

**Africa Adaptation Programme**

# Celebrating our Successes

AAP Country Conference

12-16 November 2012  
Dakar, Senegal



**Africa Adaptation Programme**

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## SUMMARY OVERVIEW

The AAP Country Conference 'Celebrating our Successes' was organised by the AAP Inter-Regional Technical Support Component (IRTSC) and hosted by the Government of Senegal in Dakar from 12-16 November, 2012. More than 100 participants took part including 89 delegates representing 19 out of the 20 AAP countries (Cameroon did not attend). The conference agenda was designed to provide national project teams with the opportunity to analyse their project activities critically within a broader pan-African context with a view to sharing lessons, identifying key deliverables and confirming opportunities for sustaining results.

The following comprehensive report further details the information outlined in the summary report published in November, 2012 and presents the wealth of information flowing from the multi-country interactions that were pivotal to the success of the meeting and the achievements that were exhibited in a knowledge fair open to all delegates and visitors throughout the conference.



A 26-minute video entitled *Paths, Progress, Possibilities* and featuring on-camera discussions with representatives from almost every AAP country was shot at the Country Conference. It can be viewed on The Baobab Coalition Journal page of the AAP website: [www.undp-aap.org/baobab-coalition-journal](http://www.undp-aap.org/baobab-coalition-journal)

## CONFERENCE KEY POINTS

The conference was opened by Mariline Andrée Diara, Director General, Senegal Department of Environment, in the company of Babacar Camara, UNDP Senegal Country Director, Benoit Lebot, Energy and Environment Group Practice Leader, UNDP Regional Centre, Dakar and Ian Rector, AAP Programme Manager.

Mariline Andrée Diara underlined the increasing importance for African countries to adapt to the changing climate through a threefold approach: the improvement of institutional frameworks, building technical capacities to understand the challenges of climate change and find adequate responses, and the development of a strong economic and cultural environment.

Babacar Camara welcomed all workshop participants to Dakar and elaborated on UNDP's different approaches to climate change, which range from technical support to the integration of climate change into national and local planning. As the capitalisation of knowledge is an important element of the work of UNDP, the collection, storage and dissemination of knowledge gained through the AAP will be of utmost importance for future programming, said Mr Camara.

In his opening address, Ian Rector highlighted the significant progress made over the past four years. He said the lack of technical capabilities in the early stages of implementation contributed to the slow delivery of the first two years, resulting in most countries falling behind in their delivery targets. He also made specific reference to the remarkable progress of 2012 when overall delivery levels rose from 38 per cent in January to 88 per cent by the end of October. He emphasised that while the AAP's integration of multiple dimensions makes it a more complex and challenging programme when compared to sector-based projects, it was important to carry over this design feature in future programmes if whole-of-government transformational change is to be achieved.

Benoit Lebeau recalled some of the causes of climate change and elaborated on some of the next steps UNDP is pursuing in combatting it. He said UNDP's development objective is to halve global emissions between 2007 and 2050, by 80 per cent in the Global North and by 20 per cent in the Global South. To achieve this objective, countries need to follow a low-carbon path by incentivising changes of behaviour, improving efficiency, expanding renewable energy production and by using the United Nations Reducing Emissions from Deforestation and Forest Degradation (UNREDD) Programme. Further important elements forming frameworks to reduce greenhouse gas emissions identified by Mr Lebeau are Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Programmes of Action (NAPAs). Moreover, through the Climate Public Expenditure and Institutional Review (CPEIR), he said



*The Opening of the conference knowledge fair.*

countries are assisted with efforts to secure a comprehensive, cross-government approach that delivers a coherent national response to climate change involving both the public and private sectors.

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## SESSION 1: INTRODUCTION TO THE CONCEPTS

AAP Programme Manager Ian Rector presented this session, which was designed to establish a common platform for guiding the conference discussions on the key issues, namely: Lessons, Deliverables and Sustainability. These were defined in the following way:

**Lessons learned:** Highlight strengths and/or weaknesses in preparation, design and implementation that affected performance, outcome and impact.

**Deliverables/legacy:** Project outputs, i.e., products and services both tangible and intangible either delivered or provided.

**Sustainability:** Measures the extent to which benefits of initiatives continue after external development assistance has come to an end.

Some findings included the following:

**Lessons:** The challenge was to have delegates distinguish between micro challenges/problems and macro level lessons learned. While the lessons concept was clearly understood, it was difficult for many participants to translate this into written form.

**Observation:** It is clear that for future programmes, regardless of focus, more attention needs to be applied to guiding country teams in establishing systems and processes that will enable them to monitor, identify, validate, record and disseminate lessons accurately so that they serve as future learning inputs.

**Deliverables:** Delegates experienced challenges in distinguishing between what were activities, milestone deliverables and project outcomes. Sustainability strategies rely very much on being able to define these aspects accurately.

**Observation:** Greater emphasis on defining and categorising the various deliverables is needed during the project design and inception planning stages.

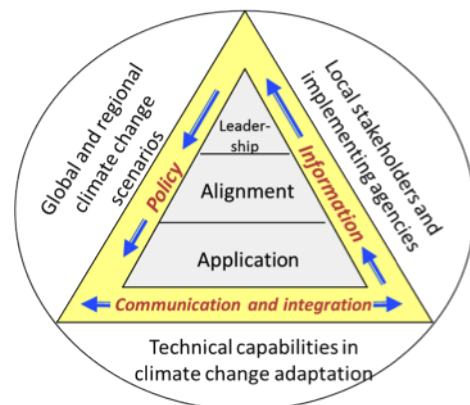
**Sustainability:** The key message from this session was that not every project activity had to be sustained. Furthermore, different strategies were required for sustaining milestone or incomplete deliverables compared to those required for outcome deliverables, which were designed to bring whole-of-government benefits over an extended period after closure.

**Observation:** Very few countries had developed sustainability strategies during the design and inception planning phase and this has led to poor long-term sustainability planning nearer the end phase of projects. Understanding the nature of the outcomes being developed and where they will add value at a future date would have brought clarity during implementation, which would have helped project teams immensely.

## SESSION 2: STRATEGIES AND TOOLS FOR EFFECTIVE MANAGEMENT AND IMPLEMENTATION

Many of the factors that impinge on the progress of project implementation are associated with design and management. Led by Keith Cundale, Institutions, Leadership and Capacity Development (ILCD) Expert at the IRTSC in Dakar, this session provided delegates with the opportunity to exchange experiences and views on the AAP's design, management and implementation.

In his introductory remarks, Mr Cundale first reviewed some of the overall issues in effective implementation, namely (a) political and process issues including the development of a policy framework, making information flow as well as effective communication and integration, and (b) big picture issues that national projects had to manage including the development of global and regional climate change scenarios, engaging and training local stakeholders and implementing agencies as well as building technical climate change adaptation capacity. He then reviewed how (a) and (b) were successfully made to happen through leadership in the AAP, the alignment of the AAP with other work and the application of appropriate tools and techniques.



A slide on effective project implementation presented by ILCD Expert Keith Cundale.

Following the introduction, AAP Namibia and AAP Malawi talked about how they implemented their respective projects efficiently, and AAP Senegal elaborated on their process of decentralising climate change.

AAP Namibia has consistently been a high-performing country. A key to its success was the set-up of the AAP Namibia Project Management Unit (PMU): the team, covering project management, technical implementation, finance and communication, complemented the pre-existing institutional set-up and was embedded in the work of the Department of Environmental Affairs, thereby ensuring the work of the AAP was in line with the overall climate change strategy and work plan of the country and guaranteeing a nationally integrated approach towards tackling climate change. Along with project management issues around such things as contracts, AAP Namibia was confronted with the challenge of coordinating work packages under each outcome. Through the formation of core stakeholder groups, AAP Namibia secured buy-in from key stakeholders and thereby achieved both high-quality results and their acceptance by those who will secure the sustainability of the project's work.

AAP Malawi outlined the complex institutional set-up within which the AAP operated in the country. Three major climate change programs have been carried out in parallel through three different ministries along with civil society groups and in conjunction with UNDP, the Food and Agriculture Organisation of the United Nations, the World Bank and the World Food Programme. In this environment, the PMU put considerable efforts into liaising with the different ministries and donors and into intensely working through coordination bodies to design and execute a project that would fill existing gaps, avoid the doubling of efforts and ensure that the multitude of projects, donors and actors operating in Malawi are used to sustain the work of the AAP.

AAP Senegal presented their Climate Change Regional Committees (CCFRO) national empowerment process, which was established to democratise and decentralise action on climate change, thereby responding to a call for decentralisation raised at the UNFCCC's 16th Conference of the Parties (COP) in Cancun, Mexico, in November/December 2010. Through the 14 Senegalese CCFRO, training, awareness-raising and support is provided to key players, decentralised climate action plans are prepared and a national database on climate change has been developed. The database reveals that the majority of climate change actors operate on a regional level while major decisions on climate change are taken on the national level. In order to deepen the decentralisation they have initiated, CCFROs need to be equipped with more financial resources and their members need enhanced capacities and knowledge of climate change issues and to share information between members in a more integrated manner. Future climate change projects need to take into account these decentralised institutional arrangements and needs to ensure sustainability of activities and results.

### Key challenges

The following breakout session discussions provided conference participants with a tremendous learning experience. Key challenges highlighted across a number of the country teams included:

1. The lack of high level buy-in and ownership was a limiting factor in engaging with other agencies.
2. The project design process was undertaken in a very rushed fashion owing to time limitations and resulting in, for example, inadequate project documents. It was felt that limited consultation resulted in poor levels of ownership from some key stakeholders and weak communications and coordination.
3. In a number of countries there were lengthy delays in establishing Project Management Units and recruiting key staff, which resulted in longer-than-usual implementation delays.
4. The role of the National Project Board (or Steering Committee) was not always well understood, nor was it always correctly utilised, particularly with regard to their mandate to approve changes to strategies listed under each outcome. Such understanding would have overcome concerns about alignment with government priorities and also influenced ownership and buy-in from other stakeholders.
5. The limited understanding of government and UN procurement and national implementation procedures resulted in preventable implementation delays.
6. The lack of technical capacity has been a bottleneck to delivery.
7. There were simply too many individual projects being implemented, which placed excessive demands on available expertise and resources, resulting in low delivery and poor impact.

### Lessons

There were a number of clearly defined lessons including:

1. The recognition that without high level leadership and commitment, programmes as complex and challenging as the AAP will not gain the traction they need to achieve transformational



change outcomes. A pre-condition for funding should be that governments identify and enlist the services of a 'champion' who has the authority and mandate to direct government agencies throughout implementation. This task should never be left to a middle manager. Moreover, to ensure the engagement of a wide range of important stakeholders, it is advisable to build on existing coordination structures such as inter-ministerial coordination committees and minister fora.

2. The design of the project should not be primarily driven by a consultant who may only be in the country for a very short mission. It was evident that some countries felt that their projects did not align with the priorities of government and that the consultation process was not comprehensive enough. The design phase is the make-or-break element of a project in terms of ownership and buy-in and therefore requires more attention to the detail around engagement. The project design phase should therefore include extensive stakeholder consultation to ensure priority needs and contextual details are met and to gain ownership. Ministries responsible for supporting delivery need to be identified and involved in the design of the project and their roles and responsibilities defined in the project document.
3. Designs within many countries far exceeded the technical capacity for them to deliver effectively. A major lesson has been that a thorough capacity assessment must be undertaken parallel to the design process and that strategies to address gaps must be included within the first year of delivery and not as an on-going process throughout the project implementation unless linked to an outcome.
4. It was essential to specify the mandate of the Steering Committees coupled with a clear definition of individual roles and responsibilities. Having a regular schedule of meetings would enhance the project management process and ensure alignment of project activities and deliverables with government priorities and other projects.
5. Improving coordination helped countries overcome weak project designs and gain buy-in of relevant stakeholders: the establishment of coordination committees at different levels, for example, at the technical level, allowed for better distribution of the workload and the engagement of more stakeholders. Also, coordination meetings led by a core ministry with a powerful mandate helped strengthen the engagement of other ministries, and validation workshops for AAP deliverables throughout the life of the project helped to engage stakeholders.

### Deliverables

As participants pointed out during the group discussions, actual physical products were, above all, developed under the programmatic outcomes rather than through mere project management efforts. However, some hitherto crucial deliverables were produced:

1. Managerial and institutional structures were changed and adapted to allow for adequate responses to climate change. Fully-functioning Project Management Units as well as Project Steering Committees have been put in place in each of the 20 AAP countries
2. Through IRTSC initiatives such as the Professional Development Programme, the Leadership for Results Programme (LRP) and the Climate Action Intelligence programme, high-level decision makers from politics, civil society, academia, research and the private sectors were trained, have become climate change experts and have formed communities of practice.

3. Countries have developed knowledge products such as climate change manuals and guidebooks, which contain passages about climate change project management.

### **Sustainability**

1. New management structures are in place and many stakeholders have been trained. These structures and manpower will be highly useful for future adaptation programmes and can secure and advance some of the achievements made under the AAP through their current positions, through communities of practice or in new adaptation programmes.
  2. Manuals and guidebooks on climate change project management will serve future project managers and can help them learn from the AAP experience.
  3. In certain cases, UNDP country offices have expressed strong interest in the follow-up of AAP activities under new or existing projects.
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## SESSION 3: UTILISING KNOWLEDGE FOR ENHANCED DECISION-MAKING AND LEARNING

Jose Levy, Knowledge Management (KM) Expert at the IRTSC in Dakar, pointed out in his introductory remarks, that 'knowledge management was given an unusually large emphasis in the AAP through the formulation of a separate knowledge management outcome. The goal is for all 20 participating countries to fully generate and share knowledge on how to adjust national development processes to fully incorporate climate change risks and opportunities across all levels.'

Knowledge management activities and deliverables developed with the support of the IRTSC in Dakar include the following:

1. Climate change adaptation knowledge strategies: AAP countries assessed on-going national adaptation work, existing knowledge and needs, and formulated national strategies on knowledge generation and dissemination. Related public awareness campaigns and national advocacy campaigns were designed and implemented in a number of countries.
2. Strengthening of staff capacity: A common understanding of the often elusive concept of knowledge management was promoted and staff familiarised with relevant tools and techniques and trained on technical knowledge sharing tools, enabling them to use modern technologies in an effective manner. Additional inventories of traditional know-how were carried out.
3. Usage of existing knowledge platforms: AAP countries adopted the 'Advanced Learning Mechanism' as their knowledge platforms and were supported in the uptake of Teamworks, UNDP's global knowledge-sharing platform.
4. Dissemination of knowledge and lessons learned: Countries prepared climate change adaptation guidelines, created national databases on adaptation practices, documented demonstration projects and facilitated intra- and inter-country visits and initiatives.
5. Communication strategies: National projects developed effective communication strategies including major communication elements such as websites, newsletters, public broadcasts, knowledge packages for private sector businesses and publications on pilot projects.

Marc Lepage, Team Leader of the Knowledge Management unit at the UNDP Regional Centre in Dakar, reiterated the meaning of knowledge for sustainability of results. 'If sustainability is all about stakeholder engagement, building bridging capital and broadening the knowledge base of what we do beyond its boundaries, then KM has a critical role to play because it can help build rich connections and conversations, communities of practice and other networks, and because it also includes coaching/mentoring activities through which countries can learn how to adapt and be resilient in the face of rapid change,' he said.

Luke Mawbey, IT Systems Expert at the IRTSC in Dakar, gave a presentation on information-sharing through web platforms. AAP countries have the possibility to share information and products through Teamworks, their national websites as well as the AAP regional website. Teamworks is UNDP-centric and private, national websites focus on a national audience, and the regional website allows for broader sharing of information and longer term sustainability. This

website will be online until the end of 2013 and will potentially be taken over by an international or regional organisation working on climate change.

Following the three introductory speeches, AAP Mozambique, AAP Tunisia and AAP Morocco presented highlights of their projects' knowledge management efforts.

Mozambique presented the work on their Knowledge Management Centre (KC) for Climate Change, which is being built to prepare a critical mass of Mozambicans to respond to the challenges and opportunities of climate change. On top of climate change research, the KC's work will cover another three areas: awareness-raising, training through a Master's programme on climate change and disaster risk reduction (DRR), and advisory services on climate change and DRR. Mozambique contributed to the work on the KC in three ways: it developed a business case and analysis on existing KCs on adaptation thereby helping with the design of the institution. It founded a stakeholder workgroup giving inputs to the development process. Finally, the AAP developed a short graduate course on DRR and climate change adaptation (CCA) for technical government staff, which is currently being carried out in partnership with the Eduardo Mondlane University. To ensure sustainability of the KC, an inter-agency core group monitors progress, and the KC has been inscribed in the national climate change strategy as one of its key components.

Tunisia shared their experience with Teamworks, UNDP's global knowledge platform. In May of 2011, the AAP National Coordinator and UNDP knowledge management key players were trained on Teamworks through a training of trainers (TOT). Afterwards, the AAP National Coordinator trained the AAP project team as well as members of the Steering Committee, thereby stimulating sharing of knowledge amongst key AAP stakeholders. Throughout the AAP, Teamworks has allowed for access to important resources such as experts and reports and the sharing of content and knowledge with other AAP teams. To ensure on-going sharing of AAP experience and products, it is now up to each AAP stakeholder in each participating country to keep their profile dynamic.

Morocco presented their 'Project of Adaptation to Climate Change for the Resilient Oases', which is a territorial and multi-sectoral approach for the integration of climate change into the planning and political development processes linked to the Moroccan oases. Knowledge management



*Participants from Malawi capture their lessons learned during a breakout session.*

constitutes an important AAP outcome with regard to the training of partners on climate change and the capitalisation of AAP knowledge and products by other projects. The AAP developed a comprehensive communication plan hand-in-hand with communal and focal groups as well as in consultation with key national stakeholders. Key documents and other AAP products have been widely publicised and made available through the project website<sup>1</sup>.

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1 <http://oasisadaptation.com/>

## Key challenges

Participants expressed great passion on the need for the sharing of knowledge within and among countries. A notable challenge was associated with defining what products should be shared and how best to undertake the task. Other discussions explored linkages between knowledge management and communications. Some of the key challenges raised were associated with:

1. The need for greater efforts to establish a common and comprehensive understanding of the concept of knowledge management.
2. The distinction between knowledge management and communications.
3. The fact that many projects did not prioritise knowledge management or allocate enough human resources and funding for a full knowledge management programme.
4. The need for a culture that more systematically and consistently encouraged information and knowledge sharing.
5. Traditional knowledge has been widely used for decision-making in rural areas but there is a need to understand it better and use it more effectively.

## Lessons

A number of important lessons emerged from this session with the potential to shape the direction of knowledge management across countries and indeed across Africa:

1. The Teamworks mechanism has proven to be a very useful electronic sharing platform and should be promoted and utilised as a key element of any future programme.
2. Countries that have committed time and resources to establish and operationalise knowledge platforms have made significant progress in capturing and sharing information. More emphasis is required for guiding the development of country strategies, particularly in capturing and documenting lessons learned and other knowledge products that often get lost in the transition from one project to another.
3. Mainstreaming knowledge management through the creation of knowledge centres such as those established in Kenya and Mozambique is a critical step for capturing the huge amount of information generated by the various government and donor projects. Very few lessons will be learned if they are not communicated and understood.

## Deliverables

A wealth of knowledge products have been produced over the course of the AAP:

1. Many products were produced in all countries including printed reports, brochures, audio-visual material and TV and radio spots.
2. Many countries have developed government-owned web portals or websites to host knowledge products and information on all national climate change activities.
3. Through the IRTSC, a wide number of key stakeholders have been trained in the concept of knowledge management and its application through UNDP's Teamworks.

## Sustainability

1. Some countries have embedded, supported or hosted and budgeted KM strategies, platforms and committees, allowing for sustainability of knowledge and communications products.
2. A number of countries need to finalise the collection of information and promotion of knowledge products so lessons are captured and can be used for future programmes.



*A participant from Burkina Faso presents her team's knowledge and information materials at the knowledge fair.*

## SESSION 4: INFORMED DECISION-MAKING AND EVIDENCE-BASED POLICY-MAKING

This session was led by AAP Programme Manager Ian Rector and Joseph Intsiful, Data and Information Management Expert at the IRTSC in Dakar, Senegal. The session combined the data and information management aspects of the AAP with analysis of the impact AAP-led pilot projects. A major reason for approaching the session from this direction was to reinforce how the outputs associated with accessing and analysing data and creating information databases influence decision-making and adaptation policy-making.

Five AAP countries (Congo, Ghana, Lesotho, Mauritius and Gabon) presented their work on climate change data and information systems.

Congo's national goal is to become an 'emerging' country by 2025. With regard to climate change adaptation, this means updating an out-dated technical system. With regard to climate data and information, Congo updated its raw data infrastructure through the installation of a high performance computing server and climatic and hydraulic automated stations connected to global systems for mobile communications (GSM)/general radio service packets (GRS), with associated staff training. Additional wireless and white space internet systems were installed. The analytical data collected through the new systems ranges from sectoral vulnerability assessments to risk and extreme weather mapping. The installation of 12 additional stations, white spaces and finally the operationalisation of a climate change centre are the next steps envisaged. In order to guarantee stakeholder buy-in after the end of the AAP, technical committees at the political and university level have been established, which are now working together. Their future collaboration will be crucial if the acquired data is to be used appropriately for policy-making purposes.

Ghana presented its strategy for comprehensive decision- and policy-making, a data policy development component and the work on pilot projects. AAP Ghana has developed a wealth of knowledge products and data to inform decision makers, including an atlas of indigenous knowledge in CCA, flood and drought hazard maps in five pilot areas and climate risk assessments. In order to influence decision- and policy-making, the AAP worked directly with key, high-level stakeholders. Sustainability of AAP deliverables is to be secured through TOTs on climate change, the regularisation of high-level working group meetings on climate change and a climate change implementation schedule for the next five years.

Mauritius shared their activities and lessons learned on informed decision-making. The main objective of the AAP has been to mainstream climate change considerations in key sector development, policies and institutional frameworks. A main pillar to achieving this goal has been the introduction of long-term planning tools and associated activities, namely: (a) capacity-building activities, (b) policy review and action plan formulation, (c) research and dissemination of results, (d) sharing of climate data and information and, (e) demonstration projects.

AAP Mauritius learnt numerous important lessons: The collection of data, such as through vulnerability assessments, is important, but to achieve a lasting impact dissemination of knowledge must be targeted towards at-risk zones relating to future projects/investments. Also, the sharing of data with key actors is key to securing data ownership. Finally, in order to ensure that the sectoral analyses carried out under the AAP in areas such as agriculture, fisheries, tourism and water are actually taken into account by decision makers and can serve as a basis for future projects or

further research, stakeholders need to be involved at all stages. Information and capacity-building workshops helped to involve main stakeholders and decision makers. The team also learned that the decision makers engaged need not be exclusively from the political sphere but can also include people like farmers' representatives, as such groups also need climate information to do their work. AAP Mauritius also discussed topics that were discussed between their researchers and the government to ensure the research undertaken was aligned with the country's CCA priorities. With regard to pilot projects, AAP Mauritius said they learned these can be important for advocacy when targeting decision makers.

Lesotho's case is unique as the project was originally expected to develop a renewable energy policy, a more or less as standalone activity. However, the AAP team took a more comprehensive approach—involving a more informed, evidence-based approach to policy development. To ensure that the Government's planning takes into account the multitude of sectors affected by climate change, and to guarantee that inclusive national climate change policies are integrated, AAP Lesotho carried out the 'Integrated Approach', a spectrum of support initiatives addressing climate change priorities in the work the AAP carries out.

AAP Gabon provided a summary of their project, which focused on coastal adaptation. The country has suffered from inundation of its coastline and the destruction of portions of its seashore, hence AAP Gabon's decision to develop a coastal adaptation strategy. Through the AAP, risk analyses and vulnerability studies were carried out leading to the elaboration of a National Strategy on Climate Change Adaptation.

Nigeria gave a comprehensive overview of their project. With regard to data and information management, the country applied a quantitative analytical framework under the Threshold 21 (T21) model to support the assessment of climate change impacts and the production of vulnerability maps of the country.

Kenya presented their application of the T21 simulation model in strengthening CCA efforts. Kenya increasingly suffers from droughts, floods and rising temperatures as well as famine, energy shortages and desertification, leading to diseases and social disruption. It is estimated that the country loses 3 per cent of its GDP annually due to factors related to climate change. The T21 model was customised by AAP Kenya to capture the national production and decision-making system in a multi-sectoral, multi-disciplinary and hence multi-dimensional way. Based on its calculations, Kenya needs to invest 2-4 per cent of its GDP to mitigate and adapt to climate change effects. Insights drawn from the T21 model outputs have resulted in the Kenyan Government's generation and adoption of the 'Climate Change Action Plan, 2012'. Climate change is now considered a cross-cutting issue and is being mainstreamed in all planning processes at both the national and county levels.

### Key challenges

With regard to data analysis and access to information all countries reported significant progress in establishing databases, however, there was still some work to be undertaken to bridge the gap between having information available and having senior officials use it to inform their decision-making. This points to a need for cultural change, which will require significant time and reinforcement before the transitional benefits are experienced through improved work practices. Some challenges raised by delegates included:

1. The target audience should have been defined from the start of the project so that the right



type of data was produced and tailored to their requirements.

2. There was a need to differentiate between: i) raw prospective data that quantifies climate variability, and ii) analytical data that localises vulnerabilities and informs decision making.
3. It was also felt that there was a need to further differentiate between: i) information that can influence immediate decision making ('hot-post' information), and ii) the type of infrastructure that can ensure on-going generation of climate data.

### Lessons

Many of the lessons associated with access to and analysis of data have been addressed throughout the process of supporting countries.

1. There is great need for regional downscaled climate data to make informed adaptation decisions at the local level. Therefore, countries were taught about the importance of this data, given access to datasets such as CORDEX and provided with training on analysis and application of such datasets.
2. Data should be shared at the national, regional and international levels. More technology, people and resources are needed to enable appropriate sharing of data.
3. Countries reported that scientific data alone was insufficient when talking to decision makers. While essential, this data must be placed within a national context to influence the decision-making process. Climate change policy makers proved to be most receptive to a combination of science-based information, socio-economic baselines and vulnerability assessments including the integration of economic impact assessments, indigenous knowledge and gender issues.

### Deliverables

AAP countries procured a great amount of technical equipment with the assistance of the IRTSC in Dakar, which provided detailed technical specifications, sourced the systems, assisted with their delivery and trained stakeholders in their use. Countries mainly purchased automated weather stations, geographic information systems and high performance computing systems. Some of the main deliverables produced include:

1. Data generated to update information that was often out-dated, contradictory or non-existent, especially at a sub-regional level.
2. Climate modelling studies, risk assessments, and vulnerability and hazard maps.
3. Key stakeholders of government, ministries, academia, civil society and the private sector have been trained on the use and application of climate change data and information technology.
4. The studies have been used by key players in AAP countries to develop or update existing adaptation plans and strategies, policy papers and guidebooks.

### Sustainability

AAP countries produced a wealth of data and information products but also reported great challenges with regard to the sharing of data and getting the collated information to the relevant decision makers. However, some good progress has been made under the AAP:

1. Scientifically, a number of AAP countries have made great advancements through their studies thanks to the technology procured under the AAP. Placed in the relevant institutions like universities or meteorological agencies, the further use of this equipment has been secured in some of the AAP countries. However, some still need to guarantee sustainability of the use of equipment.
  2. Hundreds of key stakeholders have been trained through the AAP. They will continue pushing the climate change agenda after the end of the AAP and can potentially be used for further climate change/CCA projects in their countries.
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## PILOT PROJECTS INFLUENCING POLICY

A key message conveyed during this session was that pilot projects were not the critical aspect of the component; instead, the AAP was seeking to establish the impact that the outcomes of the pilots had on influencing various policy agendas. Also reinforced was the importance of identifying the policy agenda to be targeted and then utilising evidence (derived from the data analysis element) to shape the design of pilot initiatives.

Presentations on pilot projects were given by AAP Tanzania and Sao Tome and Principe.

Since sea-level rise is increasing and affecting its water catchment areas, Tanzania supported the implementation of an integrated water adaptation pilot in the Nungwi village area to provide lessons on adapting water infrastructure planning to sea level rise, access to clean and safe water, climate change awareness and gender issues. The pilot was informed by indigenous knowledge human impact stories, baseline studies within the country's Integrated Coastal (natural resource) Management action plan, and assessment reports by the Zanzibar Water Authority. AAP Tanzania said the factor that was crucial to the success of the pilot was the integration of community members in project management such as the water committee that was formed and comprised mostly of women.

Sao Tome and Principe's pilot project focused on the construction of houses using wood and sand. Through the training of 80 local workers in construction, this project can be replicated in the future.

### Key challenges

Overall, there were some very good results achieved through pilot projects though it was clear some countries experienced a range of challenges, such as:

1. The focus of pilot projects was generally determined during the project design and inception phase and sometimes in isolation from other output areas. In some countries this resulted in the creation of 'non-specific' adaptation pilots that were not designed to inform any particular policy agenda.
2. For similar reasons, risk information was not always used to influence the design of pilots, thus making the results difficult to validate from a policy perspective.
3. The selection and design of pilot projects created some problems, particularly where there was a need for specific technical skills that were not always readily available.

### Lessons

A number of lessons could be drawn from this discussion. Among the most important was that:

1. *Ad hoc* small-scale adaptation projects create very little long-term benefit unless they are designed to influence a specific policy agenda and there is an associated commitment from government to replicate and expand the initiatives based on the results that emerge from the pilots.

2. Communities must be engaged in the design and implementation of adaptation pilots so that ownership and commitment to sustain the results can be assured. Initiatives such as national adaptation programmes of action will have little credibility without such engagement.

### **Sustainability**

1. A number of AAP countries have successfully implemented pilot projects. They have had the chance to learn lessons and improve their projects where needed and are now ready to replicate and up-scale the projects.
  2. Pilot projects have been documented and used to illustrate CCA measures taken/to be taken as outlined in a number of manuals, guidebooks, etc.
  3. Pilot projects allowed projects to raise climate change awareness amongst decision makers, which may lead to more climate-sensitive political decisions.
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## SUMMARY OF SUSTAINABILITY DISCUSSIONS

The issue of sustainability was addressed in each of the sessions and it became clear that although many efforts had been made to mainstream AAP deliverables within government and other national institutions, the delegates concluded that there was still a degree of uncertainty on some issues. For example sustainability must be applied to:

1. Finalising incomplete tasks where processes have not been able to reach their conclusion. Some specific examples included: the collection and promotion of knowledge products, some capacity building related to accessing and utilising information, and maintaining momentum on the professional development of key individuals.
2. Sustaining milestone or stage deliverables such as information databases, technical capacities and other services that must continue to bring lower level benefits associated with major outcomes.
3. Ensuring that outcomes are utilised and that the benefits they are designed to bring are actually having an impact.

In some cases countries can now collaborate with other existing or new initiatives to pursue these actions, however, in other cases resources may not be readily available to facilitate this work. Countries have committed to seeking out new opportunities, however, as time passes the risk of losing sustainability increases.

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## SPECIAL SESSIONS

During the Country Conference, the IRTSC offered three special sessions on topics that countries showed particular interest in.

The first special session was about climate data and was attended by 15 participants. Supported by the IRTSC, AAP countries have procured, installed and been trained in a number of information technology hardware and software tools, enabling them to generate, access and analyse the best available data and information. Notably high performance computing systems, automated weather stations and geographic information systems have been installed and used. This special session gave AAP Congo, Lesotho, Burkina Faso and Mauritius the chance to share their experiences with other countries regarding these systems as well as climate change data analysis, water resources management, early warning systems, climate downscaling and hazard and vulnerability mapping.

The second special session dealt with strategies and tools for effective management and implementation and was attended by 21 participants. AAP Kenya elaborated on its operational and institutional framework. AAP Ethiopia and AAP Ghana shared how the IRTSC trained key stakeholders through the LRP. Various countries expressed that in order to gain sustainable and good results, high-level buy-in is important.

During the third special session, which was attended by all participants, AAP project closure and the AAP final evaluation were discussed. The final steps towards project closure were explained with details on how national projects are to write their final project review reports, how they will be evaluated and what the projects need to do to support the final evaluation process. During the following Q&A session countries asked the AAP Programme Manager and his team questions relating to final reporting obligations, the independent evaluations and finance.

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## CONCLUDING CEREMONY

The closing ceremony was presided over by Mr Tomoyuki Ono, First Secretary, Chef du Service de la Cooperation Ambassade du Japon. Mr Ono was able to hear from delegates and witness first-hand the full impact of the project results including critical lessons. He also visited the knowledge exhibition.

Ms Veerle Vandeweerd, Director, Environment and Energy Group and also a Co-Chair of the AAP Board, joined the meeting through Skype and provided some inspirational closing remarks to the conference delegates.

*'We are ready to achieve greatness – not go out of business.' A view expressed by one of the country delegates.*

Generally, the conference discussion outcomes reinforced the view that despite a slow start, the AAP has been extremely successful. Instead of winding down in preparation for closure, all country teams were of the opinion that they had only just reached a stage whereby the rate of implementation was ready to surge. They felt that continuity was critical if decisions from the COP process were to be implemented successfully in the future. Many delegates expressed views to the effect that they are now ready to achieve greatness, not go out of business. Concern was raised that despite many initiatives having considered sustainability options, the investment made by Japan over the past four years may be jeopardised if there are significant delays in follow-up initiatives, including TICAD V.

Delegates expressed a very strong view that the investment of the past four years must be protected through some form of bridging strategy to enable country teams to complete outstanding tasks, consolidate achievements and reinforce sustainability, in addition to supporting the preparation of UNFCCC/COP initiatives such as National Adaptation Plans and Green Economy Low Carbon Emission Policy Frameworks that build on AAP outcomes.

The meeting concluded with a vote of thanks from the delegates, which included a standing ovation for the Government of Japan in recognition of their commitment to Africa and the AAP and also for the Dakar-based Inter Regional Technical Support Team in recognition of its outstanding commitment to supporting AAP countries over the past four years.

## PARTICIPANT SATISFACTION

The vast majority of participants who took part in the evaluation of the conference expressed great appreciation of the conference and the topics discussed.

A total of 38 participants completed the evaluation of the conference of which 34 participants, or 89 per cent, expressed 'satisfaction' (25) or 'total satisfaction' (9).

The two most preferred aspect of the conference were the learning aspects and the content of the workshops, such as the sessions and the knowledge exhibit (25 votes each). Amongst the most important topics/lessons learnt were knowledge management (19) and the definitions of lessons, deliverables and sustainability (15) followed by project implementation (10), informed decision-making (10) and project closure and evaluation (8).

Criticism related less to the content of the workshop but more to side aspects with logistics (7) (such as emigration services and internet) and processes (7). Additional criticism was voiced regarding the programming: whilst some participants thought the programme was too heavy, others regretted that there was not enough time for discussions.

The conference overall met participants' expectations. Twenty-five said their expectations were met while nine said they were not. Satisfaction with the conference was due to a number of reasons with the sharing of regional experience (7) and the obtaining of answers on project closure (6) being the most popular answers. The most expressed answer why the conference had not met expectations related to the timing of the conference: six participants said the conference came too late to enhance their implementation process.



*Delegates on the final day of the AAP Country Conference in Dakar, Senegal.*











*Empowered lives.  
Resilient nations.*



**Africa Adaptation Programme**

