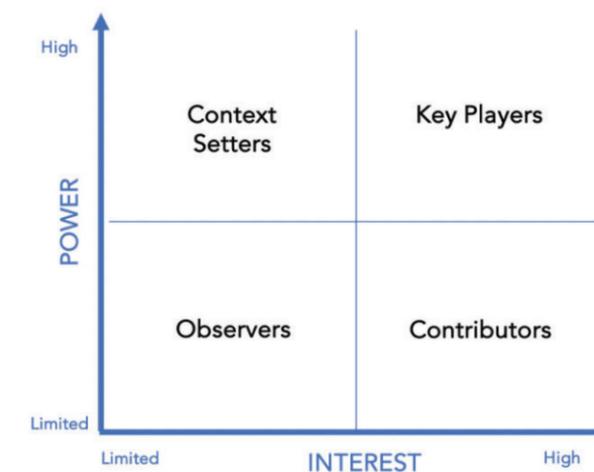


Figure X. Power-Interest Grid

Note: Some of the resources and tools were adapted from the Collaboration for Development platform of the World Bank. [www.collaboration.worldbank.org/content/sites/collaboration-for-development/en.html](http://www.collaboration.worldbank.org/content/sites/collaboration-for-development/en.html)

## Annex 2. Guide to Writing a Community Charter

A community charter is a formal document that serves as the constitution of a CoP. It articulates the purpose, objectives, values, and collaborative arrangements of the CoP. It acts as a roadmap, providing a clear vision and shared understanding among members. Writing the community charter is a collective exercise of the core leadership and with concurrence from the community members. The template below provides guide questions in writing the charter.

Guide Questions	Responses
<b>PURPOSE</b>	
<b>Background</b> <ul style="list-style-type: none"> <li>• What are the significant milestones or circumstances that led to the creation of the CoP?</li> <li>• What is the context in which the CoP will be operating?</li> <li>• What is the primary (but not exclusive) purpose and objectives of the CoP (ex. knowledge sharing, innovation or practitioner support)?</li> </ul>	
<b>Domain</b> <ul style="list-style-type: none"> <li>• In what specific area of interest will the CoP focus on?</li> <li>• How does the chosen domain align with the broader interests of the community?</li> </ul>	
<b>PEOPLE</b>	
<b>Membership</b> <ul style="list-style-type: none"> <li>• What will be the form and type of membership in the CoP, and the criteria that will be used?</li> <li>• How will potential members express their interest in joining the CoP and what is the onboarding process?</li> </ul>	
<b>Structure</b> <ul style="list-style-type: none"> <li>• Who will take on the key leadership roles of the CoP and what other roles will be established?</li> <li>• What will be the decision-making structure within the CoP?</li> </ul>	

<ul style="list-style-type: none"> <li>• How will the responsibilities be distributed among community members?</li> </ul>	
<b>Principles</b> <ul style="list-style-type: none"> <li>• What core principles or values will guide the interactions and collaborations within the CoP?</li> <li>• How will these behaviors be practiced and encouraged?</li> </ul>	
<b>PRACTICE</b>	
<b>Focus areas</b> <ul style="list-style-type: none"> <li>• What key issues or challenges that the CoP will address within its defined domain?</li> </ul>	
<b>Collaborative activities</b> <ul style="list-style-type: none"> <li>• What types of activities will the CoP undertake to achieve its objectives?</li> <li>• What kind of resources will be required (ex. staff time, supplies etc.)?</li> <li>• How will outcome of these activities be monitored and measured?</li> </ul>	
<b>Convening venues</b> <ul style="list-style-type: none"> <li>• Where and how will the CoP engage its members and how frequent?</li> <li>• What communication channels will be used to interact with members?</li> </ul>	

## Annex 3. Designing a Theory of Change

You can never start a CoP without a Theory of Change (ToC). A ToC describes the desired transformative impact of a CoP and the vision of how this change is expected to happen. It outlines the steps and assumptions underlying the achievement of a desired goal. A well-designed ToC provides a clear vision of how the community's efforts will contribute to positive outcomes within its defined domain. Here, we introduce a simple linear logic model in designing the ToC with the following elements:



The ToC distinguishes between inputs, outputs, outcomes, and impact.

- Inputs encompass the activities, contributions, and processes integral to the work of the CoP, whereas outputs are the tangible and direct results arising from those activities and processes. For example, an input might be the weekly community update on a social media platform, the outputs might be five comments or suggestions and 50 likes or engagement from members. Outputs could also be the immediate products, services, or deliverables produced as a result of the CoP's activities. For example, one of the working groups developed a climate data visualization tool useful for farmers.
- Outcomes are the broader and often longer-term effects or changes resulting from the CoP's activities – could be measured as short-, medium-, and long-term results. The output might be that 100 people attended a webinar, but as an outcome, there was a 5% increase in the number of CoP members following the activity (short-term) and two LGUs implementing the learnings gained from the webinar (medium-term).
- Impact is measured in terms of the transformation that occurs in individuals and communities as a result of the outputs. It serves as a gauge for the success and effectiveness of the CoP in realizing its intended goals and making a meaningful contribution to positive and sustainable change.

Below are the main steps to developing a ToC:

1. **Clearly articulate the intended impact the CoP aims to achieve.** State the significant transformation or change that the community endeavors to bring within its defined domain through its collaborative efforts and activities.
2. **Define the desired outcomes.** Identify the short-, medium-, and long-term results that the CoP strives to accomplish.
3. **Identify assumptions and preconditions.** Enumerate the underlying assumptions or necessary conditions that must be met for the CoP activities to effectively work out. Preconditions represent the essential factors required for the initiatives to be impactful.
4. **Map out the interventions systematically.** Outline the key activities and interventions that the CoP will undertake. Create a logical sequence illustrating how inputs (activities) lead to outputs (products)
5. **Specify measurable indicators that reflect the progress toward the desired outcomes.** These indicators will feed into your community's Monitoring and Evaluation (M&E) Framework (See Annex 12) which will further define the methods and tools for collecting data on progress and outcomes. Below is an illustrative example of the linear-logic model:

Inputs	Outputs	Outcomes	Indicators
Invitation to members to participate in monthly huddle	Members participating in the activity	Increased number of members joining a CoP working group	Percentage increase in active members (joining at least 1 CoP working group)
Call for participation in a collaborative project	Knowledge product developed	LGUs have integrated the use of the knowledge product into their processes	Number of LGUs utilizing the knowledge product

Once a ToC has been developed, use it as a dynamic and living document that evolves with the community. Regularly revisit and refine the ToC to reflect the changing landscape and the growing knowledge and experience within the CoP.

## Annex 4. Onboarding New Members

Onboarding members is a crucial process designed to extend a warm welcome to newcomers within the community. Despite its often-overlooked significance, it is crucial in establishing the initial atmosphere for all future interactions, significantly shaping their degree of engagement with the CoP.

### Why is member onboarding important?

- **First impressions matter.** The onboarding process is the community's first interaction with new members. A positive onboarding experience fosters a sense of belonging and sets a friendly tone.
- **It influences participation.** The onboarding experience directly influences the likelihood of new members actively participating in community activities. A smooth process encourages sustained engagement.
- **Improves member retention.** A well-executed onboarding process enhances member retention. Poor onboarding may lead to early departures, making it challenging to re-engage them.
- **Establishes members to community culture and values.** Onboarding introduces new members to the community's culture, values, and expectations and establishes a foundation for respectful and collaborative interactions.

### How can a member onboarding process be designed?

1. **Welcome communication.** It is a good practice to send new members a personalized welcome message, acknowledging their interest in the community and expressing enthusiasm about them being a part of it.
2. **Orientation session.** Conduct an orientation session or webinar to familiarize new members with the CoP charter. It can also be an opportunity to highlight their significant role in contributing to the community and the benefits they can get in return. Norming also happens during the orientation where community guidelines and expectations for respectful communication and collaboration are discussed to create a positive and inclusive environment in the process.
3. **Networking opportunities.** Encourage new members to explore the member directory and initiate connections with peers and community leaders.
4. **Early engagement.** Suggest early engagement activities such as participating in regular discussions or joining a working group of interest.
5. **Community support and resources.** Offer ongoing support for any questions they may have and directing them to essential resources, including FAQs or community guides will be most helpful for new members in navigating the community.
6. **Follow-up and feedback.** Conduct follow-up check-ins to ensure new members are settling in well. Regularly seek feedback from new members on their onboarding experience to refine the process continually.

## Annex 5. Profiling Community Members

A thriving CoP is one that is responsive to the needs of its members. The more you understand these needs and actively work to address them, the greater the likelihood that members will engage, participate, and remain committed. It's important to recognize that the needs, preferences, and behaviors of community members can evolve, especially as some members depart and new ones join.

To gain insights into the community members, various methods such as one-on-one conversations, surveys, and focus groups can be employed, particularly during kick-off meetings. While surveys are a commonly used tool, they are also frequently misused. It's crucial to design surveys that efficiently gather pertinent information. However, it is highly recommended to complement surveys with other tools to gain comprehensive insights.

### Member Surveys

Conducting regular surveys among members is essential for providing the CoP with a precise overview of its membership. These surveys capture members' perspectives on the value the CoP provides and the relevance of its activities. Ideally, strive to limit your surveys to no more than 10 questions, a task easily achievable with online survey tools.

Here are some examples of questions to inquire about from members:

#### Example of Survey Questions

##### **Demographics**

- Name
- Location
- Language/Dialects

##### **Expertise and interests**

- Which areas are you presently engaged or are intending to focus on in the next 12/18 months?
- What are your top 3 areas of expertise?
- Please indicate your years of experience in the domain.

### **Purpose of the community and channels of communication**

- Please rate the level of importance of the following reasons for participating in the community? (multiple choice based on list of collaborative activities)
  - Knowledge sharing
  - Professional networking
  - Capacity building
  - Policy advocacy
  - Research
  - Others \_\_\_\_\_
- How do you prefer to access information/knowledge?
  - Summary reports
  - Discussion papers
  - Blogs, newsletters
  - Podcasts, videos
  - Seminars, workshops, conferences
  - Mentoring, face-to-face training
  - Study tours
  - Others \_\_\_\_\_

### **Logistics and frequency**

- What is the best way to keep you informed?
  - Email
  - Monthly newsletter
  - Social media
  - Others \_\_\_\_\_
- How frequently would you like to receive updates/be involved?
  - Weekly
  - Monthly
  - Quarterly
  - Annually

### **Expectation and participation**

- How can this Community of Practice benefit you? What are your expectations?
- What contributions can you make to the Community of Practice?
- How many hours per week do you plan to dedicate to the community?
- Are there colleagues you believe we should invite to join this Community of Practice?
- If you wish to actively participate or volunteer for any activities within the Community of Practice, kindly provide your email address.
- Do you have any additional comments or suggestions?

## Annex 6. Segmenting the Community

Segmentation is the process of categorizing members within the CoP based on shared characteristics, needs, or interests. This strategic approach enhances the effectiveness of engagement and communication by tailoring interactions to specific groups within the community. Examples of categories are geographic location, professional roles, level of expertise, organizational affiliation, and engagement level among others.

### Why is segmentation important?

Segmentation holds significance for the CoP due to the following reasons:

- **Precise Communication.** Facilitates targeted and personalized communication to specific groups, ensuring that information is pertinent and resonates with members.
- **Enhanced Engagement.** Through an understanding of the diverse characteristics of its members, a CoP can craft engagement strategies that match their needs, fostering a sense of belonging and increasing the likelihood of active participation.
- **Tailored Content.** Permits the creation of content customized to the unique interests and motivations of different groups, ensuring that members receive information directly relevant to their needs.
- **Improved Collaboration.** Segmentation based on roles and expertise enhances collaboration on projects, enabling more effective knowledge-sharing and contribution within the CoP.

### How to segment a Community of Practice?

Initiating segmentation begins with conducting a **Community Member Profiling** (see Annex 5). Utilizing the data gathered from this profiling, segmentation allows you to categorize members into meaningful groups which forms the basis for developing targeted messaging aligned with the specific characteristics and needs of each group. Data can be analyzed based on:

- **Demographics.** Demographic data offers insights into age, gender, and location, and facilitates organizational mapping.
- **Skills and expertise:** For CoP, skill levels are especially important. If your community aims to bring together diverse skills relevant to a specific field or sector, it is important to understand the breadth of skills and expertise available as a resource.
- **Habits:** Habits in the context of Communities of Practice concern how a Community's members and potential members get information and which social networks they rely on to get information and peer support. Analyzing members' habits provides insights into their preferred information sources and content channels, interactions within the domain, participation in other network or communities, and manner of engagement.
- **Psychographics:** Psychographics helps in understanding members' motivations, challenges, and aspirations. This information is crucial in determining the value the community can offer its members, particularly for the determination of the value your community can provide to members. Psychographic information can be collected through a random sample of potential member interviews. You could interview 10-15% of your membership base.

## Annex 7. Developing the Action Plan for the Community

Planning is the next logical step after developing the Theory of Change (see Annex 3) and setting the goals for the CoP. Much like any organization, planning is an indispensable task that the CoP needs to undertake. There are several approaches to planning for community activities. As you initiate your CoP, it is important to have a well-defined action plan over the short and medium term.

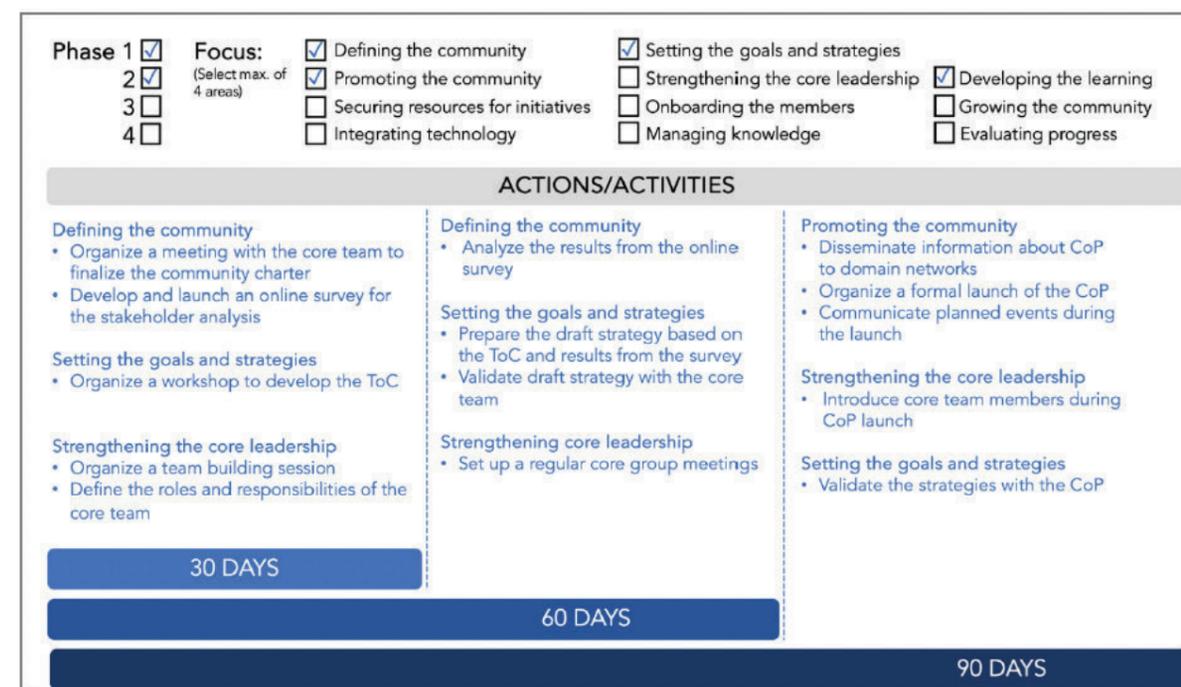
### The 30-60-90 Day Action Planning Framework

As the name suggests, we introduce a planning framework that enables you to plan over the next 30, 60, and 90 days. By dividing the activities following the CoP lifecycle and steps makes planning much more manageable. It allows the core leadership to clearly define what needs to be done and when.

The value of the 30-60-90 days approach is that you can plan not too far out with all the uncertainties that long-term planning entails.

1. **Define clear objectives.** Begin by defining what the CoP aims to achieve in the next three months. Add the longest-term event, and then backfill the supporting activities that have to happen.
2. **Identify the regular activities and milestones.** Plot out the regular monthly activities and the priority activities that align most closely with your 90-day objectives. You can also include milestones following the key processes outlined for each phase in this guide which may involve extensive preparation and organization of events or collaborative initiatives.
3. **Make adjustments to the plan.** Make sure that you have evenly distributed your activities across your three-month time period to avoid clashes or overloading. The level of detail should be enough to give you an idea of the commitments needed for the period.
4. **Initiate the cycle all over again.** The final 30 days should be used to consolidate the gains made in the previous period and expand the activities over the next planning cycle. For example, an event happening within 90 days will most likely require post-event activities that must be carried over into the next planning period.

For the actual implementation of each activity, you will need more detailed tools that allocate the timelines, resources, and responsibilities to specific individuals. Below is an example of an action plan using the framework:



## Annex 8. Defining the Collaborative Learning Approach

A Collaborative Learning Approach (CLA) is a process within the community that fosters a dynamic, engaging and effective learning environment for the members. Below is a basic guide that outlines the key processes toward collective knowledge creation and shared problem-solving. The CoP can later on build on this tool to craft its own distinct CLA approach.

Key Processes	Guide Questions	Methods
1. Prioritization of issues within the CoP domain	<ul style="list-style-type: none"> <li>How do the issues align with the overall goals and objectives of the CoP?</li> <li>What are the criteria that should be considered in prioritizing the issues?</li> </ul>	<ul style="list-style-type: none"> <li>Member surveys or polls to gauge their perspective of the issues</li> <li>Group discussions to identify shared priorities and concerns</li> </ul>
2. Community needs assessment	<ul style="list-style-type: none"> <li>What are the specific individual and collective knowledge gaps within the CoP?</li> <li>Based on the priority areas and knowledge gaps, what will be the list of learning agenda for the CoP?</li> </ul>	<ul style="list-style-type: none"> <li>Online surveys or interviews</li> <li>Focused group sessions</li> </ul>
3. Stakeholder consultation on the learning agenda	<ul style="list-style-type: none"> <li>Who are the key stakeholders to be consulted about the agenda?</li> <li>How can they be effectively engaged in consultation?</li> </ul>	<ul style="list-style-type: none"> <li>consultative sessions (virtual or in-person)</li> <li>Online platforms for asynchronous inputs from stakeholders</li> </ul>
4. Co-development of knowledge product	<ul style="list-style-type: none"> <li>What collaborative tools and platforms will enhance the co-development process?</li> <li>How can members contribute their expertise to collectively build knowledge products?</li> </ul>	<ul style="list-style-type: none"> <li>Workshops (virtual or in-person)</li> <li>Online collaborative tools</li> <li>Collaborative document editing</li> </ul>
5. Dissemination and adoption of knowledge product	<ul style="list-style-type: none"> <li>What channels are most effective for disseminating knowledge within and outside the community?</li> </ul>	<ul style="list-style-type: none"> <li>Community newsletters, forums, webinars</li> <li>Member to share through their networks</li> </ul>

## Annex 9. Achieving Smart Growth

The frequently asked question about CoPs is, "What is the size of the community?" or "How many members does it have?" The assumption often implies that a larger community is better and that continuous growth is necessary. However, it's essential to recognize that not all communities require expansion. Smart growth entails a deliberate decision on whether or not to grow the community and at what rate. These decisions should be guided by the core leadership and, ultimately, the community itself.

### Why not have growth?

- **Member satisfaction and balance.** Many communities may be content with their current size and level of interaction. Sudden growth can disrupt the balance and dynamics within the community affecting the satisfaction of its members.
- **Preservation of community spirit.** Rapid growth has the potential to negatively affect the spirit and close-knit relationships within the community. Longstanding members may feel a sense of loss in personal connections and community identity. Excessive growth can lead to a point where the community loses its cohesive sense.
- **Quality over quantity.** Focusing solely on numerical growth can shift attention away from the quality interactions, content, and member experience. Emphasizing quantity may compromise the depth of engagement within the community.
- **Resource considerations.** Limited resources, such as time and manpower, may impact on the community's ability to effectively manage a larger membership base. Ensuring that resources are aligned with the community's capacity is important.

### Why have growth?

On the other hand, if the intermediate and ultimate goals of the CoP would be satisfied by growing the community, then these are the number of reasons to consider:

- **Sustainability.** In the context of early-stage communities, the imperative is growth to attain sustainability or critical mass. A community requires a certain level of active members to sustain its momentum; otherwise, it faces a higher risk of failure.
- **Regeneration.** In the case of fading or struggling communities, there is a desire for regeneration and revitalization. Communities face challenges for various reasons, and growth becomes a means to revive a struggling community. Through regeneration, new members inject fresh ideas, experiences, and relationships, essential elements for any community's vitality.
- **New opportunities.** Mature communities, experiencing shifts in interests and the introduction of new innovations, may seek growth to explore new opportunities. As people's interests evolve, and innovations emerge, growth enables a community to adapt and seize novel prospects. Maintaining the current size without embracing opportunities risks potential loss if the community becomes outdated in terms of technology, tools, or thinking.
- **Tackle potential problems.** A data-driven approach may reveal potential issues within a community. For instance, if the pool of potential members in a specific sector becomes exhausted or the average age of members significantly increases, proactive measures are essential. In such cases, expanding the community's appeal to a new audience becomes crucial to prevent decline or failure.
- **Replenishment.** Mature communities, over time, witness the departure of many members due to shifting interests, changing priorities, or career transitions. To ensure continuity and vibrancy, a regular influx of new members becomes imperative. Replenishing the community with a steady stream of fresh members becomes a strategy to address the natural attrition of long-term members.

## How do you grow a Community of Practice?

There are four approaches to growing the community:

- **Direct growth** represents a straightforward and reliable form of growth, occurring when targeting an audience that you already have access to. This can be done through direct invitations, mailing lists, and related engagements.
- **Word-of-mouth growth** happens when community members share content with their connections or personally recommend the community to others. It can happen during events where there is a hashtag related to the community or through stakeholders actively guiding individuals toward the community. Interactive activities within the community contribute to word-of-mouth growth, fostering member engagement and prompting recommendations to friends and peers.
- **Promotion.** Growth through promotion involves reaching out to audiences not yet connected to the community. Various promotional channels, such as events, competitions, newsletters, and collaborative platforms can be utilized to attract external audiences.
- **Search-driven expansion.** Growth by search occurs organically when an audience discovers the community through online searches via platforms like Google or other search engines.

## Annex 10. Choosing the Right Online Collaboration Tools and Platforms

In-person interactions undoubtedly offer the best mode of communication with peers and colleagues. However, it is not realistic to expect all, or even a significant portion of meetings, events, learning sessions, training courses, classes, and other collaborative activities of the community to be done face-to-face. Lately, the COVID-19 pandemic has forced many people to work remotely, which makes it important to set up an ecosystem of tools and platforms that empower people to collaborate seamlessly, no matter where they are.

### What are online collaboration tools and platforms?

Online collaboration tools and platforms are digital solutions designed to facilitate communication, cooperation, and teamwork among individuals, teams, and communities. These tools leverage the power of the internet to enable real-time transactions and collaborative activities. There are a lot of popular and widely-used tools and platforms that offer similar functionalities. But the choice does not simply involve comparing features. An important consideration of the readiness of the community and their familiarity with the tool. As with all change management, checking, preparing, and including the members in the decision is a key step.

The most common types of online collaboration tools and platforms grouped according to their use are described below. Please note that this is not meant as an endorsement of any of the tools and platforms listed below, but just to showcase the variety of options available in the market.

- **Communication, learning and training platforms.** Electronic mail communication (email) and video conferencing (ex. Zoom, Teams, Google Meet) applications allow users to send messages and documents over the internet and conduct online meetings. The video conferencing tools come with features for virtual classrooms and training sessions.
- **Document collaboration tools.** Allows for real-time and simultaneous document editing (ex. Google Workspace with tools like Google Docs, Sheets and Slides, and Microsoft 365).
- **File sharing platforms.** Offers cloud-based file sharing, and storage (ex. Google Drive, Dropbox, and OneDrive) and transfers of large files securely. They also come with collaboration features.
- **Virtual whiteboards and mind mapping tools.** Are useful for brainstorming, and visual collaboration (ex. Miro and Mural) and mind mapping tools (ex. MindMap and MindMeister) for planning.
- **Survey, polls, and feedback tools.** Collecting primary data and feedback from members is made more convenient with online survey tools and form builders (ex. SurveyMonkey, Google Forms and SurveyPlanet) and conducting polls with realtime view of results (ex. Poll Everywhere and Mentimeter).

There are a host of other tools and platforms available that cater to the various aspects of collaboration, providing the community with the flexibility to choose the ones that best suit its needs and use several tools in combination to achieve its goals.

Another option is for the CoP to develop its custom web-based collaborative platform that offers a tailored solution that meets the specific needs and preferences of the community. However, developing one requires careful planning and communication, and demands adequate resources and expertise to implement. Among the things that need to be considered include defining features and functionalities, selecting a technology stack (i.e. programming language, framework, and database), an intuitive and user-friendly interface, security measures, technical support, and maintenance.

## Annex 11. Managing Knowledge Resources

Knowledge is a vital asset crucial to the success and growth of a CoP. Functioning as a collaborative learning network, the primary purpose of the community's existence is the effective management, exchange, and utilization of knowledge. Hence, knowledge management assumes an important seat as a core process within the community.

### What is knowledge management?

Knowledge management refers to the systematic process of capturing, organizing, storing, and disseminating knowledge within the community. It involves the creation of an environment where information and experiences are efficiently shared and leveraged. Before knowledge can be effectively managed, it is helpful to understand that knowledge falls into two types:

- **Tacit knowledge** also called implicit knowledge is intuitive, experiential, and comes from personal knowledge people, not written down or easily expressed.
- **Explicit knowledge** is the documented knowledge that is ideally easy to categorize and conveyed through written or visual means such as books, research reports, and datasheets.

CoPs seek to harness these dual facets of knowledge by tapping into the collective experience and expertise of community members. This collaborative effort results in the co-production of knowledge, which can then be encapsulated and documented into tangible knowledge products.

### Why is knowledge management important?

Knowledge management for CoP is important for these reasons:

- **Enhances collaboration.** A structured framework for capturing, sharing, and accessing collective knowledge that facilitates collaboration and joint problemsolving.
- **Promotes learning.** The production and dissemination of insights can foster a culture of shared learning within the community.
- **Drives innovation and adaptation.** Access to a wealth of shared experiences and expertise can spark creative solutions to challenges and promote innovative practices.
- **Supports decision-making.** A well-managed knowledge serves as a valuable resource for informed decision-making. Members can draw upon documented insights, best practices, and lessons learned to make better-informed choices.

### What are strategies for knowledge management?

Effective knowledge management strategies should align with the CoP's objectives, strike a balance among people, processes, and technology, build timely capabilities, and harness the potential of technology. Here are some points to consider:

- **Assign knowledge stewards.** Both the knowledge management lead and the learning facilitators are designated knowledge stewards, responsible for facilitating discussions, curating content, and ensuring the quality of co-developed knowledge products.
  - **Facilitate knowledge-sharing sessions.** Organize regular knowledge-sharing sessions that provide opportunities for members to share their expertise, discuss challenges, and learn from one another.
  - **Use storytelling.** Storytelling is an effective way to convey tacit knowledge and make it more relatable and memorable.
  - **Integrate technology.** Utilize collaborative platforms, document repositories, and communication tools to streamline the capture and dissemination of knowledge.
  - **Establish a knowledge repository.** Create a centralized repository for storing and organizing knowledge resources. These may include documents, templates, reports, and any other relevant materials that can be easily accessed by community members.
  - **Conduct knowledge audits.** Periodically assess the existing knowledge landscape within the CoP to identify gaps, redundancies, and areas for improving knowledge management processes.

## Annex 12. Developing the Monitoring and Evaluation Framework

The Community Monitoring and Evaluation (M&E) Framework serves as a tool for effective tracking and assessment within the community. M&E is crucial for understanding the impact of the collective efforts of the CoP, identifying areas for improvement, and ensuring that the community thrives to meet its goals and objectives.

The M&E holds significance within the CoP for the following purposes:

- Assessing the overall performance of the CoP in attaining its objectives.
- Strengthening accountability to members and stakeholders through transparent insights into the CoP's activities and outcomes.
- Promoting a culture of continuous learning by capturing lessons learned and adapting strategies based on feedback and experiences

### Community Health Metrics and Community Impact Indicators

Community health metrics are quantifiable measures that are used to track and assess the CoP in terms of its activities, progress, and internal aspects related to the CoP lifecycle. Community impact indicators measure the results and outcomes of the community's operation within its domain. Below is a quick distinction between these two categories of measures for CoP:

Community Health Metrics	Community Impact Indicators
<ul style="list-style-type: none"> <li>• <b>Inward-looking.</b> The focus is on the processes inside the community – what it does and how well it does it.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Outward-looking.</b> The focus is on what happens around the community – the changes within its domain as a result of its activities.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Broad.</b> Includes indicators that will measure the inputs, outputs, and outcomes elements of the Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Narrow.</b> Indicators that will measure impact of the section of the Theory of Change.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Attribution is easy.</b> Causes and consequences are easy to assess</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Attribution is difficult.</b> Since CoPs operate in broad and complex environment, it is difficult to attribute a specific impact</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Operational.</b> Monitoring is important to continuously improve the community.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strategic.</b> Monitoring helps secure support from stakeholders and evidence to demonstrate its value.</li> </ul>

## Key Components of the M&E Framework

- **Indicators and metrics.** Define clear and measurable indicators aligned with the CoP goals. Establish quantitative and qualitative metrics to assess progress. The M&E framework should consider measures in the community health metrics as well as the community impact indicators. It is important to conduct an initial assessment to establish a baseline for key indicators, providing a benchmark for future comparisons.
- **Data collection.** Identify suitable data sources and collection methods. Utilize surveys, interviews, focus group discussions, and other tools to gather relevant data.
- **Data analysis.** Develop a structured approach for data analysis, including both quantitative and qualitative methods. Interpret findings to extract meaningful insights.
- **Reporting.** Create regular M&E reports to communicate progress, challenges, and achievements to community members and stakeholders. Organize events such as feedback sessions to communicate the reports to members and gather additional insights and reflections.

Metric/ Indicator	How will you measure it? How frequent will you measure it?	How will you collect the data?	Who will be responsible to track this?	What is your current benchmark?

## 13. Crafting Impact Stories

Impact stories are powerful tools for conveying the meaningful outcomes and positive changes brought about by the activities of the community. While quantitative data offers information, numbers alone do not present the complete picture.

### Why are impact stories important?

A story puts a human face to the data. For instance, there was awareness of the hundreds of thousands of deaths globally due to COVID-19, however, it was the interviews sharing the experiences of family members that truly brought the impact of these figures to a personal and relatable level.

- **Communicate success.** Impact stories serve as a means to effectively communicate the success and achievement of the CoP.
- **Inspire and motivate.** Stories when crafted well can inspire and motivate stakeholders, sponsors, and the broader community by showcasing the tangible difference made through collective efforts.

### How to create impact stories?

Impact stories are potent tools for storytelling that can captivate, inspire, and mobilize support. Here are some guidelines on how to effectively craft impact stories that resonate with your audience.

- **Introduction.** Begin with a concise introduction that sets the stage, highlighting the context and significance of the story. Provide context by explaining the specific challenges or issues. This helps readers understand the significance of the impact.
- **Narrative arc.** Develop a compelling narrative with a clear beginning, middle, and end. Emphasize the challenges faced by the community, actions taken, and the impact achieved. Use clear, concise, and engaging language that resonates with the target audience. Avoid jargon and technical terms that may hinder understanding.
- **Human element.** Integrate personal anecdotes and testimonials to humanize the impact. Feature the stories of individuals or communities affected, adding a relatable and emotional dimension. Focus on the transformation brought about but the initiative by illustrating how lives, communities or circumstances have changed.
- **Quantifiable impact.** Include quantifiable data and metrics to demonstrate the tangible results and scale of the impact.
- **Visual element.** Enhance the story with visually appealing elements such as photographs, infographics, or charts that complement and reinforce the narrative.
- **Audience appeal.** Craft stories with adaptability in mind, tailoring the message to different target audiences. Also, ensure that the story is relevant to the interests and priorities of the intended audience by highlighting the aspects that resonate with their values.

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