Africa Adaptation Programme

Terminal Report

Prepared by the Inter-Regional
Technical Support Component

Africa Adaptation Programme

www.undp-aap.org

AAP Terminal Report

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About the AAP

The Africa Adaptation Programme was launched in 2008 by the United Nations Development Programme (UNDP) in partnership with the United Nations Industrial Development Organization (UNIDO), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP) with $92.1 million support from the Government of Japan. The AAP was established under the Japan-UNDP Joint Framework for Building Partnership to Address Climate Change in Africa, which was founded at the Fourth Tokyo International Conference on African Development (TICAD) in May 2008.

The AAP's goal was to enhance the adaptive capacity of vulnerable countries, promote early adaptation action and lay the foundations for long-term investment to increase resilience to climate change across the African continent. The overall objective of the Programme was to see 20 countries in the African continent adjust their national development processes to incorporate climate change risks and opportunities.

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LIST OF ACRONYMS AND ABBREVIATIONS

AAP	Africa Adaptation Programme
AC	AAP IRTSC Anchor Consultant
AWS	Automated weather station
BCJ	The Baobab Coalition Journal
BDP	UNDP Bureau for Development Policy
BERA	UNDP Bureau for External Relations and Advocacy
CAI	Climate Action Intelligence
CBA	Climate-based adaptation
CC	Climate change
CCA	Climate change adaptation
CDG	UNDP Capacity Development Group
CO	UNDP Country Office
COP	Conference of the Parties
CORDEX	Coordinated Regional Downscaling Experiment
CRGE	Climate Resilient Green Economy
DRR	Disaster Risk Reduction
DIMC	IRTSC Data and Information Management Component
EEG	UNDP Environment and Energy Group
EWS	Early warning system
GEF	Global Environment Facility
GGCA	Global Gender and Climate Alliance

GIS	Geographic information system
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Cooperation)
HPC	High performance computing
ICTP	International Centre for Theoretical Physics
ILCD	IRTSC Institutions, Leadership and Capacity Development component
IRTSC	Inter-Regional Technical Support Component
IT	Information technology
KM	Knowledge management
LMS	Lesotho Meteorological Services
LRP	Leadership for Results Programme
MCBP	Media Capacity Building Project
NAPA	National Adaptation Programme of Action
NGO	Non-governmental organisation
OSC	Operations Sub-Committee
PDP	Professional Development Programme
PMU	AAP Project Management Unit
PRODOC	Project Document
RBA	UNDP Regional Bureau for Africa
RBAS	UNDP Regional Bureau for Arab States
RTA	EEG Regional Technical Advisor
SGP	GEF Small Grants Programme
TICAD	Tokyo International Conference on African Development
TOR	Terms of reference

TOT	Training of trainers
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNITAR	United Nations Institute for Training and Research
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteers
WFP	World Food Programme
WMO	World Meteorological Organisation

REPORT SUMMARY

This Terminal Report has been prepared in accordance with the requirements laid down in the AAP Project Document (PRODOC). The PRODOC requires the Terminal Report to summarize all activities, achievements and outputs of the Africa Adaptation Programme (AAP) as well as lessons learned, objectives met, structures and systems implemented, financial inputs and expenditures. The Terminal Report is also expected to present recommendations for any further steps that may be taken to ensure the sustainability and repeatability of the Programme's results.

In addition to the initial summary the Report is comprised of five sections and a number of Annexes as described below.

Section one provides detail on the AAP structure, management and implementation arrangements and reflects on some of the key challenges and constraints that were associated with the operation of the various elements.

Section two provides detailed country project results related to programmatic outcomes. It also summarizes the technical assistance that was provided by the Inter-Regional Technical Support Component (IRTSC), the UNDP Practice Teams under the Cross Practice Strategy and through the Media Capacity Building Project (MCBP).

Section three focuses on the sustainability of AAP outcomes and the Programme's legacy at the national and regional levels. It also provides some detail on arrangements and partnerships that have been put in place.

Section four summarizes the wealth of national, regional and partner lessons that have been observed or learned throughout the Programme in addition to providing recommendations for ensuring that what has been learned is acted on and the lessons sustained.

Section five outlines the financial figures for the whole of the AAP.

The AAP was a very complex programme that sought to lay the foundations for whole-of-government transformational change in the way climate change is managed and integrated within national development strategies and the work of government agencies. In this regard it presented a very different set of challenges to both UNDP and governments than those associated with delivering independent projects. Achieving transformational change is not a simple task and cannot be achieved within a two-to-three-year period—it requires long-term commitment and perseverance.

Maintaining this strategic emphasis proved extremely challenging, and it was not until the final year of implementation that UNDP Country Offices (COs) and host governments fully appreciated what the AAP was attempting to achieve.

The financial delivery for the AAP was approximately 99 per cent with physical delivery associated with all outcome areas being almost on par (refer to section two for details). This is an outstanding result when considering that delivery was just nine per cent in December 2010 and 44 per cent in December 2011.

There were four strategic actions that can be credited for this upsurge in delivery:

1. Conducting mid-term reviews (MTRs) between October 2011 and March 2012 helped re-focus country work plans and budgets, remove bottlenecks, re-prioritise needs and increase confidence within Project Management Units (PMUs) and UNDP COs. The MTR process also further strengthened the engagement between the national and the regional teams.
2. The formation of the Operations Sub-Committee (OSC) in January 2012 comprising representatives from the UNDP Regional Bureau for Africa (RBA) and the Regional Bureau for Arab States (RBAS), the Bureau for Development Policy (BDP) and the Bureau for External Relations and Advocacy (BERA). This mechanism served to strengthen communication and collaboration between the Headquarter (HQ) Bureaux in addition to ensuring that strong senior management engagement within COs was maintained through the Country Advisor system. The benefit from a delivery perspective was the increased level of engagement by the COs with the IRTSC.
3. The establishment of the IRTSC Task Manager initiative under which Component Experts were assigned four to five countries each to which they applied intensive oversight and support, fulfilling a project advisor role to ensure high levels of project delivery momentum were maintained.
4. The IRTSC relieving UNDP COs of added pressure by utilising UNOPS systems to undertake the procurement of goods and services on behalf of nine countries. This included the provision of short-term technical assistance.

There were a number of external challenges, such as the Arab Spring in early 2011, which had a major impact on delivery in Tunisia, and the attack on the UN building in Nigeria, which made on-going delivery difficult in some places. The national teams in both those countries were able to re-group during 2012 resulting in a major increase in financial and physical delivery.

Countries working in partnership with UNIDO, UNICEF and WFP also experienced some challenges. Many of these were associated with the absence of a formal agreement that guided partnership arrangements between the agencies. In Ethiopia for example, there were significant delays owing to disagreements between the government implementing partner and WFP on where funds should be targeted. This issue remained unresolved for almost 12 months despite UNDP CO, Regional Office and HQ interventions.

The overall component delivery, which is discussed in detail under section two, reflects that:

- Under outcome 1, 20 countries made significant advances in enhancing their capacity to access and analyse data and established climate information databases.

Suggested next steps: Consolidate the training, continue to build information databases and systems and provide training to policy, planning and sector officials on accessing and utilising the information.

- Under outcome 2, 20 countries made significant advances in enhancing their institutional frameworks and strengthening leadership capacities.

Suggested next steps: Consolidate and expand the Integrated Planning Framework and Climate Action Intelligence initiatives to strengthen coordination, increase cohesion and create a more focused capacity development framework that targets a broader range of projects.

- Under outcome 3, 20 countries conducted pilot projects that have the potential to inform a wide range of policy agendas.

Suggested next steps: Continue to analyse the results of the pilots, consolidate these within policy frameworks and identify other policy agendas that require reform and launch new pilots.

- Under outcome 4, delegates from 20 countries received formal training on climate financing options and now have greater understanding and knowledge for accessing funding through various sources.

Suggested next steps: Consolidate and expand the Climate Readiness Framework initiative as a means of strengthening and aligning the programming and financing aspects of adaptation and improving access to finance.

- Under outcome 5, all 20 countries have made giant steps toward creating platforms and sharing knowledge products.

Suggested next steps: Consolidate existing strategies and continue to build and strengthen information gathering and sharing nationally and across countries. Continue Teamworks training and the collecting of knowledge products.

- Under the Media Capacity Building Project, more than 500 editors and journalists have demonstrated greater understanding of climate change issues following capacity building initiatives.

Suggested next steps: Conduct periodic refresher training for existing journalists, expand media capacity building across a broader range of countries, finalise the compilation of a climate change adaptation journalism guide and continue the publication of *The Baobab Coalition Journal* (BCJ).

The extension

In March 2011 official and unexpected notice was received informing that the Government of Japan had approved a one-year extension for the AAP. The upside of this decision was that it gave UNDP and the national project teams an additional year to rectify the poor delivery that had plagued the Programme. The downside was that it placed significant pressures on the remaining IRTSC budget and it rewarded a lack of commitment to deliver within a specified timeframe, which gave strength to the extension culture that exists throughout most countries. As could be expected, delivery, which had gained some momentum, slowed considerably once this advice reached the countries.

Focus on people

Despite the many challenges, the AAP has proven that there are many benefits that can be gained through applying a systematic and well-structured approach to building national capacities, and the Government of Japan should be congratulated for being brave enough to facilitate this journey. While some good achievements have been made, these represent only the first stage of a longer journey. There is still much work to do to consolidate the work done and achieve credible and lasting outcomes. Many of the perceived bottlenecks that are alluded to in this report stem from the overloading of capacities as a result of an overdose of projects, in addition to Project Management Units and implementing partners lacking understanding of the strategic relationship between climate change adaptation and resilient development.

A major observation has been that more emphasis must be placed on building holistic national frameworks through which structured, well-coordinated and tailored support can be identified

and delivered via an equally structured and efficient mechanism. The strong AAP message has been that 'funding is the means to an end and not the solution to the problem.' AAP national and regional teams have laid the foundations for this thinking to infiltrate policy guidance.

The key to the AAP's successes has been the emphasis on people—building teams and capacities, using innovative approaches that looked for transformational change outcomes, and refusing to maintain the status quo. 'Close enough' should never be good enough, and while good-to-great is admirable, it would be great if we were consistently good at what we do and if we all had a shared and common vision.

Sustainability

There was no clear exit strategy included within the AAP PRODOC design. The IRTSC included an exit strategy proposal in its 2012 operations plan, and while work has progressed to achieve sustainability, it still requires organisational buy-in and funding, which was advocated for at a number of international events where the AAP presented its achievements including UNFCCC meetings in Bangkok, Bonn and Durban and at the Global Platform for Disaster Risk Reduction meeting in Geneva in May 2011. A round table meeting with donor countries of the European Commission was also held in Bonn as a means of gaining donor interest for a follow-up strategy.

In November 2012 the IRTSC hosted a regional workshop in Dakar to assist countries to better understand upcoming issues related to lessons and sustainability of legacies given the impending close of the Programme[1]. The workshop deliberations were used to guide countries through their final evaluation process with a view to helping them to look ahead and identify opportunities for building on the AAP's achievements. More than 100 participants representing 19 of the AAP countries (Cameroon did not attend) and representatives from BDP and RBA HQ and Regional Centres contributed to the discussions.

Despite the fact that there was not an overall exit strategy pertaining to sustainability, all delegates agreed that sustainability was critical, particularly during the immediate 6-to-12 month period following completion of the current Programme, and called for a bridging strategy to be implemented. Their final evaluations provided further analysis of this issue.

As the AAP winds to a close it is imperative that the focus continues to be on sustaining the deliverables and legacies that have flowed from national, regional and headquarter initiatives. As the gap widens between programme closure and a follow-up strategy, the AAP will move through its own transition phase: from a flagship, where it is today; to a potentially sinking ship within six-to-nine months; and finally to being a shipwreck within 12-to-18 months. This scenario must be avoided and everyone from UNDP broadly—the Board, regional and national stakeholders—has the responsibility to ensure that it does not occur and that the legacies of this Programme are lasting.

Ian Rector
AAP Programme Manager

1 **The Celebrating our Successes workshop report can be found on the AAP website: www.undp-aap.org**

1
ABOUT THE AFRICA ADAPTATION PROGRAMME

1.1
BACKGROUND AND KEY ELEMENTS

The $92.1 million Africa Adaptation Programme was designed to assist 20 countries[2] across Africa to incorporate climate change risks and opportunities into their national development processes in order to protect development gains from climate change. The AAP was financed by the Government of Japan through the Japan-UNDP Joint Framework for Building Partnership to address climate change in Africa within the Fourth Tokyo International Conference on African Development (TICAD IV)[3].

Implementation of national projects was done through UNDP COs in partnership with host governments using the National Execution modality. UNOPS had responsibility for the Inter-Regional Technical Support Component. UNIDO, UNICEF and WFP were strategic partners in a number of countries[4] and implemented their strategies through their own operating modalities.

The AAP was designed to be a 'game changer' and was therefore not a traditional adaptation programme. It had a more strategic focus, aimed at achieving transformational change that would lay the foundations for long-term resilient development outcomes to be achieved.

Objective

The overarching objective of the Programme was:

Countries adjust their national development processes to incorporate climate change risks/ opportunities.

Outcomes

Strategies to facilitate the achievement of the AAP's objective were designed around five specific outcome areas:

Outcome 1: Countries have introduced dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change.

Outcome 2: Countries have built leadership capacities and developed institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels.

2 Burkina Faso, Cameroon, Congo, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Malawi, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Tanzania and Tunisia.
3 'Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa'
4 WFP in Ethiopia, Kenya and Nigeria; UNIDO in Kenya and Nigeria; UNICEF in Ethiopia and Nigeria.

Outcome 3: Countries are implementing climate-resilient policies and measures in priority sectors.

Outcome 4: Financing options to meet national adaptation costs have been expanded at the local, national, sub-regional and regional levels.

Outcome 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities is being generated and shared across all levels.

PROGRAMME STRUCTURE

The Programme was comprised of four components.

1. Component One: National Projects

A total of $73 million was allocated for the design and implementation of national projects. Approximately $3 million was allocated to each of the 20 participating countries. Project designs were aligned with the five overarching outcome areas and also with specific national priorities. Approximately $11 million was allocated to UNICEF, UNIDO and WFP to implement a range of complimentary initiatives within and across specified countries.

2. Regional Component: the Inter-regional Technical Support Component

The IRTSC was established in Dakar, Senegal in November, 2009 and operated under the leadership of the Programme Manager. Its original budget was $8.94 million; however, this was increased by a further $2.5 million in 2011. Its technical capacity consisted of four International Component Experts (see below) and a small team of national operations support staff. The role of the IRTSC, as detailed in the overarching PRODOC, was to provide reactive technical assistance and operational support in response to country requests.

- The Data Analysis Expert was linked to outcome 1.
- The Institutional, Leadership and Capacity Development Expert was linked to outcome 2.
- The Knowledge Management Expert was linked to outcome 5.
- The Monitoring and Assessment Expert was linked to programme management.

3. Programme and Project Assurance Support Component

This New York-based component was designed to ensure that UNDP's global and regional networks were available to provide overall programme oversight and project assurance, in addition to programme and policy support. This included the engagement of the UNDP Practice Teams to support broader AAP implementation relative to their core business functions, and the Environment and Energy Group's (EEG) Regional Technical Advisors (RTA's).

4. Media Capacity Building Project

This $2.5 million AAP umbrella project was launched in November 2010 in partnership with the UNDP Special Unit for South-South Cooperation. The aim of the project was to increase the capacity and ability of journalists within and across the 20 countries to inform and reflect public debate on climate change and in particular its link with development. The implementation team consisted of an International Project Manager and an International Communications Expert supported by a small national support team and several consultants.

MANAGEMENT ARRANGEMENTS

Programme Board

A Board was established to provide the overall leadership and direction to the Programme. This included the review of financial and physical delivery and the provision of advice related to a range of strategic issues including coordination with other relevant programmes and activities.

In addition, the Board served as the Project Board for the IRTSC. It was responsible for reviewing and appraising the IRTSC work plan and reports, commissioning evaluations and making revisions to this component as necessary. The Board consisted of co-chairs, members and observers as follows:

Co-chairs	Regional Director or Representative from the Regional Bureau for Africa
	Regional Director or Representative from the Regional Bureau for Arab States
	Director or Representative from the Bureau for Development Policy
Member organisations	Bureau of Crisis Prevention and Recovery
	Bureau for External Relations and Advocacy
	Two RBA Country representatives
	One RBAS Country representative
	One member from each BDP Practice Team
Observers	Representative from United Nations Framework Convention on Climate Change (UNFCCC)
	Representatives from major donors, major international organisations in the field of adaptation and non-governmental organisations (NGOs)

During the course of implementation the Board met on five occasions, in addition to approving various IRTSC strategies out of session. The senior level of Board Co-chairs made it difficult for them to fully engage in Board activities and this had an impact on the effectiveness of the Board fulfilling its oversight and quality assurance functions.

Programme and project assurance

The PRODOC clearly articulated that the Programme Board had overall responsibility for programme level assurance. For national projects, the assurance role was the responsibility of the UNDP CO Programme Officer, who would undertake this function with the support of the EEG/ Global Environment Facility (GEF) RTAs.

Programme Manager and IRTSC

The Programme Manager was responsible to the Board for the coordination of the overall Programme as well as being the Project Manager for the IRTSC. This included responsibilities for delivering the Programme, namely: leading the implementation of programme-level activities, facilitation of technical support to national projects, financial management, knowledge exchange and reporting.

UNOPS was responsible for the implementation of the IRTSC including the recruitment of all staff and establishment of the office facilities. Considerable delays were experienced for most positions, some avoidable, others owing to the availability of the applicants. Two positions were re-advertised: one due to an unsuitable initial pool of applicants, the other due to post-interview administrative delays. The Innovative Finance Expert position was advertised twice, however, the

pools of applicants were not considered strong enough to identify a viable applicant. Instead, it was agreed that a second Capacity Development Expert would be recruited with arrangements to cover the innovative finance inputs to be determined further into implementation. In mid-2010, the second Capacity Development position was converted into a Programme Monitoring, Evaluation and Reporting Expert role. In January and March 2011, three United Nations Volunteers (UNVs) were recruited. In March 2011, an International Operations Manager was appointed to strengthen the operations capacity of the IRTSC. The following table outlines the process for the recruitment of technical staff:

POSITION	ADVERTISED	RECRUITED
Programme Manager	February 2009	September 2009
Knowledge Management Expert	March 2009 August 2009 (re-advertised)	January 2010
Data Analysis Expert	October 2009	September 2010
Institutional Leadership and Capacity Development Expert (1)	November 2009 June 2010 (re-advertised)	January 2011
Institutional Leadership and Capacity Development Expert (2)	June 2010	January 2011
Operations Manager	September 2010	March 2011
Reporting, M&E and Knowledge Management UNVs (3)	September 2010	January 2011 (2) March 2011 (1)

The IRTSC office facilities were progressively established and equipped from October 2009 through to March 2010. All national support staff were appointed during this time.

UNDP engagement

The level of ownership and buy-in varied across the bureaux. The EEG Director was the 'AAP Champion' and provided enormous support and encouragement to the Programme Manager and IRTSC team throughout the Programme. RBAS officials were very sensitive and responsive to the situations in their two countries, particularly Tunisia. Excellent working relationships were established and maintained with RBA senior and mid-level officials. However, it was felt that the level of ownership demonstrated by the RBA leadership was not optimal, particularly during the first three years of implementation, and it was clear that there were some underlying issues. This had a trickle-down effect down on many UNDP COs. Although engagement increased significantly during 2012 it is considered that the issues that affected ownership were put aside, rather than resolved.

Coordination

In January 2012, an Operations Sub-Committee comprising representatives of the key stakeholders (RBA, RBAS, BDP, BERA) was established to assist the Programme Manager in solving implementation problems related to operational bottlenecks, particularly those associated with UNDP processes and systems.

The OSC was chaired by BDP and deliberated on a monthly basis through either telephone hook-ups with the Programme Manager and IRTSC staff or through physical meetings in New York when meeting dates coincided with a visit by the Programme Manager. This mechanism served a useful purpose, particularly with the RBA/RBAS Country Advisors intervening to ensure high levels of senior management engagement within UNDP COs. The other benefits were associated with the strengthening of inter-bureau communication and coordination.

Bureau of Development Policy

BDP was designated as the Executive for the Regional Component. The PRODOC clearly defined the roles of specific BDP services and more specifically the RTAs who were to assist the 20 UNDP Country offices in ensuring that the Programme delivered on time, on scope and on budget, and, in consultation with RBA and RBAS, provide oversight and monitoring in programme and project formulation and implementation.

In addition, RTAs were to support the sourcing of technical expertise and institutional partners; verification, validation and quality assurance of technical reports; project design, indicators and results; and general advisory services including troubleshooting. These roles were consistent with their broader GEF project responsibilities.

UNDP's core practice areas (Poverty Group; Knowledge, Innovation and Capacity Group; Climate Change Policy and Planning; Gender Team) were involved in the Programme through the Cross Practice Strategy. The intention of this initiative was to provide integrated, multi-disciplinary, and cross-sectoral support to achieve the strategic objectives of the AAP national projects. Support areas identified were poverty reduction, capacity development, gender mainstreaming, climate change policy and planning, and knowledge management. The support provided aligned with the overall AAP outcomes and the outputs expected from the national projects. The aim was to enhance the strategic components of the AAP's outcomes to link climate change efforts with other areas of work in development.

Monitoring and evaluation arrangements

In the PRODOC, programme and project monitoring and evaluation roles were distributed among national project teams, the Programme Manager, UNDP COs, RTAs and the Programme Board according to UNDP and EEG procedures.

The periodic monitoring visits were placed under the realm of the UNDP COs and the EEG. The quarterly reporting for national projects and the IRTSC was to be done through ATLAS under the responsibility of the Programme Manager and the national Project Managers. The annual reporting and the Programme's Terminal Report were under the mandate of the Programme Manager.

Throughout the Programme's implementation, a number of changes were required to the monitoring and evaluation arrangements particularly as national project staff did not have access to ATLAS and therefore could not undertake their responsibilities as defined in the overarching PRODOC.

The IRTSC established an alternate project-to-programme reporting system, which included country quarterly progress reports—under which country teams provided information on achievements, challenges and lessons to the IRTSC using a purpose-build reporting template—component and Cross Practice Strategy reporting, as well as quarterly progress reports from the HQ team and the MCBP and Communications teams.

The IRTSC also undertook periodic monitoring visits itself and hired additional Anchor Consultants to carry out these visits.

All quarterly and annual reports were developed according to agreed timelines.

1.2 PROGRAMME IMPLEMENTATION

Programme start-up

In targeting 20 countries, the design of the AAP was ambitious. The three-year timeframe added to the implementation complexities as did the crowded country environments, with many *ad hoc* climate change projects placing demands on limited national capacities.

The objectives of the Programme were appropriate; however, one design oversight may have been to underestimate the degree and impact of start-up delays. By the time national projects had been designed and approved, Project Management Units established and inception planning undertaken, almost 66 per cent of the original three-year timeframe had elapsed. By the end of the second year (2010), disbursement was just nine per cent and there was not a great deal of urgency being shown by country teams to improve the situation.

National project design and approvals

The design of national projects was undertaken under the supervision of the EEG-GEF Finance Team with the assistance of their RTAs and a number of external consultants. It was clear from the beginning that designing 20 projects within a very short project implementation window was going to be a very challenging assignment, and this proved to be the case. Despite most countries not having their PRODOCs approved by the Board until the latter part of 2009 or early 2010, many still prepared a three-year work plan and budget for the remaining two-year period.

In October 2009, the Programme Board endorsed a proposal from the Programme Manager for national projects to be approved on the basis that further analysis and design validation could take place during Inception Planning Workshops. Despite this decision there were still some delays in getting all countries to the approval stage:

- Nine countries had PRODOCs approved by December 2009.
- Another four countries had PRODOCs approved by March 2010.
- The final seven countries had their PRODOCs approved by May 2010.

Unfortunately, this full analysis and design validation process did not occur in all countries, resulting in design faults that would have a detrimental effect throughout the entire implementation period. The most common issues were the non-alignment of activities with specific outputs, the limited strategic nature of the activities, and the failure of the validation process to undertake a full capacity assessment to ensure that national capacities were available to implement the project, or, conversely, that missing capacities were identified and categorised as a priority need. Most project designs were simply too ambitious.

PROGRAMME INCEPTION CHALLENGES AND IRTSC RESPONSE STRATEGIES

There were two significant issues that threatened to undermine the effectiveness of the IRTSC.

The first related to the low technical capacities in many countries, which had a major impact on

their ability to accurately reflect their on-going needs. The second and more critical matter was the withdrawal of RTA support in May 2010. The IRTSC was presented with a situation whereby it had to maintain its reactive capacity while also establishing a proactive engagement strategy. The Programme Manager was forced to fill the void using a range of strategies such as restructuring the roles of IRTSC Experts to absorb the monitoring and reporting responsibilities, and the creation of a network of Anchor Consultants to provide in-country support including inception planning assistance and troubleshooting.

Until mid-2010, most countries had neither completed Inception Workshops nor formulated their work plans and budgets making it extremely difficult to provide implementation technical assistance. Instead, IRTSC budgets had to be used to facilitate many unplanned activities in order to build traction.

In late 2009, the emphasis was on finalising IRTSC recruitments, establishing and equipping the office and formulating immediate strategies to fast-track project approvals and inception planning.

During 2010, considerable IRTSC resources were directed toward: the holding of Inception Workshops, including the full costs for the use of consultants; the placement of mid- to long-term in-country technical assistance in four countries and UNVs in nine countries; and extensive travel costs for follow-up meetings. Also in 2010, the IRTSC fully funded a number of national Inception Workshops, two sub-regional 'Inception Readiness Workshops' and a regional 'Peer Review and Strategic Planning Workshop'.

During 2011, funding was available for the IRTSC component and its Stream II initiatives, however, additional funds were required to sustain the AC mechanism. By this time the costs for technical assistance had transitioned to country project budgets, however, for the IRTSC budget the damage had been done. After lengthy deliberations, an additional $2.5 million was ultimately approved to maintain the services of the IRTSC.

IRTSC EXPENDITURE BY YEAR				
Budget	**2009**	**2010**	**2011**	**2012**
$11,741,719	$886,933	$3,565,954	$4,525,976	$2,762,856
Expenditure				
	Recruitment PM and National Staff Salaries Office set-up Travel	In-country technical assistance: 4 countries 9 UNVs Regional and sub-regional workshops Inception Workshops Travel IRTSC set-up and operational costs Consultants	Component initiatives Stream II initiatives Anchor Consultants Travel IRTSC operational costs	IRTSC operational costs Component initiatives Travel

Inception Readiness Workshops

In late 2009, the Programme Manager, with the assistance of consultants, planned two 'Regional Readiness Workshops', which were designed to fast-track the Inception Workshop and planning processes in all 20 countries. The first workshop, for Anglophone countries, was held in Johannesburg, South Africa, in late January 2010 and the second, for Francophone countries,

was held in Dakar, Senegal in early February 2010. A total of 76 delegates representing 19 countries attended the meetings as did a range of partners including some of the RTAs.

The aim of the workshops was threefold: to assist countries to gain some clarity on their specific national project design features, particularly in relation to the type of skill-sets that were required to support implementation; to provide guidance for the planning and conduct of their national inception workshop; and to establish the level of external assistance that countries would require to undertake Inception Workshops and, from this, to formulate an implementation strategy that included indicative timelines as to when each implementation milestone would be achieved.

The immediate impact of the two events was very encouraging. However, over a short period of time commitments by a number of country teams to adhere to specific timeframes were not honoured. This created significant scheduling challenges as the IRTSC attempted to support countries through this process. During 2010, the resources of the IRTSC were almost totally consumed in supporting the inception planning process, in addition to responding to the initial wave of requests to support early implementation.

This scheduling process was further disrupted with a number of countries delaying their workshops until PMUs were established. Others delayed or postponed the inception planning process. This lead to late completion of Inception Workshops:

- Nine countries completed their Inception Workshops by March 2010.
- Eight countries completed their Inception Workshops by June 2010.
- The three remaining countries completed their Inception Workshops by October 2010.

By December 2010, two years into a three-year project, all but four countries had established their PMUs.

Peer Review Workshop

In late November 2010, following confirmation from the Government of Japan that no extension would be given beyond December 2011 and with overall delivery at around seven per cent, the IRTSC planned and hosted a regional 'Peer Review and Strategic Planning' meeting in Dakar, Senegal. More than 120 national delegates and resource personnel including those from UNDP regional and central bureaux attended the meeting. The aims of the workshop were to: undertake a critical analysis of each country's work plan and budget; work through bottlenecks to find solutions; identify corrective strategies and, where necessary or considered appropriate, re-work country strategies; and to formulate a specific IRTSC support strategy with a view to fast-tracking delivery during 2011. These were all measures of last resort given the serious time constraints. The IRTSC formulated its 2011 work plan and budget around the priorities that were agreed to at this meeting.

Anchor Consultants

By late December 2009, a pool of 15 consultants had been prequalified to support IRTSC interventions. By March 2010, this pool had risen to 30 consultants. Their first task was to assist in the planning and conduct of the Inception Planning Readiness Workshops. Following this they were called upon to support the implementation of the Inception Workshop roll-out strategy.

An Anchor Consultant network was introduced in early 2011 to ensure that frequent communication with national teams, of which each AC was usually assigned two or three, was maintained. They also undertook quarterly visits to assist countries through 'on-site' problem solving, project

guidance, mentoring services on project management-related issues and with a range of advisory services related to planning, budgeting, monitoring and evaluation, and reporting.

In October 2011, the AC initiative was replaced by a Task Manager system which is described below. This change was implemented for a couple of reasons. Firstly, the IRTSC was operating under significant budget constraints and at the time countries were reluctant to take up the costs associated with their support. Secondly, consultants found it difficult to influence UNDP COs and government officials and it was felt that a more intensive and focused 'game changing' effort was needed from the IRTSC Team.

Stream I and Stream II Strategy

Following the Peer Review Workshop, the IRTSC introduced a two-stream strategy to enable it to maintain both a passive and proactive response to supporting countries:

Stream I: Direct assistance to national projects: This stream focused on the primary role of providing implementation assistance to national teams on request. The strategy was supplemented through the establishment of a Helpdesk that enabled teams to request assistance, seek clarifications or obtain feedback relative to bottlenecks and other problems and receive prompt responses. During 2011, 19 countries made a total of 85 requests for advice or assistance through the Helpdesk, and by December 2012 this number had increased to 134, proving the benefit of such a resource.

Through the AAP website[5] the IRTSC offered national projects as well as other interested stakeholders and the public access to AAP publications. The RAMADDA page[6] on the website also provided national projects with links to tools and data portals.

Stream II: Proactive Transformational Change Initiatives: Initiatives under this stream were designed to complement and extend the outputs of national projects by providing value-adding, enabling frameworks that assisted countries in moving toward transformational change outcomes. It became clear that more emphasis was needed on issues such as: strengthening infrastructure; enhancing institutional and technical capacity to facilitate access to and analysis of data; expanding leadership groups beyond traditional government stakeholders to address long-standing problems; introducing evidenced-based policy reforms; strengthening knowledge platforms for more effective inter-country information management; and gathering climate intelligence as a means of more accurately assessing the climate landscape and creating collaborative opportunities.

The IRTSC offered a number of Stream II initiatives seeking strategic and business enhancement outcomes. Initially, these were provided through IRTSC funding, so that the results could be promoted to other countries. This funding model had to be withdrawn following the one-year extension, and the initiatives were consequently offered on a user-pays basis. This was a limiting factor given national project budgets had been set and strategies already defined. Examples of the Stream II initiatives include:

- The Leadership for Results Programme (LRP), which aimed to enhance the capacity of multi-sectoral leaders to implement climate change policies through 'breakthrough projects'. It was piloted in three countries.

5 www.undp-aap.org/
6 www.undp-aap.org/workareas/ramadda

- The Professional Development Programme (PDP), which was designed to address specific technical skills that enable leaders to implement the AAP efficiently and supported their professional development. The PDP was provided to delegates of all 20 countries.
- The Climate Action Intelligence (CAI) initiative mapped the climate change landscape of AAP countries and thereby facilitated a more cohesive and strategic approach to addressing climate change adaptation. It was piloted in Kenya then carried out in four so called 'second wave' countries (Congo, Ethiopia, Malawi and Senegal) before being implemented under the Integrated Approach in Lesotho.

A full summary of the implementation of the Stream II initiatives is included in section two of this report.

Mid-Term Reviews and Introduction of the Task Manager Strategy

In September 2011, the Board was requested by the Programme Manager to endorse a proposal to enforce the conduct of Mid-Term Reviews—albeit being well-past the Programme's mid-point—in all countries. The IRTSC Task Manager (TM)[7] strategy was established to support this process. The TMs were mandated to lead and or guide the MTR process, influence national work plans for 2012, and maintain frequent contact with project teams, including regular visits, to ensure a steady rate of delivery was maintained.

As a result of this action, 17 countries received direct support from TMs in conducting their MTRs over a four month period. During 2012, TMs supported all 20 countries through in-country visits and regular communication via e-mail or phone. This support included the revision of work plans and budgets, facilitating the procurement of goods and technical services through IRTSC/UNOPS assistance, problem solving, and general technical guidance to enrich and maintain an accelerated delivery rate.

This interaction resulted in a number of benefits: improved communication with project teams, more effective coaching and mentoring, and a strengthened ability to manage and assess implementation resulting in better quality and timeliness of reporting.

A complimentary strategy involved the RBA Country Advisors engaging regularly with UNDP CO Senior Management and thus strengthening their level of engagement with the Programme. This was a very effective strategy and should have been initiated from the beginning.

Through the Task Manager and UNDP Country Advisor systems, in addition to on-going Stream I and Stream II initiatives, countries were able to increase delivery from 48 per cent in January 2012 to 96 per cent in December 2012 (including advancements). The downside was that component activities had to take a back seat, however, in the majority of cases this did not detract from their effectiveness or the achievement of specific component goals.

Cross Practice Strategy

The UNDP Practice teams (Knowledge, Innovation and Capacity; Gender; Poverty; and Policy) were engaged to ensure the expertise and experiences of UNDP contributed to the quality of support to countries. There were two schools of thought being pursued:

1. Firstly, the HQ Policy Team was seeking to utilise AAP as a vehicle for creating the Cross Practice Strategy's operating machinery in support of a long-term business model.
2. Secondly, the IRTSC viewed the Practice Teams as resources to assist with implementation.

7 The Task Manager initiative involved the IRTSC Component Managers each providing direct and tailored support to a specific set of countries.

During 2011, AAP funding was provided to the Practice Teams to deliver on pre-agreed strategies and within specific timelines. Efforts to create a long-term business model were picked up during 2012, however, this did not result in a sustainable model owing to the absence of relevant policy guidance. After lengthy deliberations by the Board, an additional $2.5 million was ultimately approved to maintain the services of the IRTSC. This funding requirement was directly attributed to the one-year extension of the Programme.

The significant investment in the Practice Teams returned mixed results. Those teams that had ready-to-use and relevant products, namely Knowledge Management, Policy and Gender Teams, were able to commence implementation immediately. The other teams, namely Capacity Development and the Poverty Group, were more problematic as long delays were experienced in recruiting consultants and undertaking the work to develop the required products. Communication with the respective teams was the responsibility of IRTSC Component Experts and their Practice Team's respective focal point and this was not always undertaken at optimal levels.

The following table summarizes the funding provided together with the key outputs delivered.

PRACTICE TEAM	FUNDING	OUTPUT
Gender	$500,000	• Gender mainstreaming in 11 countries • Support for PDP • Support for social and economic impact workshops • Support for Climate Readiness Workshops
Capacity Group	$550,000	• Consolidated Needs Assessment Mechanism • Engagement in Integrated Approach in Lesotho
Poverty Group	$300,000	• Toolkit • Engagement in Integrated Approach in Lesotho • Support to Economic Impact Workshops
Policy Group	Cost recovery	• Oversight of the Integrated Approach in Lesotho • Climate Readiness and Innovative Finance Workshops
Knowledge Management	Cost Recovery	• Training on Teamworks • Support for knowledge platforms

Media Capacity Building Project

The Media Capacity Building Project office was established within the UNON complex in Nairobi, Kenya. ICT and other in-house assistance were provided from UNON services. Operations support for finance and procurement matters was provided by the IRTSC, with a national administrative officer appointed as part of the Nairobi support team to process accounts and to be the link with the IRTSC Operations Manager and his team.

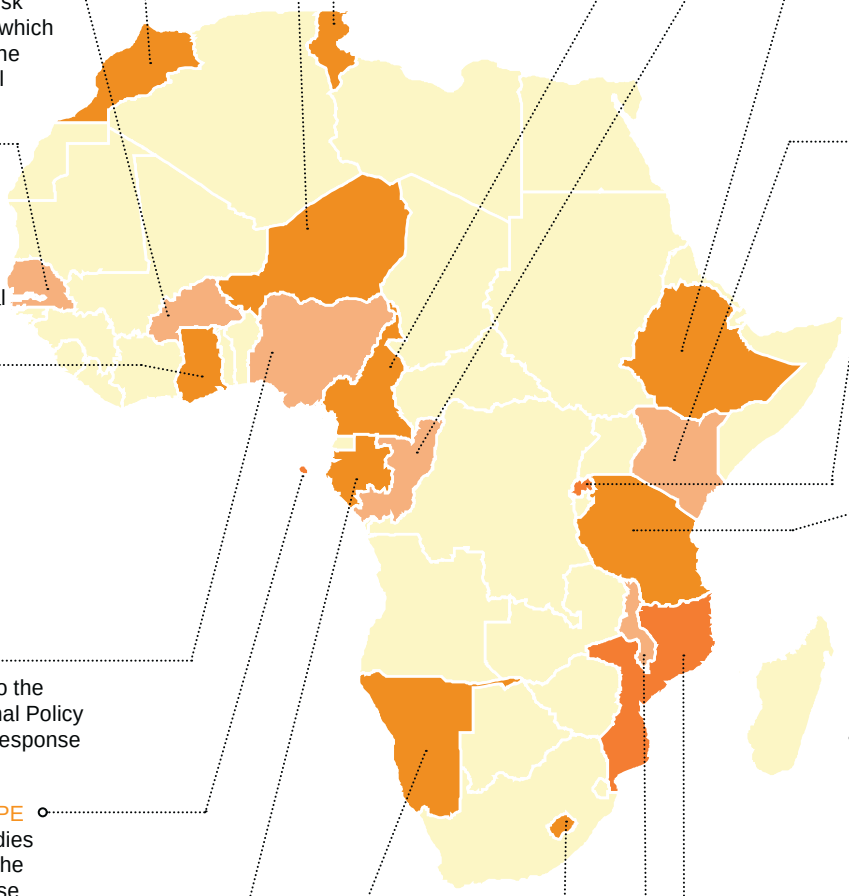
At the time of launch the MCBP was structured to be implemented over a 12-month period to coincide with the broader AAP timeframes. This was extended by nine months once the AAP extension was approved by the Government of Japan. Technically, the project was very sound, and was led by an experienced Project Manager. The results, which are discussed in detail under section 2.7 of this report, reflect high levels of success across all countries and include more than 400 journalists and editors being trained on climate and development journalism and a significant increase in the number of articles being written on these topics.

2
PROJECT RESULTS OVERVIEW

The AAP made a number of great achievements in all of its five programmatic areas, and in a number of countries achievements went beyond those that were anticipated.

The following section details the range of achievements in each of the AAP's five outcomes as well as project management and Task Manager support.

2.1.1
STRENGTHENING LONG-TERM PLANNING MECHANISMS



NIGER
Validated AAP technical studies including climate modelling and economic impact studies

MOROCCO
Completed extensive climate modelling studies that were used to formulate CC scenarios for 2021-2050

BURKINA FASO
Produced climate modelling studies and vulnerability risk evaluations and analysis, which are being used to inform the formulation of the National Adaptation Plan

SENEGAL
Developed a modelling tool designed to help balance economic growth and well-being with rainfall. The model is being used by the National Planning Directorate

GHANA
Mapped (using GPS and GIS) flood and drought vulnerability of communities in all five AAP pilot districts. Safe havens were identified and mapped and evacuation plans prepared for flood-prone areas

NIGERIA
AAP studies contributed to the development of the National Policy on Climate Change and Response Strategy

SAO TOME AND PRINCIPE
Finalised vulnerability studies that were used to update the National Disaster Response Strategy

GABON
Carried out geo-technological studies that provided information on coastal dynamics and selection of materials for a beach restoration project

NAMIBIA
Finalised a range of early warning studies that were used for CC policy making

TUNISIA
Conducted a coastal vulnerability assessment that will be used to develop a climate change vulnerability map

LESOTHO
Developed solar and wind atlases that identify the most efficient energy sources in rural communities

CAMEROON
Produced vulnerability studies that provide the basis for the formulation of a national strategy on CCA education

CONGO
Trained 25 scientists from the state university on climate analysis and modelling

ETHIOPIA
Developed educational guidelines on climate change that provide direction on how to address CC in schools

KENYA
Developed climate modelling studies for integrated CCA and national development planning

RWANDA
Trained 15 people from the meteorological agency on forecasting and disaster preparedness as part of the effort to establish a national EWS

TANZANIA
Enhanced the country's early warning response strategy by purchasing AWS and IT equipment and training staff on their use

MAURITIUS
Trained 67 people on the use of the country's two HPC servers and trained hundreds of stakeholders on CC data generation and management

MOZAMBIQUE
Carried out risk analysis on urban, rural and coastal hazards, which contributed to the development of an online interactive disaster management decision support system

MALAWI
With IRTSC support upgraded IT systems and networks to strengthen data sharing and GIS applications within government agencies

OUTCOME 1: NATIONAL PROJECTS' ACHIEVEMENTS

Climate change has been identified as one of the major threats to the achievement of the UN Millennium Development Goals. Robust climate data and information is critical for developing evidence-based adaptation strategies to manage climate-related risks and to ensure climate-resilient sustainable development.

The AAP has triggered significant national achievements with reference to the completion of technical studies, the development and launch of national planning mechanisms as well as the development of technical capacities in all countries.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 1: Countries have introduced dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change	
1.1 Technical studies and databases have been completed.	• 20 countries produced climate studies that are/will be used to influence development decisions
1.2 National planning mechanisms are established.	• 20 countries developed adaptation plans/strategies • Studies and generated data are used to influence development decisions in 20 countries
1.3 Technical capacity is developed.	• 20 countries trained staff in climate analysis

Through the AAP, 20 countries gained access to improved technical information to support decision-making.

Almost all countries procured information technology (IT) hardware and software to generate, access and analyse the best available climate data and information. Nine countries (Burkina Faso, Cameroon, Congo, Gabon, Ghana, Malawi, Mauritius, Morocco and Sao Tome and Principe) procured a total of 74 automated weather stations (AWS), which either save on human labour or enable monitoring of remote areas. Many AWS as well as additional IT and high performance computing (HPC) servers were procured through the IRTSC in Dakar. Through the procured equipment as well as related training, countries were able to gather valuable data to work on climate studies.

An example of this technical assistance is found in Lesotho, a country that received a package of support through the AAP's 'Integrated Approach' (which is detailed in section 2.6 of this report). Lesotho procured an HPC server, received in-country training on data gathering and analysis and set up a database to assist in the study and management of climate change. Through the installation of independent wireless connections between the key institutions involved with climate change, Lesotho developed a low-cost system of data transfer and sharing between the key stakeholders involved with climate and economic analysis and started to create the climate data sets necessary for the meteorological service to develop country-specific climate change impact models on specific sectors, such as agriculture and maize production.

AAP Ghana supported the Ghana Meteorological Agency to procure eight AWS and one high speed computer. Through training of staff, the agency is now able to produce improved weather forecasts, early warning studies and more elaborate climate projections.

Decision makers, leaders and technical staff from all 20 participating countries were

trained in climate data analysis and application techniques.

On top of the wide range of training on equipment provided by the IRTSC (please refer to section 2.1.2 for more information), all country teams organised training and workshops on climate analysis throughout the implementation of the AAP.

The people trained fulfil key roles in ministries, parliaments, universities, research institutions, meteorological departments, businesses and national planning commissions. Many members of meteorological departments were trained in the generation and analysis of climate data. These professionals then served as knowledge multipliers in a number of countries; in Tanzania, for example, members of the meteorological agency trained 40 people from governmental institutions in climate analysis research.

Moreover, as trained personnel apply their knowledge this newly-acquired information trickles down to local levels, such as in Burkina Faso where the results of 30-year precipitation and temperature studies were shared with farmers to help them and their community with future planning.

Thanks to procured equipment and related training, 20 countries completed climate studies aimed at understanding climate risks and vulnerabilities.

A wide range of studies were undertaken by countries, including early warning studies, vulnerability assessments and analysis, and geotechnical studies (please refer to annex five for a comprehensive list of studies produced by countries). All countries report having used these studies to make more informed development decisions and having fed their results into the formulation of important policy documents. All 20 countries also report having worked on the development of adaptation plans, and the governments of at least six countries have already approved such plans and strategies. Studies have, for example, fed into the development of national adaptation plans in Burkina Faso, national adaptation guidelines in Ethiopia, investment plans in Malawi and communal adaptation plans in Morocco. Moreover, the AAP contributed to the formulation of comprehensive national climate policies in Namibia and Nigeria, and geotechnical studies were used for the restoration of a beach in Gabon (please refer to section 2.3.1 for more information on the beach restoration pilot project in Gabon as well as sections 2.3.1 and 3.1 for more information on the new climate policies that the AAP contributed to).

Through the procured equipment and related training, countries were able to gather valuable data to finalise their studies. Lesotho, for example, reports that the procurement of and training on an HPC enabled stakeholders to finalise long-term climate scenarios. Congo also put to work its HPC server to develop climate scenarios and economic modelling studies used in the creation of a sustainable development strategy.

2.1.2 OUTCOME 1: REGIONAL COMPONENT SUPPORT

The generation, access, distribution and management of robust climate data and information are formidable tasks requiring technology and software that most African countries require assistance to acquire and technical support and training to use.

To make climate data available to countries, the IRTSC, along with partner institutions (please refer to section three for a comprehensive list of partnerships established under the AAP), provided technical assistance to help countries develop the infrastructure and capabilities needed to access, analyse, manage and use data for long-term adaptation planning and decision-making processes.

Through its Data and Information Management Component (DIMC), the IRTSC assisted countries with the procurement of IT hardware and software to enable them to generate, access and analyse the best available climate data and information. Coupled with in-country training, these IRTSC-assisted procurements helped strengthen the infrastructure and the technical capacity of countries to undertake climate risk and vulnerability assessments, which can inform climate-smart policy making.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 1: Access to the best available data and information on climate variability and impacts is facilitated to support dynamic, long-term national planning and decision-making mechanisms	
1.1 Resources and systems are established for technical support and knowledge management.	• Developed the AAP online web portal providing links to tools and data portals • Developed crisis mapping and communication tools for 20 countries • Established a multi-tier high performance computing structure ensuring access to climate data information • Procured eight high performance computing servers for seven countries • Procured a total of 50 automated weather stations for four countries • Procured and installed IT systems for two countries and trained government department staff on their use • Procured and deployed agricultural decision support systems in two countries • In total, more than $1.4 million worth of hardware and software procured • Established early warning systems in two countries • Established renewable energy and health decision support systems in Lesotho • Redeveloped the Lesotho Meteorological Services' website • Established global, regional and national partnerships

1.2 Effective technical capacity development support is provided to assist AAP countries to access and analyse climate data and apply climate products and services.	• Held 22 in-country training workshops for individual countries • Held nine regional training workshops for several countries • Held one global workshop for all countries • As a result, 450 stakeholders were trained on data collection and analysis, and how to use this information to develop strategies to address CC impacts
1.3 Effective strategic support is provided for inter-regional and special initiatives related to accessing technical data and analytical tools.	• All countries have access to the AAP web portal, which provides links to tools and data portals • All countries have applied data and tools to carry out climate data analyses and studies

The IRTSC implemented the following strategy to strengthen the infrastructure and technical capacities of participating countries:

Hardware

The AAP supported the procurement, installation and maintenance of HPC servers—inexpensive, off-the-shelf 'supercomputers' capable of storing and managing large datasets, generating and analysing climate models and sharing climate data between countries.

Software

The AAP promoted the use of the RAMADDA server, an open source data and content management system developed by the University Corporation for Atmospheric Research that runs on inexpensive computing systems and provides access to heterogeneous, geo-spatial and multi-disciplinary data forms. These include raw and processed data, real-time climate conditions and predictions, regional and global climate models, and output from geographic information systems. Its searchable database can generate information on different regions and from different applications for decision makers.

The AAP also promoted the use of the Integrated Data Viewer, which, in combination with RAMADDA, can be used to create powerful graphics that assist with the understanding of climate processes and projections and can also be used as a communication tool for engaging stakeholders.

The AAP also supported the use of sectoral and multi-sectoral decision support tools as well as early warning systems.

Multi-tier high performance computing

The AAP promoted the use of a multi-tier HPC infrastructure that enables each country to manage its data and information-related activities at the level that matches its current capabilities, with a view to upgrading this level whenever possible (please refer to annex seven for an illustration of the multi-tier high performance model).

- Tier 0: This tier consists of a central node large enough to host a considerable amount of data. The International Centre for Theoretical Physics (ICTP), an AAP partner organisation, maintains and houses the system and assisted with capacity development workshops.
- Tier 1: Five African regional centres form Tier 1, which has the same capacity for creating and storing data as Tier 0. Tier 1 is hosted by countries where the required Internet and electricity (speed and stability) are already established.

- Tier 2: Formed by all countries that can access the system remotely through a central web portal. Tier 2 provides advanced usage through lightweight, open source desktop software distributed by the IRTSC.

IRTSC DATA AND INFORMATION MANAGEMENT SUPPORT 2011-2012

The IRTSC Data and Information Management Component made significant contributions to overall advancement under AAP outcome 1.

Throughout the life of the AAP, the IRTSC's DIMC developed a wide number of climate products and services, and analytical tools for AAP countries, thereby providing them with up-to-date climate data and tools needed for the development of climate studies and the establishment of much-needed in-country e-infrastructures.

These products were compiled in the form of toolkits that provided information on the following topics:

- Weather Index Insurance: To support countries to pilot rainfall-indexed insurance schemes to improve farmers' input, investment and crop yields.
- Integrated Water Resources Management: To build capacity to enable countries to undertake comprehensive integrated water resources management using the best available climate change data, decision support tools and methods.
- Socio-Economic Data Collection, Management and Analysis: To facilitate access to the best available information on socio-economic data to aid long-term planning for the implementation of multi-sectoral decision support.

In 2011, the DIMC developed and tested 20 climate products and services to facilitate the generation of and access to the best available information on climate extreme indices to aid climate risk management. Another 11 analytical tools such as multi-disciplinary climate data and various data analysis and data visualisation tools and methods were deployed.

In 2012, the DIMC provided the following products and services:

- Multi-sectoral adaptation planning tools were developed for seven countries (Burkina Faso, Congo, Gabon, Mauritius, Mozambique, Nigeria and Lesotho).
- Under its efforts to incorporate and activate the Cross Practice Strategy within the framework of the Integrated Approach in Lesotho (please refer to section 2.6 for more information), the IRTSC developed a crisis mapping and communication platform using the Ushahidi software[8], which allows for information collection, visualisation and interactive mapping. This enabled the country to finalise its climate and health vulnerability mapping exercise whereby health and climate data was collected and analysed and the relationship between climate and diseases established. Also, in order to ensure the information being generated in Lesotho is accessible to both decision makers and the public, the IRTSC assisted with the creation of a climate change information portal, which will be embedded within the Lesotho Meteorological Services (LMS) website. For effective implementation and to ensure that the information is truly cross-cutting, multiple institutions and government agencies are being given access to the portal in order to directly contribute information to it. Additionally, the IRTSC assisted the LMS with the specifications, procurement and implementation for the redesign of its website.

8 www.ushahidi.com

- Technical specifications and support on all systems procured through the IRTSC were given where requested, for example, the DIMC provided technical specifications on AWS to five countries (Burkina Faso, Cameroon, Congo, Gabon and Nigeria).
- The RAMADDA web portal was activated[9]. In addition to the AAP central server (Tier 0), the RAMADDA page on the AAP regional website provides national projects with links to tools and tested data portals.
- Agricultural support systems portal for advisory services were developed and customised.
- Crisis mapping was developed for 20 countries. Further assistance was provided for the creation of climate information centres, including assistance with drafting terms of reference (TORs).

As mentioned above, the IRTSC promoted the development and use of a multi-tier high performance computing infrastructure for improving access to climate data and information.

The Tier 0 core server was designed and installed. It is based at the ICTP. Four Tier 0 servers were configured and installed at the ICTP.

Tier 1 servers at the country-level were configured and installed for Burkina Faso, Congo, Gabon, Lesotho and Mozambique.

With regard to Tier 2 in-country servers, the IRTSC used an important part of its time to provide procurement through the UNOPS procurement system. This assistance was provided because challenges in many countries resulted in slow and ineffective procurement efforts, resulting in many countries requesting assistance. The UNOPS procurement support activities revolved around jointly developing with countries tender documents and requests for quotes.

The following items were procured for countries (please refer to the procurement table in annex six for a detailed overview of items procured by the IRTSC and related consultant services):

- HPCs, which are used for processing complex tasks and storing high volumes of data that ordinary computers cannot manage, include display and analysis software, data access and management software as well as numerical weather prediction tools. In the AAP HPCs have been mainly used for climate modelling and analysis, and storing and sharing associated data. A total of eight HPC servers were procured for seven countries (Burkina Faso, Congo, Gabon, Lesotho, Mauritius (two HPCs), Mozambique and Nigeria). Installation and training was completed in all countries except Nigeria, and was also provided to Niger, which did not procure an HPC through the IRTSC.
- AWS, which are used to monitor the interactions between the soil, vegetation and the atmosphere without any human intervention. Within the AAP, AWS were deployed to set up observational networks to collect climate data that was then processed for agriculture and related advisory services. During the AAP, the IRTSC procured a total of 50 AWS for four countries: Burkina Faso, Cameroon, Congo and Mauritius.
- A geographic information system (GIS), which is a technological unit used to store, retrieve, map and analyse geographical data. The system is comprised of IT hardware and software, data and operational personnel. The advantage of a GIS over conventional database management systems is that a GIS contains geographically referenced spatial data and corresponding attribute information, allowing users of the software to visualise and analyse

9 www.undp-aap.org/workareas/ramadda

data in a geographical context. A GIS can be used for multi-sectoral adaptation planning and decision-making purposes. The IRTSC assisted Malawi with the specifications and procurement of GIS hardware and software to be used for climate risk and vulnerability mapping.

- IT servers, backup and networking infrastructure systems were procured for Malawi. IT desktop systems for increased *ad hoc* governmental capacity were also procured for and delivered to Burkina Faso.
- Early warning systems (EWS), which are used to warn of significant climatic changes, were implemented in Nigeria and Lesotho, and agricultural decision support systems were procured for and deployed to Congo and Nigeria. Renewable energy and health decision support systems were implemented in Lesotho.

In order to ensure that countries make use of the procured data and information management equipment, the IRTSC provided countries with training.

During the life of the AAP the IRTSC offered 23 in-country workshops, nine regional workshops and one Africa-wide workshop under outcome 1. Through all 32 workshops offered, 450 stakeholders were trained in climate data analysis. Some of the training highlights include the following:

The IRTSC held in-country HPC training workshops in seven countries (Burkina Faso, Congo, Gabon, Lesotho, Mauritius, Mozambique and Niger). The overall objective of these workshops was to teach the people that would be using the HPC servers, such as staff from national meteorological services and academia, to complete their installation and configuration, operate associated software and to use climate data simulation, modelling, management and analysis tools.

The IRTSC ensured that all countries that procured AWS undertook supplier-provided training on their operation and management.

Further in-country workshops were organised to respond to national development priorities. Additional topics covered by in-country workshops organised by the IRTSC include: climate change risks and agriculture (Congo and Lesotho), management of new networking capabilities (Malawi), data tools and vulnerability mapping (Congo), open-source IT programmes (Niger), training on the use of weather generators (Mauritius), climate change and impacts on the health sector (Lesotho), wireless networks (Lesotho), integrated water resource management and climate analysis (Mozambique), climate change impacts on river basins (Kenya) and climate change modelling and impacts assessment in the water sector (Burkina Faso).

Nine regional workshops were organised to train participants from countries with shared adaptation objectives. Topics covered included HPC training, interpretation and communication of climate information for decision-making, wireless networks, multi-hazard and EWS for disaster management, and climate modelling in support of climate risk management and sustainable development.

One Africa-wide workshop was organised in Trieste, Italy, in 2011. It brought together AAP participants with multi-disciplinary backgrounds to acquire training on the generation and use of climate scenarios for adaptation planning and decision-making.

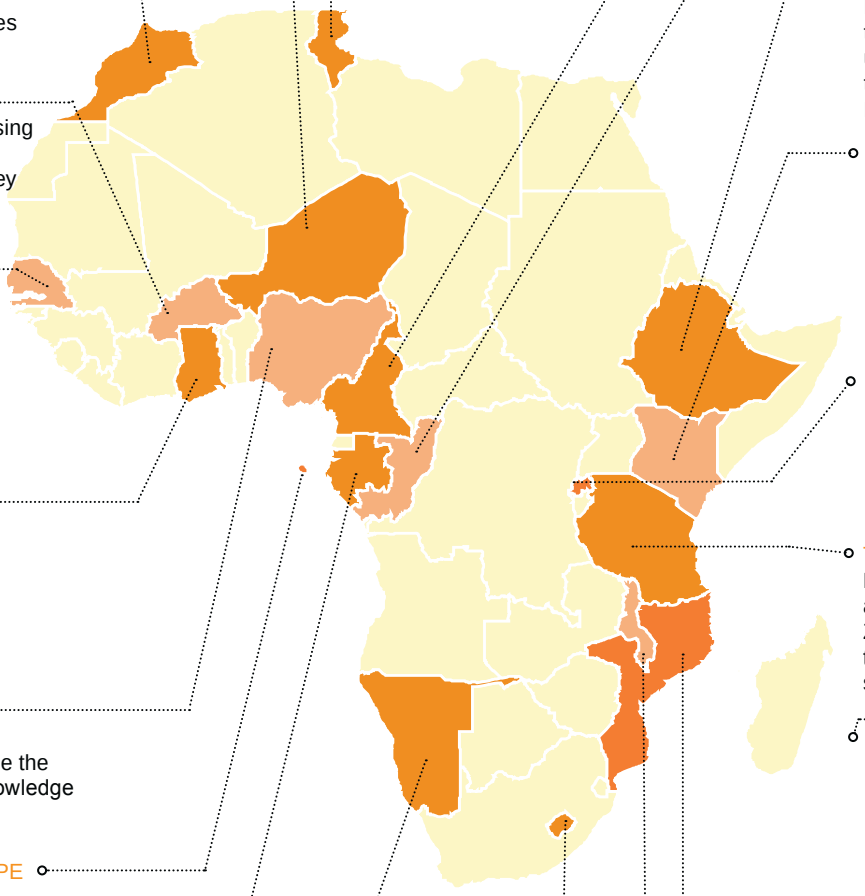
To develop the infrastructure and capabilities needed by countries to access, analyse and apply data to strengthen the resilience of their national development strategies, foundational partnerships were established at national, regional, continental and global levels.

At the national level, the AAP worked closely with national meteorological and hydrological services, disaster management authorities, government departments, universities and research institutions to strengthen their capacity in establishing and using e-infrastructure (HPCs, data tools and methods and institution networks).

At the regional and continental levels the AAP partnered with key African regional centres that provide technical support and services that are critical for addressing developmental needs of countries and the African continent as a whole. The AAP partnered with the World Meteorological Organisation (WMO) to provide training workshops related to use of regional climate scenarios. The WMO is the UN's authority on the state and behaviour of the Earth's atmosphere, its interaction with the oceans, its climate and the resulting distribution of water resources. With the African Centre of Meteorological Applications for Development, the AAP produced training workshops on both climate scenarios and outputs for water resource management at the regional level. AGRHYMET is a specialised institute of the Permanent Interstate Committee for Drought Control in the Sahel. AAP and AGRHYMET held training workshops on both climate scenarios and water resource management. The Coordinated Regional Downscaling Experiment (CORDEX) is sponsored by the World Climate Research Programme. It seeks to organise an internationally coordinated framework to produce an improved generation of regional climate change projections world-wide for input into impact and adaptation studies. In response to the critical need for data analysis and capacity development, a consortium of organisations consisting of the AAP, the World Climate Research Programme, the University of Cape Town's Climate Systems Analysis Group, START, the ICTP, the Swedish Meteorological-Hydrological Institute and the Climate and Development Knowledge Network Initiative developed an analysis and training programme to provide an initial assessment of CORDEX outputs that is regionally focused and prioritised to Africa's knowledge needs.

At the global level, the AAP signed a memorandum of understanding with the ICTP. The ICTP provided the IRTSC with technical support and services for e-infrastructure in Africa. With the ICTP, the AAP organised HPC/e-infrastructure activities.

2.2.1 LEADERSHIP AND INSTITUTIONAL CAPACITY DEVELOPMENT



NIGER
Founded the CCA Coordination Framework, which is mandated to help all relevant actors on CC to share lessons learned and experiences

TUNISIA
Implemented CCA awareness raising and education activities through seven local NGOs

CAMEROON
Established CC parliamentary task forces

CONGO
Established a Climate Information Centre as a result of the IRTSC-led LRP

ETHIOPIA
Engaged 135 members of the Ethiopian Parliament's upper house in training on the Climate Resilient Green Economy Strategy

KENYA
Founded the National Climate Change Secretariat, which is mandated to coordinate CC focal points in key ministries and facilitate the implementation of the National CC Response Strategy

RWANDA
Contributed to the establishment of the Department of CC and International Obligations under REMA

TANZANIA
Helped set up a Steering and Technical Committee in Zanzibar to guide and provide technical assistance to CCA stakeholders

MAURITIUS
Through a series of workshops in 2012/13, strategic level regional and local representatives as well as media managers and representatives from women's groups were trained on CCA

MOZAMBIQUE
Contributed to the establishment of the Inter-Institutional Group on CC, a cross-sector technical body that provides direction for the development of the National CC Strategy

MALAWI
Set up a National CC Committee and a National CC Technical Committee

LESOTHO
Set up a research team under the IRTSC-led CAI to map the CC institutional landscape

NAMIBIA
Restructured the Department of Environmental Affairs within the Ministry of Environment and Tourism to allow for emphasis of CC

GABON
Established a national unit to identify an environmentally secure site for the building of a new port

SAO TOME AND PRINCIPE
Established an ecological observation centre

NIGERIA
Established the Science Committee on CC to bridge the gap between scientific knowledge and policy-making

GHANA
Formed a community of practice on CC and DRR to secure the sustainability of AAP achievements

SENEGAL
Founded the CC Multidisciplinary Working Group, which allows local actors to exchange information on CCA issues

BURKINA FASO
Organised awareness-raising workshops attended by representatives from 25 key ministries

MOROCCO
Had the Vice Minister and the Permanent Secretary of the Ministry of Environment play an active role in AAP awareness-raising activities

OUTCOME 2: NATIONAL PROJECTS' ACHIEVEMENTS

The AAP built the professional capacities of key individuals involved in national development. The Programme supported a broad range of leaders to strengthen their skills, knowledge and leadership so as to improve their ability to overcome challenges, build momentum, influence results and productively engage everyone—from scientists to stakeholders, from policy shapers to decision makers—who can play a role in enhancing the resilience and, therefore, the sustainability of the countries' development agendas.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 2: Countries have built leadership capacities and developed institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels	
2.1 Awareness and action on climate change adaptation have increased.	• Leaders in 20 countries were engaged in awareness-raising activities • Awareness-raising activities spurred follow-up actions in 20 countries, such as new CC projects, knowledge products and events
2.2 National planning mechanisms are established.	• 20 countries established/expanded institutional structures to address climate change • 15 countries have new/expanded governmental programmes on climate change

Through the AAP, 20 countries engaged a broad range of leaders in awareness-raising activities.

Since understanding of how climate change will affect—and in some cases derail—development efforts, the training of government officials, including parliamentarians, was a major component of the AAP as parliaments produce laws and policies that can have major impacts on the environment. Ultimately, adaptation to climate change rests with everyone. This is why a number of countries have been working to build district-level institutions and leaders that can implement adaptation activities within local communities.

As countries did not have the capacities to ensure adequate training for all relevant stakeholders alone, the IRTSC provided training and workshops on institutional set-up and development and leadership capacity training, namely through its Professional Development Programme, Climate Action Intelligence initiative and the Leadership for Results Programme. Additionally, AAP pilot projects helped develop local capacities and awareness amongst relevant stakeholders (please refer to section 2.2.2 for more information on the PDP, LRP and CAI initiative and section 2.3.1 for more information on the pilot projects).

Trained leaders come from all political levels and include national-level parliamentarians, government officials and representatives from key ministries as well as local representatives such as district and village leaders. Representatives from civil society and academia, such as researchers from universities and teachers, were also included in a number of awareness-raising activities and trainings. Since religious leaders are often well-respected and influential, Malawi trained 50 members of the clergy ranging from bishops to reverends and pastors on climate change adaptation. AAP Mauritius managed to include national decision makers in the design of

AAP technical reports and studies carried out under AAP outcome 1 thereby ensuring practicality of studies and buy-in from those who drive the national climate change policy agenda. Niger involved the national parliament and the ministerial cabinet in its awareness-raising activities.

Through the engagement of local communities, countries were able to raise awareness among huge numbers of stakeholders.

Five-hundred-and-forty women from 12 districts of the National Womens Council were trained on climate change adaptation and its relation to gender issues in Rwanda. The training helped them develop a related action plan, the implementation of which will be funded by the Rwanda Environmental Management Authority (REMA).

In quarter three of 2012 alone, Namibia engaged 350 leaders in awareness-raising activities and Ghana engaged 330. One-hundred-and-seventy of the Ghanian leaders engaged were representatives from each of the country's 170 districts. They were trained on mainstreaming climate change adaptation and disaster risk reduction. In addition, 160 Members of Parliament, the Council of State and the Government's Economic Management Team as well as Regional Ministers, Regional Coordinating Directors, District Chief Executives, Chief Directors and Directors of Ministries, Departments and Agencies, and Commissioners of the National Development Planning Commission, were engaged through high-level interactive workshops to create awareness on climate change and to deliberate on how they could support mainstreaming of climate change adaptation and disaster risk reduction in their various areas of authority. These high-level stakeholders made commitments at the workshops to facilitate the mainstreaming process at various levels.

These examples from just two countries highlight the enormous, cross-sectoral impact of the awareness-raising activities undertaken in all 20 countries with thousands of leaders.

Awareness-raising activities led to important follow-up action in 20 countries.

All countries have reported specific actions both high-level and local as a result of awareness-raising activities that were carried out under the AAP. Thanks to sensitisation activities, high-level ministries in Cameroon are sharing information. In Lesotho, trained youth ambassadors visited local communities to sensitise them on climate change, and in Tanzania numerous civil society organisations (CSO) have begun to raise awareness on climate change impacts and related adaptation measures.

Twenty countries established new institutional structures to promote climate change adaptation as a result of AAP activities.

Through new institutional structures, climate change has been valorised as one of the most pressing global problems that countries try to work against in the long term. Through the AAP, many new institutional structures were established in the last three years including commissions and councils on climate change, inter-ministerial working groups on climate change adaptation, parliamentary taskforces and/or networks, national climate change secretariats and government-donor working groups.

As a result of the LRP initiative carried out by the IRTSC, Congo established the Climate Information Centre. It is hosted by the Meteorological Research Department of the University Marien Ngouabi, which supervises climate research and maintains the equipment procured under the AAP, which includes an HPC server and 12 AWS. In Rwanda, the AAP contributed to the establishment of the Department of Climate Change and International Obligations under REMA,

which is now fully operational.

During the workshop on the economics of climate change, Lesotho formed a Steering Committee and a Technical Committee to be responsible for carrying out the analysis of the impact of climate change on the agricultural sector. It is expected that this Technical Committee will be picked up by the UNEP Early Warning Project and become a permanent institutional structure that continues to analyse the economics of climate change.

In Mozambique, as a direct result of the implementation of the AAP, an inter-sectoral technical group composed by AAP institutional focal points with 14 members (including three women) representing the different sectors was established to promote and coordinate joint action and learning. It is continuing to plan and implement activities together in an integrated and inclusive manner, sharing information and knowledge on climate change, seeking synergies between different initiatives in the country and acting together.

In Kenya, a Dynamic Modelling Unit has been established within the Ministry of Planning to enhance and support the sharing of knowledge on climate change adaptation policies through policy dialogue forums. The Unit will guide and support cross-cutting research and policies with regard to vulnerability and risk assessment; adaptation strategies, policies and measures; and sources of capacity development, particularly on climate change and modelling. It will spearhead conceptualisation and implementation of vulnerability/risk assessments and adaptation strategies to climate variability and change.

Fifteen countries developed new governmental programmes on climate change and/or expanded existing programmes.

The AAP has contributed to new government programmes through its studies and actively supported governments implementing existing programmes and designing new ones.

In Ethiopia, the AAP contributed to the development of the Climate Resilient Green Economy.

AAP Malawi worked on two new programmes with the United Nations Institute for Training and Research (UNITAR) and the Flemish International Cooperation Agency, building on the work of the AAP.

In Namibia, the Ministry of Environment and Tourism has started restructuring its Department of Environmental Affairs, which will allow stronger emphasis of climate change in future government programmes.

In Nigeria, over the course of the AAP, the Government re-defined climate change adaptation as an educational priority and began education projects in public schools including competitions and climate change school clubs in order to build climate change awareness amongst children.

In Sao Tome and Principe, the Government has started developing programmes in the districts of Lobata similar to the AAP, for which it is actively seeking donor support.

2.2.2 OUTCOME 2: REGIONAL COMPONENT SUPPORT

The Institutions, Leadership and Capacity Development (ILCD) component was designed to provide advice, direction, targeted support and leadership in programme-critical domains.

The ILCD addressed key aspects of organisations, institutions and processes that have an impact on the capability of the country to appropriately and effectively respond to the immediate and long-term challenges of climate change and sustain long-term development agendas. More specifically, this component focused on institution and organisation design and alignment, organisational effectiveness and efficiency, strategic change, and the building of institutional capability.

Within the leadership domain, the component offered advice and direct engagement with the country projects to strengthen the ability of leaders to contribute to the development of long-term responses to climate change. This included, but was not limited to: identifying and working with individuals and teams who can take a leadership role in responding to the challenges of climate change; enabling these individuals to make breakthrough changes in the way they deal with specific issues and challenges; building a community of leaders to support each other over the long-term; and developing the leadership skills of the individuals most closely associated with the AAP in each country.

The IRTSC sought to avoid offering isolated training courses or capacity building events, focusing instead on longer-term development programmes or situating assistance within the context of a personal growth and development plan. More specifically, the ILCD component focused on personal and professional development, needs assessment and the planning of appropriate solutions to meet those needs. All dimensions of this holistic capacity development approach were aligned with UNDP models of individual competencies, the operational context within which the participants worked, policy and practices, systemic constraints on performance as well as the over-arching culture and systems that sustain and enable countries development agendas.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 2: Support is provided to institutional and leadership development in a manner responsive to the unique circumstances and needs of each country	
2.1 Resources and systems are established for institutional and leadership capacity development.	• Developed and designed the Capacity Development Needs Assessment, created through cooperation between the IRTSC and the Cross Practice Strategy's Capacity Development team
2.2 Effective capacity development support is provided for institutional and leadership development as requested by AAP countries.	• The Climate Action Intelligence initiative was implemented in six countries • Nine Leadership for Results Programme workshops were held in three countries • Three Professional Development Programme workshops were held in partnership with the Cross Practice Strategy
2.3 Effective strategic support is provided for inter-regional and special initiatives related to institutional and leadership development.	• Trained 243 people through the LRP • Trained 70 people through the PDP • Spurred transformational leadership through LRP breakout projects

The IRTSC carried out the following strategic and long-term initiatives aiming at enhancing the long-term capability of countries to respond effectively to the challenges of climate change:

The Leadership for Results Programme

Transformation begins with new perceptions and attitudes, before new behaviours and systems can take hold. It is about moving beyond current practices and realising new possibilities. The AAP's LRP developed the capacity and confidence to lead these changes among 80-to-100 mid-level managers in each country that took part in it. These multi-sectoral leaders were drawn from government, academia, the private sector, NGO/voluntary organisations and the UN.

By learning and collaborating with people from different sectors, participants saw familiar challenges from different angles, gained insight from the experiences of others and built mutual reliance. Most importantly, they developed the capacity to deal with complex issues using a more comprehensive approach.

Among the practical benefits gained by participants were: deepened commitment and stronger leadership competencies to achieve meaningful results and innovation; strengthened abilities in multi-stakeholder coordination, climate change adaptation policy-making, mobilisation of funding and overall enhancement of institutional capacity; and greater potential to make a significant impact on selected national climate change priorities such as land and waste management, food security and agriculture, water and renewable energy, public health and disaster risk management.

The Climate Action Intelligence initiative

The AAP's CAI initiative supported country teams—which collaborated with government counterparts, research institutions and universities, and UNDP COs—to gather and link information on critical players, processes and documents; analyse the relationships among these elements; and ensure the national AAP project derived maximum benefit from existing knowledge and was aligned with national development processes and realities.

CAI is an analytical process that makes use of free online tools and applications to generate useful information. Participants are trained to develop innovative means of visually displaying the relationships and dynamic interplay between actors and actions in the climate change and development landscape. This research can then be used to spur collaborative action in climate change interventions.

This new, visually-oriented analytic perspective was designed to: compare and explain differences between policy intentions and on-the-ground reality; visualise relationships between people, policies, programmes and projects; organise institutions and social relationships according to the level and focus of action; customise summaries of relevant articles, reports and opinions related to local climate change issues; and link these to geo-spatial displays of climate change activities.

The Professional Development Programme

The AAP's PDP helped national AAP Project Managers and Coordinators, their counterparts in government implementing agencies as well as government and UNDP focal points develop knowledge and professional skills that strengthened their capacity to implement the national projects effectively. Through a series of intensive learning modules offered during 2011 and 2012, participants designed and followed personal growth and development plans tailored to their own circumstances and needs. For example, participants could gain greater knowledge not just of technical aspects of climate change adaptation but also of managing stakeholder expectations.

Participants put their personal plans into action at their workplaces, with on-going support and coaching provided by the IRTSC.

The core themes of the PDP were: optimising the effectiveness of project implementation; leadership of the climate change agenda; the development of technical knowledge and skills; and personal effectiveness and growth. The learning and development materials in each module deepened and expanded knowledge under each of these themes.

The Integrated Planning Framework

The objective of the Integrated Planning Framework was to strengthen integrated planning and delivery of climate-related activities at the national level. This work, which was initiated in Niger, took stock of all UNDP CO activities (looking at environment-related activities first then moving on to other work areas) and the activities of other UN agencies to assess how they supported national climate change priorities.

The Capacity Development Needs Assessment

The Capacity Development Needs Assessment was designed to enable national projects to adapt and refine the UNDP Capacity Development Needs Assessment methodology and tools to the context of climate change in Africa. Specifically, the objective was to create a baseline assessment of the climate change capacity needs in all 20 countries.

IRTSC LEADERSHIP AND CAPACITY DEVELOPMENT SUPPORT 2011-2012

The Leadership for Results Programme

The LRP was designed around four steps:

1. Country engagement meetings: these meetings were designed to enrol stakeholders, agree on desired results, set dates and define resource needs.
2. Workshop planning to confirm organisations' participation and identify the five-to-seven individuals joining from each organisation.
3. Participant needs assessment meetings to complete the design of the workshops.
4. A series of three workshops:
    - During workshop I, participants began community-building, were introduced to leadership models and identified project commitments.
    - Workshop II served to share progress, transform challenges and obstacles and design strategic action to deal with resistance.
    - Workshop III was designed to build cross-institutional bridges, share legacy results, build additional skills and sustain momentum with inspired action.

The LRP was carried out in Congo, Ethiopia and Ghana.

In Congo, the first workshop in quarter two of 2012 was held with 88 participants from a wide array of institutions including ministries, UNDP, the media, civil society and the private sector. They split into 12 working groups, each with a coach and a rapporteur who guided them on climate change issues and how to best tackle these in their working environments. Each participant designed a 'breakthrough project'—an innovative project designed to achieve measurable results and

have a lasting impact—which they went on to implement in their workplaces. During the second workshop, participants presented their projects and discussed measures for their improvement and sustainability. The third workshop, which was held in quarter four of 2012, provided the participants with an opportunity to consolidate lessons learned and strengthen ties.

At the three LRP workshops held in Ethiopia between 2011 and 2012, around 70 participants from eight government ministries, one government agency and one NGO, as well as Members of Parliament, were trained. The IRTSC also facilitated a review workshop to help participants deepen their knowledge on core concepts. All participants worked on breakthrough projects and committed to ambitious targets including the greening of key industries and staff training.

Ghana was the first country to complete the LRP, with all three workshops concluded in 2011. A total of 85 participants from 19 organisations in multiple sectors, including the UN, the Government, NGOs, a think-tank, the private sector, the media and CSOs, were enrolled. They were clustered in 12 teams and carried out individual breakthrough projects designed to advance the climate change agenda in the country and foster collaboration between actors and institutions. The IRTSC designed and facilitated an additional half-day workshop on emotional intelligence, which was attended by 16 participants.

Through the LRP, participants practiced new ways of thinking and behaving while developing new skills. All participants had the opportunity to envision and implement a breakthrough project designed to support organisational and national climate change goals. These innovative, visible and measurable projects will make a lasting impact beyond the life of the AAP.

Climate Action Intelligence

CAI was piloted in Kenya in October 2010. Valuable lessons were learned through this process, which prepared the initiative to be introduced in four additional countries—Congo, Ethiopia, Malawi and Senegal—in June 2011 and finally in Lesotho in 2012 as part of the Integrated Support Initiative (please refer to 2.6 for more details on the Integrated Approach).

The main outputs of CAI include the following (please consult annex eight for further details on the main outputs):

- Word-cloud generators, which are visualisations that hint at the difference in emphasis between intended policy and grounded reality.
- Matrix visualisations, which illustrate institutions and social relationships according to levels of action.
- Media-feed and classification services for providing custom feeds of relevant articles, reports and opinion pieces related to local climate change issues.
- Simple GIS tools for plotting climate change activities.
- Linkage visualisation tools such as The Brain[10], which supports the visualisation of relationships between people, policies, programmes and projects.

The CAI pilot in Kenya was carried out with the UNDP BDP. It was structured in three different phases: during phase I, CAI Experts and the IRTSC Advisor extracted a wide array of documents from which information was acquired and sorted. Phase II was initiated with a training workshop for seven staff of AAP Kenya, during which the information collected in phase I was analysed and organised into visual representations. Phase III involved the hand-over of the CAI process to the

10 www.thebrain.com

entire AAP Kenya team.

In the so-called 'second wave' CAI countries the process was launched with two workshops: one in Malawi in May 2011 in which representatives from Ethiopia, Kenya and Malawi participated, and one in Senegal in June 2011 in which representatives from Congo and Senegal participated. The workshops introduced these national teams to CAI and presented the tools and processes that would help people understand the complex climate change landscape. These training workshops marked the official start of CAI in each of the countries, after which the country teams were requested to contract CAI Experts directly to complete CAI assignments.

In Congo, CAI was envisaged to map areas of mutualised efforts or duplication in order to enhance the effectiveness of cross-sectoral projects in priority fields, and to help raise the issue of climate change with high-level institutional structures. In the first stage, four students worked as a core research team under the guidance of the AAP. In the second stage the initiative was launched with a national training workshop in December 2011. This workshop brought together 45 people including ministerial climate change focal points and initiated the process of collection, organisation and visualisation of data in six priority sectors: agriculture, forestry, fishing, transportation, water and energy.

In Ethiopia, CAI was envisaged as a means to engage all key stakeholders, particular in the context of the implementation of the priorities set in the Government's Climate Resilient Green Economy strategy. A national introductory workshop, held in early 2012, focused on introducing the method, visual analytic tools and techniques.

In Malawi, CAI was envisaged to help the Government to understand the complex network of actors engaged and the activities, projects and programmes initiated on climate change. A consultancy firm was engaged by the Government in December 2011 in order to support the implementation of the CAI initiative in the country. A number of outputs were generated over the first half of 2012 through the interaction between the consultants and the national team including an initial training and data entry workshop, data collection, a data analysis session, field survey work, the creation of an implementation manual, and process reports.

In Senegal, CAI was launched in quarter four of 2011 with a training workshop on data collection, organisation and interpretation methods as well as on the use of digital tools for information visualisation. The second workshop was held in quarter three of 2012 and served to develop the competences needed to analyse, synthesize and communicate the data collected by the CAI team during the eight months from November 2011 to July 2012 so that it could be translated into information that could be used to influence decision makers. A number of outputs that will contribute to coordination efforts between stakeholders in the climate change adaptation sector in Senegal were created through CAI, namely: a database with actors, actions and artefacts cross-referenced with geographic and implementation data, and dynamic visualisation databases.

CAI was carried out in Lesotho as part of the Integrated Approach (please refer to section 2.6 for more information on the Integrated Approach).

Among the practical benefits gained by CAI users are:

- Evidence-based information to help national governments and other actors recognise, understand and communicate underlying patterns and trends in relationships, resource and funding flows, inter-dependencies and overlapping activities.
- Insights for national governments to use as they seek to organise and manage the development and climate change agenda more effectively.

- The ability to identify avenues for further research and help identify gaps or under-served aspects of climate change adaptation.
- The ability to identify opportunities to consolidate existing work or create synergies between future projects.
- Tangible support for developing evidence-based decision-making and policies.
- Knowledge to help evaluate the impact and incremental value of potential projects.

Despite the enormous potential of the CAI initiative, the process was not completed during the AAP's implementation period due to a number of reasons. In Kenya, lack of time and the exclusion of relevant stakeholders led to an abrupt interruption of CAI's implementation. In the second wave countries, lengthy procurement processes and outsourcing of CAI to external partners such as universities led to a lack of buy-in from relevant stakeholders. On a more positive note, the combined work of an IRTSC Advisor and the CAI Consultants constituted an innovative and successful approach. Whilst AAP country teams were completing the procurement process, the IRTSC Expert engaged these same teams in the discussions around the research focus of CAI and its alignment with their projects' annual work plans.

The Professional Development Programme

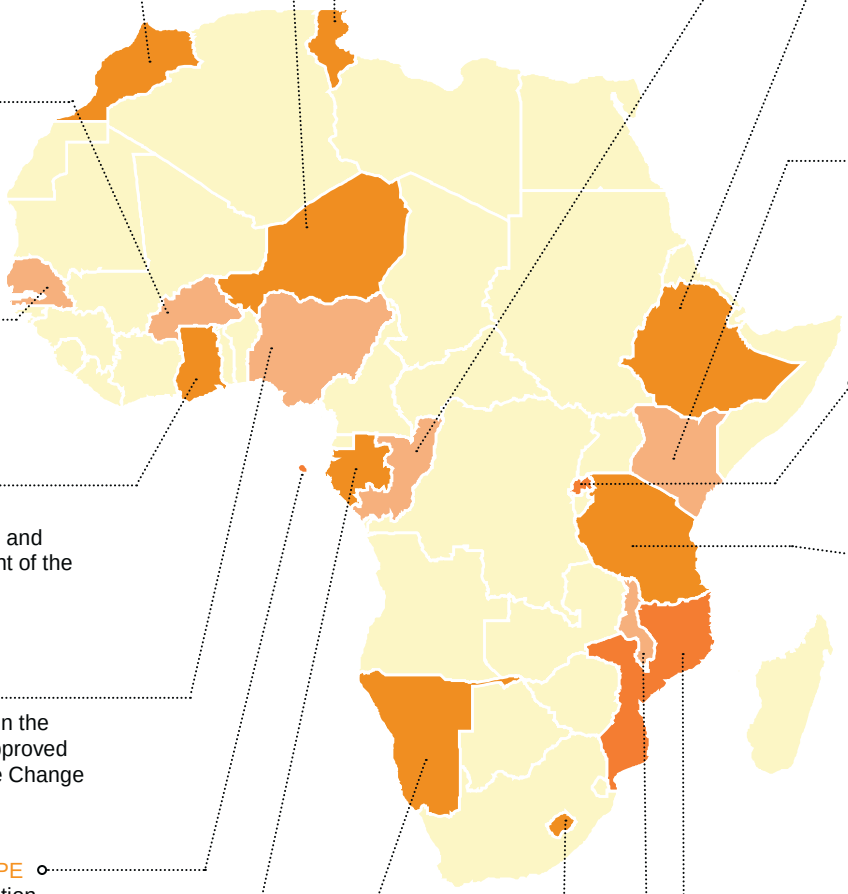
The initial design of the PDP was based on elements contained in the countries' project documents and capacity development needs assessment and through information gained through informal interactions with country teams during regional events held in 2010, namely the Sub Regional Inception Preparation Workshops and the Peer Review Workshop.

The PDP was carried out in two modules: module I was implemented through two sessions—one Anglophone, one Francophone—held in quarter two of 2011. Module II was implemented through a single session with interpretation services in quarter four of 2011. More than 70 participants from 19 countries took part in PDP modules I and II.

Learning and benefits of the PDP are summarized in the following table:

THEMES	LEARNING AND BENEFITS
Optimising the effectiveness of project implementation	• Improved understanding of the expectations of the IRTSC regarding project management standards helped participants to start delivering better quality project management • Understanding and familiarity with project management tools and techniques allowed teams to control their projects better and report more effectively
Leadership of the climate change agenda	• Enhanced awareness of the nature of leadership and how it can be deployed in the day-to-day world of the AAP • Improved understanding of one's own leadership style and skills and how to make use of these for the benefit of the AAP • Ability to recognise and nurture effective leadership in others
Development of technical knowledge and skills	• Improved understanding of the key technical skills associated with the AAP as a whole, such as theory and practice of policy mainstreaming, best practices in accessing climate change data, best practices on institutional arrangements for enhanced decision-making, and knowledge management and gender
Personal effectiveness and growth	• Ability to view challenging situations from different perspectives • Improved confidence to tackle challenging situations in new and more effective ways • Willingness and capability to deal with situations that had been perceived as 'too difficult'

2.3.1
IMPLEMENTATION OF CLIMATE RESILIENT POLICIES



NIGER
Contributed AAP studies that helped the Government to revise communal development plans.
Contributed to the adoption of the National CC Policy and a National Economic and Social Development Plan

TUNISIA
Helped the Government complete the final report on the National Climate Change Adaptation Strategy, which includes 16 aims and 44 actions to be undertaken between now and 2030

CONGO
Financed a local reforestation project

MOROCCO
Developed four communal resilient plans, a water saving plan for seven rural communities and six local water management plans

ETHIOPIA
Procured green technologies to implement Ethiopia's Climate Resilient Green Economy Strategy.
All nine regional states prepared CCA plans with the support of the AAP

BURKINA FASO
Helped the Government finalise the NAPA 2020-2050 study for priority sectors including water, natural disasters and environment

KENYA
Dynamic CC modelling undertaken by the AAP led to greater incorporation of CC in the Kenya Medium Term Plan, the country's four-year development plan

SENEGAL
With AAP support, the Supreme Court adopted the Coastal Protection Law

RWANDA
Contributed to the development of the Government's five-year strategic plan for environment and CC

GHANA
Integrated CCA into five district development plans and supported the development of the National CC Policy

TANZANIA
Guidelines for mainstreaming gender into sectoral policies and CCA have been finalised and approved

NIGERIA
Contributed studies used in the creation of the recently-approved National Policy on Climate Change and Response Strategy

MAURITIUS
Developed a comprehensive National CCA Policy Framework as well as a DRR Strategy

SAO TOME AND PRINCIPE
Contributed to the formulation of the National Contingency Plan and the National Disaster Response Strategy

MOZAMBIQUE
The Government approved the 2013 Economic and Social Plan, which includes CCA as a crosscutting issue, following AAP training of technical teams involved in the drafting process

GABON
Drafted the National Coastal Adaptation Law

NAMIBIA
Launched the National Policy on Climate Change

LESOTHO
Launched a coordinated policy framework as a platform for all CC stakeholders to coordinate better.
Supported the preparation of a Renewable Energy Policy that includes suggested tariff and incentive structures for the renewable energy sector

MALAWI
Successful implementation of CC pilot projects paved the way for additional CCA funding from the Flemish Government.

OUTCOME 3: NATIONAL PROJECTS' ACHIEVEMENTS

Governments need to develop long-term policies to protect climate-sensitive public goods such as water supplies and coastlines, to expand regional political cooperation, to adjust fiscal policies to create private sector incentives for adaptation, and to establish performance standards and codes that encourage both private and public investment in lasting capital and infrastructure.

The AAP was designed to provide critical assistance to key ministries and public administration bodies affected by climate change to help them explore and design appropriate policy responses for climate and development-related sectors, such as water and energy, coastal zone development or agriculture. In addition, demonstrations of climate change risk management responses were to be implemented to guide the formulation of appropriate policies. These demonstration projects were implemented in such a way as to move policy discussions beyond traditional sectoral lines and promote innovative thinking aligned to integrated national adaptation results.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 3: Countries are implementing climate resilient policies and measures in priority sectors	
3.1 Climate change adaptation policies have been approved.	• 20 countries made significant progress with regard to the formulation of climate change related policies • 20 countries worked on strategies for implementing climate change related policies
3.2 Development policy and plans address adaptation.	• 15 countries amended national development policies and plans to address climate change • 16 countries incorporated climate change resilience into their government infrastructure and/or investment plans
3.3 Adaptation measures are implemented in various sectors.	• 19 countries took measures to implement climate change policies and/or directives in priority sectors • 20 countries undertook pilot projects in priority sectors

Through the AAP, 20 countries made significant progress with regard to the formulation of climate change related policies.

Climate change needs to be addressed across all sectors and integrated within all relevant national planning, even that which is not viewed as climate change policy. With the support of the AAP, 20 African countries integrated climate change into national sectoral policies. For example, AAP Congo contributed to the formulation and integration of climate change considerations to agriculture, energy and water policies. In Mauritius, the Environment Protection Act was amended to include climate change adaptation. In Senegal, the Supreme Court approved the new Coastal Protection Law, which responds to rising sea levels and associated coastal erosion. In Morocco, climate change was integrated into the Green Morocco Plan, which was instigated by the Ministry of Agriculture. In Ghana, the AAP championed the incorporation of climate change adaptation and disaster risk reduction in the Ghana Building Code.

For climate change-specific policies, AAP highlights are as follows:

In Ghana, the AAP supported the development of the Ghana National Climate Change Policy with know-how and financial resources. The policy is designed to increase Ghana's resilience to climate change impacts by building the capacity of the country's infrastructure and impact predictions and by reducing vulnerability in key sectors.

AAP Mauritius contributed to the drafting of the National Climate Change Adaptation Plan. The AAP worked closely with all ministries involved resulting in a high level of ownership of the Plan. The Plan will allow for the mobilisation of national and international funds.

Nigeria's Government approved the National Policy on Climate Change and Response Strategy, the development of which was supported through consultations with the AAP. The Strategy sets out indicators for climate change activities and aims to ensure coordinated implementation for addressing the impacts of climate change in the country.

In Tanzania, national guidelines for mainstreaming climate change adaptation into sectoral policies, plans and strategies have been finalised and approved with the support of the AAP, which provided advice and shared best practices and lessons learned from pilot projects. The guidelines provide a step-by-step approach to mainstreaming adaptation concerns into sectoral policies, plans and strategies.

Not all climate change policies have been finalised or approved. Seven countries are still finalising climate change policies or have them awaiting approval. Such is the case in Burkina Faso where the AAP has supported the formulation of the National Adaptation Plan. Finalisation of the Plan will be followed up by the Burkina Faso National Adaptation Programme of Action (NAPA) GEF project in 2013.

For a list of policies and regulatory frameworks developed with the support of the AAP, please consult section 3.1 of this report.

Fifteen countries amended national development policies and plans to address climate change.

Amended policies include national long-term strategies, education policies and updates to international organisation policies to allow for better coordination amongst key stakeholders.

In Malawi, where the IRTSC supported the Government to upgrade IT systems and networks to strengthen data sharing within and among Government agencies, relevant policies have been amended to strengthen the exchange of information within the Malawi Meteorological Agency and between the Agency and other Government agencies.

In Tanzania, the National Environmental Action Plan and the Environmental Education for Sustainable Development Strategy have both been revised to incorporate climate change adaptation issues with the support of the AAP. In the Environmental Education for Sustainable Development Strategy, climate change awareness has been mainstreamed to increase awareness at the primary and secondary school levels as well as in teachers' colleges. In addition, AAP Tanzania is currently mainstreaming gender into existing adaptation policies.

In Morocco, where oases cover 15 per cent of the land, decreasing rainfall constitutes an immense threat to the livelihoods of more than 1.7 million people living around oases. This is why AAP Morocco focused on adaptation measure in four oasis basins: Guelmin-Tata, Drâ, Ziz-Ghriss and Dadès. Under the AAP, vulnerability studies on the oases that include short- and long-term adaptation measures to be taken until 2030 were finalised. Further studies, surveillance and warning systems were developed which, among other things, evaluate existing local surveillance and crisis management structures. AAP studies are being used by local authorities in the basins to integrate climate change adaptation into territorial planning and for the strengthening of surveillance and warning systems. Four communal resilient plans, a water saving plan for seven rural communities and six local water management plans are currently being finalised. This work by AAP Morocco exemplifies how studies on data generation and access developed under AAP

outcome 1 are being used to influence policy-making, i.e., AAP outcome 3.

All countries implemented pilot projects in priority sectors to raise awareness amongst decision makers and thereby influence the policy agenda.

Through pilot projects the AAP sought to influence policy agendas. The most common priority sectors in which pilot projects were implemented were education, agriculture, food security, forestry, energy, and water and sanitation.

As per the AAP PRODOC, pilot projects in Ethiopia, Nigeria and Kenya were carried out with partner organisations (UNICEF and WFP).

Launched in 2011 with support from UNICEF and the AAP, Ethiopia's ambitious Climate Change and Environmental Education programme is part of the Country Programme of Cooperation between the Government of Ethiopia and UNICEF. AAP funding supported 118 schools in seven of the country's nine regions to take part in the Programme. The participating schools are connected to 22 hub schools. In these schools, more than 94,400 schoolchildren (40 per cent of them girls) participated in programme activities such as drawing up action plans to manage school nurseries and gardens. More than 2800 teachers and district and regional officials (38 per cent of them female) were trained to teach environment-related curricula, monitor the schools' environmental plans and projects and facilitate the scaling up of the Programme to cover more cluster schools and their satellites. The Ethiopian Government's goal is to provide environmental education to at least 80 per cent of all students, thereby enhancing young people's involvement in their communities' adaptation to climate change. UNICEF will continue to support the Programme through the Ministry of Environment until 2015, by which time it aims to reach at least 50 per cent of the schools in the seven regions. After that the Government will continue to implement the Programme as part of its Education Sector Development Programme.

In collaboration with UNICEF, AAP Nigeria selected three schools in three federal states for pilot climate change interventions. Thanks to the support of the AAP, the schools have incorporated climate change in their curriculum and are carrying out awareness-raising projects. One of the schools in the state of Niger (in the Federal Republic of Nigeria), for instance, has been carrying out an agriculture harvesting project intended to illustrate the need for climate-sensitive farming. The AAP worked closely with the three relevant federal states in order to replicate successful pilots and upscale and change national-level education policy to include climate change. To capture lessons learned, AAP Nigeria drafted a document on the role of youth in the fight against climate change, which will be shared and discussed through a workshop.

In Kenya the AAP has been supporting WFP's school feeding programme in 1700 schools through a grants/loan programme of energy-efficient stoves. By installing energy efficient stoves the schools reduce their wood consumption. The project also establishes wood lots, which provide a sustainable wood supply for the schools. The number of stoves installed has now reached 850 and the programme plans to install a total of 3650.

Additional AAP pilot project highlights are as follows:

Through its pilot project, Sao Tome and Principe constructed houses using sustainable materials rather than the wood and sand that are commonly used and result in deforestation and erosion. By training 80 local workers in sustainable construction techniques this project can be replicated in the future.

In Tunisia, a pilot project to rehabilitate a section of coastal dunes at Korba and Benj beach was completed. The project involved installing 15 kilometres of anti-wind poles. Rehabilitation of dunes

on the beaches of Tabarka, Chebba and Mahdia was also completed through the installation of 5.7 kilometres of anti-wind poles. These coastal projects received positive feedback from domestic and foreign stakeholders and contributed to increasing momentum to protect coastal areas in Tunisia and neighboring countries.

In Niger, priority was given to the fight against poverty and food insecurity. Through the AAP, 20 micro projects targeting vulnerable populations and working on food security, farming and energy were financed. The pilot projects ranged from the development of communal grain and cattle banks to awareness-raising initiatives, and from the restoration of degraded land to electricity projects and the empowerment of women.

In the north of Gabon the seaside town of Cocobeach has great tourism potential, but coastal erosion is eating the shoreline away. The AAP supported a project to restore 600 metres of beach, which required a busy coast road to be turned into a pedestrian promenade with benches, plants and other amenities. Restoration work on the beach involved the 'soft' technology of geo-bags and sediment-filled geo-tubes.

Sixteen countries incorporated climate change resilience into their government infrastructure and/or investment plans.

Some prominent examples are as follows:

- AAP Malawi concluded a study of best practices and developed a handbook on climate change adaptation measures in communities, which served as an input into the Malawi Government's national investment plan.
- In Niger, the AAP contributed to the integration of climate change resilience through its Economic and Social Investment Plan.
- AAP Rwanda contributed to the development of a five-year Strategic Plan for Environment and Climate Change.
- With the support of the AAP, the Government of Nigeria integrated climate change into national macro-economic policies.

2.3.2 OUTCOME 3: REGIONAL COMPONENT SUPPORT

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 3: Best practices, experiences and technologies are identified and exchanged among countries on implementing climate-resilient policies in priority sectors	
3.1 Resources and systems are established for identifying and exchanging best practices, experiences and technologies.	• Developed a two-part toolkit on mainstreaming climate change into policy and how to use climate change pilots
3.2 Effective capacity development support is provided for use of best practices, experiences and technologies as requested by AAP countries.	Through the Cross Practice Strategy: • Supported five countries (Burkina Faso, Ethiopia, Kenya, Mauritius and Senegal) to mainstream gender in national climate change strategies and processes
3.3 Effective strategic support is provided for inter-regional and special initiatives related to best practices, experiences and technologies.	Through the Cross Practice Strategy: • Trained 24 experts from 14 countries on integrating social and gender considerations in CC policies and programmes • Trained 329 people (122 in Burkina Faso, 35 in Niger, 86 in Congo, 66 in Mauritius and 20 in Mozambique) on the links between gender and climate change and how to mainstream gender in climate change adaptation policies and programmes.

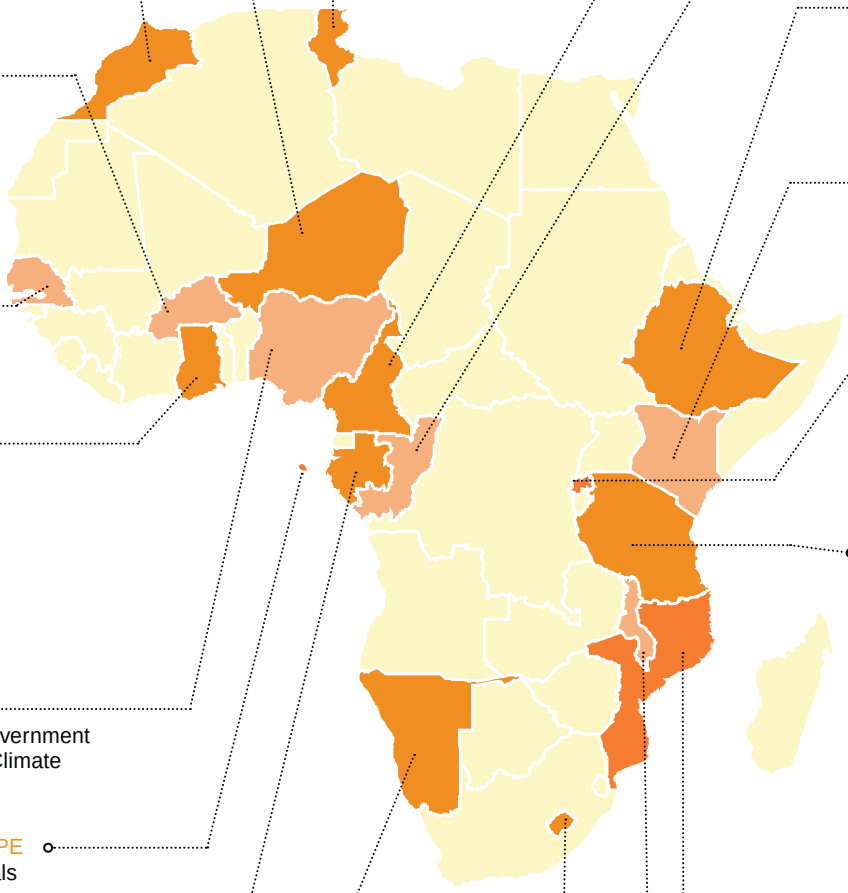
No human resources had been foreseen to cover the third programmatic area of the AAP. Nonetheless, the AAP provided assistance on policy and planning.

The IRTSC developed a two-part toolkit on mainstreaming climate change into policy and identifying best practices from pilot projects for integration in development planning. It consists of a presentation and guidelines highlighting the need to harness good practices and lessons learned through pilot actions and use them in climate resilient policy-making, planning and practices. The guidelines provide countries with a step-by-step approach to developing a mainstreaming strategy, including the scoping of all climate related activity. They were widely disseminated amongst countries and were presented to participants at the second PDP workshop.

In-country support was provided to Mauritius by the IRTSC in the preparation of its National Climate Change Adaptation Framework, which is comprised of the National Climate Change Adaptation Policy, the Climate Change Adaptation Strategy and Action Plan as well as the Climate Change Adaptation Investment Programme. Additionally, in support of mainstreaming climate change mitigation and adaptation into current integrated coastal zone management as well as making policy recommendations that will be promulgated into law, AAP Mauritius received regional support to identify best practices for integrating climate change into effective coastal zone planning and management.

For more details on achievements under outcome 3 please refer to section 2.6 of this report.

2.4.1 INNOVATIVE FINANCING OPTIONS



NIGER
With AAP support, the Government's NAPA gained a one year extension through a $3.75 million grant from the GEF

TUNISIA
With AAP support, the Government included funding for actions against coastal erosion in the national budget

CAMEROON
Participated in the AAP Ghana regional workshop on Leveraging Climate Finance for Resilient Development

CONGO
Participated in the AAP Ghana regional workshop on Leveraging Climate Finance for Resilient Development

MOROCCO
Submitted seven new proposals on CCA to donors and partners

ETHIOPIA
With AAP support, the Climate Resilient Green Economy Facility has been established with a multi-donor trust fund model

BURKINA FASO
With AAP support, Government accreditation of the National Implementing Entity under the Adaptation Fund is well advanced

KENYA
With AAP support, the Government budgeted $696,896 for CC-related activities in the 2012/2013 Mid-Term Plan

SENEGAL
Finalised a study containing an estimate of adaptation costs

RWANDA
With AAP support, the Government budgeted more than $3.35 million for CC-related activities and projects

GHANA
Organised a regional workshop on Leveraging Climate Finance for Resilient Development and a national workshop on the economics of climate change adaptation

TANZANIA
Participated in the Regional Dialogue on Climate Finance organised by Boots on the Ground and regional environmental programmes

NIGERIA
With AAP support, the Government established the National Climate Change Trust Fund

MAURITIUS
With AAP support, the Government adopted the Climate Change Investment Programme

SAO TOME AND PRINCIPE
Prepared six new proposals on CCA

MOZAMBIQUE
With AAP support, the Government adopted the CC National Strategy, which includes financial arrangements

GABON
As a result of an AAP pilot project on mangrove conservation the Government declared mangrove protection a national priority and included it in the 2013 budget

MALAWI
With AAP support, the Government adopted the National Climate Change Investment Plan

NAMIBIA
With AAP support, the Government adopted the CC Finance Strategy

LESOTHO
With AAP support, the National Strategic Development Plan, which contains climate change considerations, is being included in the 2013/2014 national budget

OUTCOME 4: NATIONAL PROJECTS' ACHIEVEMENTS

Outcome 4 addressed the growing number of challenges associated with securing and establishing new financing options for climate change adaptation in developing countries. It was designed to help participating countries identify new financing options that could contribute to meeting adaptation costs at the local, national and regional levels.

This outcome, which sought to have countries establish appropriate financing mechanisms to meet national adaptation costs and compliment resources emerging through donor assistance programmes and others, touched upon other AAP outcomes such as the improvement of planning tools and the establishing of institutional frameworks and climate-resilient policies (outcomes 2 and 3).

The implementation of this outcome started later than that of other outcomes. Most of the countries faced challenges in launching financing-related activities due to poor planning and budgeting, and due to limited national competencies on how to access innovative funding. The AAP nonetheless succeeded in laying important foundations to improve the access of African countries to funding mechanisms that will contribute to meeting national adaptation costs.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 4: Innovative financing options are identified and key partnerships are facilitated at the national, sub-regional and regional levels	
4.1 Resources and systems are established for identifying innovative financing options and partnerships.	• 17 countries took actions to estimate the costs of adaptation plans • 20 countries worked toward the establishment of new financing options • 10 countries included items on climate change in their national budgets
4.2 Effective capacity development support is provided on financing options and partnerships as requested by AAP countries.	• 11 countries worked on new funding proposals, some of which generated new funding for climate adaptation. A total of 35 proposals were prepared.

Seventeen countries undertook actions to estimate the costs of adaptation plans.

With the support of the AAP, 10 sectors in Ethiopia prepared climate adaptation plans that include adaptation costs. Additionally, the national and regional states and the cities' administrations are preparing Green Growth Plans, which take into account climate change adaptation costs.

In Ghana, Lesotho, Malawi and Mauritius, the AAP organised workshops on the economic analysis and finance readiness of climate change adaptation. Also, in Lesotho, a methodology for defining the economic impact of climate change was used in the development of the National Strategic Development Plan and helped planners in Lesotho Meteorological Services and the Ministry of Agriculture and Food Security.

In Kenya, the NAPA takes into account the costs of adaptation based on the results generated through a dynamic modelling tool run by the AAP. Niger, Senegal and Tunisia all conducted adaptation studies that contain estimations of adaptation costs.

All countries worked toward the establishment of new financing options.

All countries organised and/or participated in national and/or regional workshops on climate

change finance. These workshops aimed to develop capacities to access new sources of financing. Participants were taught techniques for identifying opportunities to mainstream climate change in national planning and budgeting processes and how to better position their countries to tap into existing and emerging sources of climate finance. The workshops were attended by representatives of relevant ministries, private banks and development partners.

The AAP played an extremely important role in the establishment of entities, mechanisms and/or plans that are expected to facilitate access for participating countries to climate change adaptation funding. Burkina Faso and Mozambique advanced notably in the process for accrediting national implementing entities under the Adaptation Fund, Ethiopia established the Climate Resilient Green Economy Facility, and in Ghana the process of setting-up a functional Institutional Finance Mechanism moved forward successfully.

Seven countries developed climate legislation or plans, which can be key to mobilising climate- and environment-related funds given the credibility and reassurance they offer donors and partners, be they international or national, public or private. These countries are Kenya with its National Climate Change Response Strategy; Malawi with its National Climate Change Investment Plan; Mauritius with its Climate Change Investment Programme; Mozambique with its Climate Change National Strategy, which includes financial arrangements; Namibia with its Climate Change Finance Strategy; Nigeria with its National Climate Change Trust Fund; and Rwanda with its National Environmental Fund.

Ten countries included items on climate change in their national budgets.

In Kenya, almost $700,000 was budgeted for climate change-related activities in the 2012-2013 Mid-Term Political Plan. In Lesotho, the implementation of the National Strategic Development Plan, which contains climate change considerations, is being funded under the national budget for 2013/2014. In Mozambique, the Government approved the Medium-Term Fiscal Scenario (2013/2015), which includes climate change adaptation measures. In Rwanda, $3.14 million from the 2013-2014 development budget is allocated for climate change projects, and the budget for the Department of Climate Change includes $228,000 for national climate change activities at the national level. In Tunisia, the national budget 2012 included funding for actions against coastal erosion.

Eleven AAP countries worked on new funding proposals, which in some cases generated new funding for climate adaptation. In total, 35 proposals were prepared and/or compiled and/or submitted to donors by the AAP or with extensive technical support from the AAP.

COUNTRY	PROPOSAL DESCRIPTION	DONOR	FUNDS REQUESTED	STATUS
Burkina Faso	AAP-related adaptation fund	Canada Adaptation Fund	Not submitted	
	Reducing vulnerability of natural resource dependent livelihoods in sites at risk of climate change	GEF	7,000,000 USD	Approved
	Strengthening climate information and EWS for climate resilient development and adaptation to climate change	GEF	4,000,000 USD	Approved

COUNTRY	PROPOSAL DESCRIPTION	DONOR	FUNDS REQUESTED	STATUS
Burkina Faso	Generating global environmental benefits from improved local planning and decision-making systems	GEF	970,000 USD	Approved
Ghana	Expansion/continuation of various aspects of AAP	CDKN	800,000 USD	Rejected
	Two projects on climate change adaptation and mitigation	International Climate Initiative	3,000,000 USD	Approval pending
Kenya	Integrating conservation of plant genetic resources into national climate change adaptation planning	FAO/BSF	400,000 USD	Approved
	Climate adaptation through knowledge sharing	Kenya Ministry of Finance	NIP	Pending
	Low-emissions capacity-building project, focus on CC mitigation	EU through UNDP	NIP[11]	Under preparation
Malawi	Additional demonstration adaptation projects (as a result of the successful demonstration projects by AAP)	Flemish International Cooperation Agency	165,000 EUR	Approved
	Funding of National CC Investment Plan 2012-2017	Prospective donors under discussion	98,000,000 USD	Pending
	Support to the National CC Investment Plan	GEF	8,000,000 USD	Approved
Morocco	Purification and re-utilisation of waste water in the oasis of Fezna	Directorate for Territorial Planning and General Directorate for Local Communities	1,454,545 USD	Implemented
	Purification and re-utilisation of waste water in Asrir	South Agency National Office for Drinking Water, General Directorate for Local Communities, Department of Environment	3,313,609 USD	Approved
	Perimeter of oasis of Asrir to receive purified waters of water station in Guelmin	Ministry of Agriculture	946,745 USD	Approved
	Works on the refill of groundwater table in Fezna	Hydrological basin Agency Ziz Guir Ghériss	1,279,881 USD	Implemented
	CC agricultural resilience project Project on adaptation in coastal areas	National Environment Fund World Bank GIZ	767,273 USD	Implemented

11 No information provided: the country teams did not provide the IRTSC with the relevant information.

COUNTRY	PROPOSAL DESCRIPTION	DONOR	FUNDS REQUESTED	STATUS
Morocco	Two PPP Fezna Renewable Energy Projects	Private sector Rural Community of Fezna	749,112 USD	376,331 USD Implemented 372,781 USD Approved
	Climate change agriculture resilience project	Regional Office for Agricultural Promotion in Tafilalet	348,258 USD	Submitted
Namibia	Programme to replicate and upscale CBA/CCA initiatives	SCCF	NIP	NIP
	Enabling activities and reporting obligations for UNFCCC (3rd National Communication)	NIP	400,000 USD	NIP
Niger	One-year extension of NAPA-Resilient as from 2013	CIDA	21,999,364 USD	Pending
	Scaling-up CBA in Niger	GEF	3,750,000 USD	Under preparation
	Community Action Project for Climate Resilience 2012-2013	World Bank	63,000 USD (35,000: grant; 28,000: loan)	Approved
	Adaptation Learning Programme	CARE	2,500,000 USD	Approved
	110 micro-projects in Niger's 8 regions	GEF/SGP	3,418,000 USD	Approved
Rwanda	Building resilience of communities living in degraded forests, savannahs and wetlands of Rwanda through an ecosystem management approach	GEF	NIP	Pending
Sao Tome and Principe	Proposal for allocating micro-credits to the beneficiaries of the Praia das Conchas community	NIP	NIP	Under preparation
	Biodiversity conservation in national parks	GEF	NIP	Under preparation
	Climate data management to set up EWS	GEF	NIP	Under preparation
	Adaptation in rural communities country-wide	GEF	NIP	Under preparation
	Renewable energy and land degradation	GEF	NIP	Under preparation
	Expansion/continuation of various aspects of AAP in Principe	EU	NIP	Under preparation
Senegal	Expansion/continuation of various aspects of AAP	Government of Japan/UNDP	4,000,000 USD	Pending
Tunisia	Adaptation of vulnerable communities to climate change	Adaptation Fund	NIP	Rejected (lack of funds by donor)

2.4.2
OUTCOME 4: REGIONAL COMPONENT SUPPORT

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 4: Innovative financing options are identified and key partnerships are facilitated at the national, sub-regional and regional levels	
4.1 Resources and systems are established for identifying innovative financing options and partnerships.	Under the Cross Practice Strategy: • Completed assessment on national finance needs in 17 countries • Compiled a toolkit on climate change and poverty alleviation
4.2 Effective capacity development support is provided on financing options and partnerships as requested by AAP countries.	Under the Cross Practice Strategy: • Supported the organisation of and participated in a regional climate finance workshop in Ghana • Co-organised a climate finance workshop with Gabon • Supported training of national actors and the identification of funding sources in six countries

Based on countries' needs for guidance on innovative financing, the IRTSC, in conjunction with the UNDP Cross Practice Strategy, began providing services on-demand to countries at the end of 2011.

In March 2012, AAP Ghana hosted and organised a regional workshop on 'Leveraging Climate Finance for Resilient Development'. The workshop presented a framework for understanding climate finance readiness and discussed capacities and activity plans that are necessary for climate readiness. The IRTSC and UNDP's EEG, through the Cross-Practice Strategy, strongly supported the development of this secondary content and presented two modules on regional financial planning: one on assessing needs and identifying sources of financing and one on Africa's vulnerability to climate change and its implications for sustainable development. The workshop was attended by more than 30 representatives from 10 countries (Burkina Faso, Cameroon, Congo, Ghana, Lesotho, Mauritius, Mozambique, Namibia, Nigeria, and Sao Tome and Principe).

In April 2012, six countries (Ethiopia, Kenya, Ghana, Lesotho, Mozambique and Tanzania) participated in the 'Regional Dialogue on Climate Finance' organised by UNDP's 'Boots on the Ground' initiative and regional environmental programmes with the support of the EEG, through the Cross-Practice Strategy. The workshop's three core topics were: taking stock of the current global discourse on climate change finance; sharing country innovations and experiences, and; enhancing partnerships among African countries around climate change finance.

In June 2012, AAP Ghana organised a national workshop on the economics of climate change adaptation. Members of the IRTSC and the EEG, through the Cross Practice Strategy, participated in the workshop and delivered presentations on climate change and poverty reduction, and climate variability. The Cross Practice team, through the Poverty Group, also supported the training of three specialists in Ghana on economic analysis of climate change impacts on the agricultural sector.

In July 2012, AAP Gabon organised a national workshop on climate finance with the support of the UNDP Cross Practice teams. The Climate Change Readiness framework, which was jointly

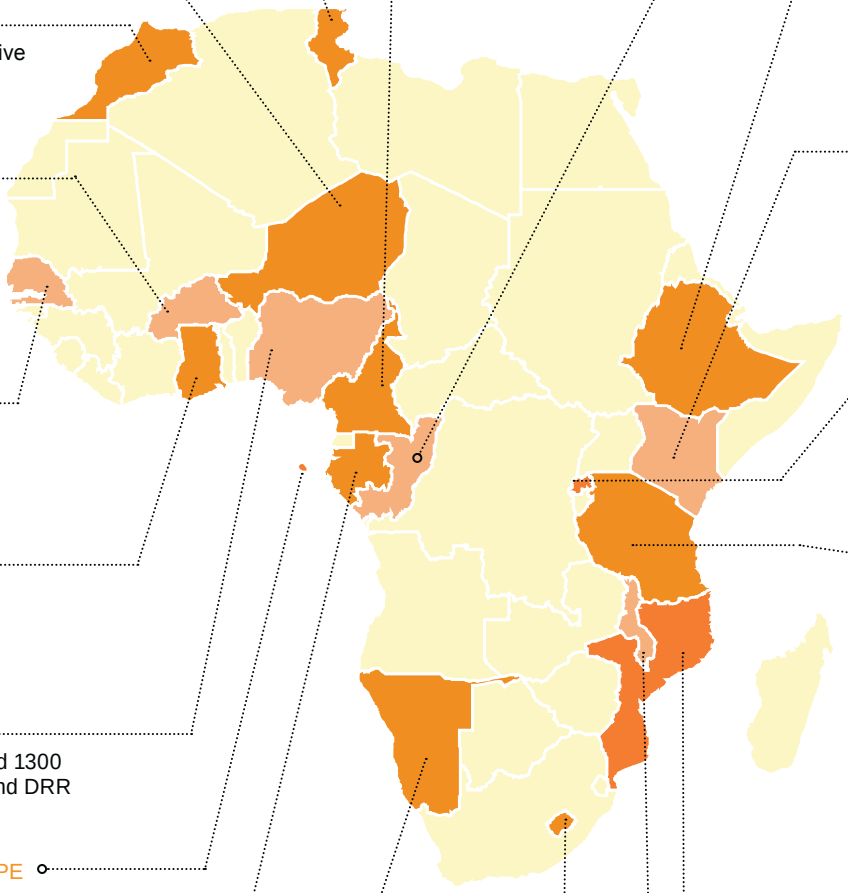
developed by EEG and the Capacity Development Group, was presented at the workshop. The framework helps countries take advantage of the range of funding options available for national climate-related development strategies and outlines the capacities required to plan, access, deliver, monitor, report on and verify the use of climate finance.

A toolkit on climate change and poverty alleviation compiled by the UNDP Poverty Group, as well as a package of presentations on climate finance readiness, were used during the national and regional workshops.

The IRTSC, EEG and the Cross Practice team supplied information and led discussions with a wide number of countries on aspects related to training national actors on how to identify funding sources. Information gleaned from these exchanges nourished the content of national and regional climate finance workshops held in Gabon, Kenya, Malawi, Mauritius, Mozambique and Niger. In Lesotho, support for the establishment of innovative financing for climate change adaptation was done through the Integrated Approach (for more details on this approach, refer to section 2.6).

By the end of quarter three of 2012, EEG and the UNDP Cross Practice team had completed an outline of the climate finance needs of 17 countries along with other African countries. This document draws on consultations held during the national and regional climate finance workshops organised under AAP. Likewise, by the end of quarter four of 2012, UNDP Headquarters, building on the knowledge of its Cross Practice team, finalised a policy brief that gives guidance on climate finance readiness in Africa and includes case studies from countries.

2.5.1
GENERATION AND SHARING OF KNOWLEDGE



TUNISIA
Developed and disseminated outreach communication and knowledge packages on CCA

NIGER
Completed a CCA communication strategy

MOROCCO
Produced and broadcast five documentaries on CCA

BURKINA FASO
Developed a CCA communication strategy in consultation with partners and local populations

SENEGAL
Revised school programmes to include CCA considerations

GHANA
Organised national CC awareness education campaign in secondary schools

NIGERIA
Trained 340 educators and 1300 future teachers on CCA and DRR

SAO TOME AND PRINCIPE
Edited CC manual

GABON
Supported CCA sensitisation campaigns through the AAP's goodwill ambassador, who is a well-known singer

NAMIBIA
Developed policy advisory series used to advocate for CCA with decision makers

CAMEROON
Provided training in collaboration with UNESCO on CCA for community radio presenters and journalists from other media

LESOTHO
Set up an EWS inspired by that of AAP Ghana

CONGO
Held a national workshop on KM and capitalisation of experiences on CCA that was attended by 30 participants including CCA and KM project managers, journalists and representatives from ministries, NGOs, academia and private institutions

ETHIOPIA
Implemented the Climate Change and Environmental Education programme

KENYA
Broadcast the documentary *Securing the Future: Setting the Scene for a Low Carbon Climate Resilient Kenya* nationally and shared it online

RWANDA
Completed and published two documentaries on traditional knowledge and practice

TANZANIA
Produced an atlas on indigenous knowledge

MAURITIUS
Organised a national workshop on Capitalisation of Experiences on Climate Change Adaptation

MOZAMBIQUE
Moved forward with the creation of the Climate Change Adaptation Knowledge Centre

MALAWI
Saw extensive use of a dedicated CCA website created by AAP Malawi

OUTCOME 5: NATIONAL PROJECTS' ACHIEVEMENTS

At the AAP's inception there was an understanding that given the complexity of managing uncertainties inherent in climate change a strong priority should be given to the sharing of knowledge on national adaptation best practices. Unfortunately, it was clear that lessons from previous initiatives were not easily accessible due to a lack of human and financial resources, and that this situation was a systematic hindrance to learning. Effective 'south-south' partnerships and communications, which are critical to advancing the climate change political agenda and programming, struggled under this scenario.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities is being generated and shared across all levels	
5.1 Knowledge products on mainstreaming climate change into development are accessible.	• 20 countries produced climate change adaptation-related knowledge products
5.2 Countries are sharing experiences on climate change adaptation.	• 20 countries participated in regional forums, conferences and workshops that allowed them to exchange good practices, innovations and lessons learned
5.3 Project results and experiences are being widely disseminated.	• 20 projects produced communication plans • AAP project results, lessons and good practices were documented, disseminated and discussed in all countries

The documenting and sharing of experiences and lessons learned was therefore included as a critical element of the AAP and was even designated as an AAP outcome. Countries were expected to establish region-wide knowledge and learning mechanism to raise awareness, engage stakeholders, inform decision makers and promote exchange and cooperation between countries.

20 countries produced climate change adaptation-related knowledge products.

Six national teams produced periodical newsletters and 13 created or upgraded websites or online knowledge platforms. Seven countries produced video documentaries and 13 produced other public information and outreach products. A sample of the knowledge and communication products created is listed below.

TYPE OF PRODUCT	ADDITIONAL INFORMATION	COUNTRY
Newsletter	Quarterly editions	Congo Kenya Lesotho Niger Nigeria Senegal
Website/knowledge management platforms	www.spconedd.bf	Burkina Faso
	www.yesakor.com/eccf/	Ethiopia
	www.aap-gabon.ga/index.html	Gabon
	www.epa.gov.gh	Ghana
	www.aap-kenya.org	Kenya

TYPE OF PRODUCT	ADDITIONAL INFORMATION	COUNTRY
Website/knowledge management platforms	www.lesmet.org.ls/ (Upgrade to LMS website)	Lesotho
	www.nccpmw.org	Malawi
	KM platform established	Mauritius
	www.oasisadaptation.com	Morocco
	Support to the upgrade of Ministry of Education's website containing best practices of the National Disasters Institute, an online decision support system and national CC studies	Mozambique
	www.met.gov.na/AAP/Pages/default.aspx	Namibia
	Supported the upgrade of the Directorate of Environment's website	Sao Tome and Principe
	www.denv.gouv.sn	Senegal
Climate change adaptation multi-media production	Radio programmes	Burkina Faso Congo Cameroon Mauritius Morocco Namibia
	Video documentary on environmental education and protection through schools Video documentary on LRP results Video documentary on best practices Video on climate change adaption pilot projects' implementation	Ethiopia
	Video on climate change adaptation mainstreaming	Gabon
	Video Securing the Future: Setting the Scene for a Low Carbon Climate Resilient Kenya[12]	Kenya
	Five video documentaries on CCA covering topics such as oases projects, PPP in Fezna, and sustainable development and CC in the oases	Morocco
	Video showcasing case studies, photographs and images of AAP	Mozambique
	Video documentary on traditional meteorological techniques[13] Video documentary on chook breeding as an adaptation technique[14]	Rwanda
	TV spot on the danger of coastal urbanisation	Tunisia

12 www.youtube.com/watch?v=xgl_XY37c5E
13 www.youtube.com/watch?v=J6rH7h-K2BY
14 www.youtube.com/watch?v=Ai0opi6NjWU

TYPE OF PRODUCT	ADDITIONAL INFORMATION	COUNTRY
Communication outreach materials	Leaflets, booklets, banners, posters, CDs, DVDs, T-shirts, caps, pens, bracelets, etc.	Burkina Faso Congo Gabon Malawi Mauritius Morocco Mozambique Namibia Niger Sao Tome and Principe Senegal Tanzania Tunisia
Policy/Technical Documents	NAPA summary documents	Burkina Faso
	Parliamentarian position papers Vulnerability study Stakeholders study	Cameroon
	Climate Change Mainstreaming Guidelines Compendium on Green Technologies	Ethiopia
	Climate Change Adaptation Factsheet	Ghana
	Policy advisories/policy briefs	Ghana Namibia
	Atlas on Indigenous Knowledge	Ghana Tanzania
	Technical summaries on topics such as vulnerability, EWS and climate scenarios	Morocco
	Toolkit for local adaptation and planning	Namibia
	Climate Change Manual	Rwanda Sao Tome and Principe
	Technical sheets on sectorial adaptation	Senegal
School-level education manuals	Environmental education and protection manuals	Ethiopia Mozambique Niger Nigeria Senegal
Songs about climate change awareness	Traditional and modern style awareness-raising songs produced and played on radio	Burkina Faso
Best practices publications		Ethiopia Mauritius Mozambique Namibia Senegal

AAP project results, lessons and good practices were documented, disseminated and discussed in all 20 countries.

AAP results, lessons and good practices were distributed at local, national and regional levels to a wide array of stakeholders through awareness-raising packages (Burkina Faso, Senegal, Tanzania and Tunisia), via websites (Kenya, Lesotho, Malawi, Morocco, Namibia and Rwanda), newsletters (Lesotho), a Climate Information Centre (Congo) and through national climate change exhibitions/forums/awareness weeks (Kenya, Malawi, Mauritius, Mozambique, and Sao Tome and Principe). Decision makers, including parliamentarians, ministers and directors of public institutions (Cameroon, Ghana, Mozambique, Namibia, Niger and Rwanda) were also exposed to AAP-related knowledge and experiences.

National workshops, knowledge management fairs and/or meetings on the capitalisation and sharing of knowledge and experiences were held in Congo, Gabon, Ethiopia, Kenya, Lesotho, Mauritius, Morocco, Mozambique and Namibia.

In Gabon, climate change adaptation sensitisation campaigns were supported by the AAP's goodwill ambassador, artist Naneth Pauline Nkoghe. In Ghana, a national climate change awareness education campaign was rolled out in secondary schools. In Lesotho, the AAP partnered with a youth sports programme to deliver a climate change and adaptation awareness-raising campaign, which covered nine districts. In Cameroon, community radio presenters and journalists from the mainstream media were trained on climate change adaptation in collaboration with UNESCO.

In Gabon, the first two episodes of an AAP-produced documentary on climate change adaptation mainstreaming were broadcast on national television. In Kenya, the documentary *Securing the Future: Setting the Scene for a Low Carbon Climate Resilient Kenya*[15] was broadcast nationally and is now available online.

Countries also worked on the revision of educational curricula and the training of teachers to address climate change adaptation in schools (Ethiopia, Niger, Nigeria, Senegal and Tunisia). Under Ethiopia's programme 'Climate Change and Environmental Education' (please refer to section 2.3.1 for more information on this programme) 2800 teachers as well as district and regional officials were trained on teaching environmentally-friendly approaches, monitoring schools environmental plans and research projects, and facilitating the scaling-up of associated programmes. In Nigeria, 300 student teachers and 340 tutors were trained on climate change adaptation and disaster risk reduction.

Twenty national projects developed communication plans.

All countries developed communication and knowledge management strategies.

AAP Burkina Faso undertook a participatory process in which local populations and partners were consulted to build the strategy.

In Kenya, the communication strategy defined its purpose very concisely: '(i) raise the profile of the AAP and its contribution in strengthening national institutional, systemic capacity and leadership to address climate change risks and adaptation; (ii) develop appropriate and effective means of building understanding of climate change issues; (iii) generate support for climate change adaptation among stakeholders; (iv) provide the government with a platform to proactively take leadership on climate change issues in the country; (v) support the formulation of sustainable

15 www.youtube.com/watch?v=xgl_XY37c5E

development policies resilient to the impacts of climate change (at sectorial and multi-sectorial levels).'

In Mozambique, the communication strategy was included in the Knowledge Centre implementation strategy and aimed at establishing mechanisms for coordination and management of information and knowledge between the different national stakeholders.

Twenty countries participated in regional forums, conferences and workshops that allowed them to exchange good practices, innovations and lessons learned.

FORUM	PURPOSE
AAP Peer Evaluation and Planning Meeting (November 2010)	Understand current situations, frustrations, challenges and needs; identify opportunities available to address these issues; collectively plan the way forward and commit to the agreed strategies
AAP Professional Development Programme Modules I and II (April and October 2011)	Optimising the effectiveness of project implementation; leadership of the climate change agenda; development of technical knowledge and skills; personal effectiveness and growth
Regional Workshop on Capitalisation of Experiences on Climate Change Adaptation (May 2012)	Provide practical tools to the national programmes to plan, conduct and facilitate the capitalisation of experiences
Final AAP Country Conference 'Celebrating our Successes' (November 2012)	Analyse countries' project activities critically within a broader pan-African context with a view to sharing lessons, identifying key deliverables and confirming opportunities for sustaining results

In addition to the AAP regional gatherings, the countries showcased their results at the UNFCCC Conference of Parties 17 and 18.

Countries also undertook a number of exchanges and study visits, namely:

- AAP Ghana Steering Committee members visited AAP Burkina Faso.
- AAP Gabon exchanged experiences and knowledge with four other countries working on coastal protection: Mauritius, Sao Tome and Principe, Senegal and Tunisia.
- AAP Kenya held discussions with AAP Mozambique on the establishment of the Climate Change Innovation Centre.
- AAP Lesotho set-up an early warning messaging system inspired by an original idea developed by AAP Ghana.
- AAP Malawi collaborated with AAP Kenya and AAP Ethiopia through the CAI initiative.
- Inspired by good practices from Morocco and Senegal, AAP Mozambique developed its own reports, brochures and videos.

Countries also shared knowledge products, lessons learned and best practices with one another through Teamworks and the AAP general website[16].

16 https://undp.unteamworks.org and www.undp-aap.org

2.5.2 OUTCOME 5: REGIONAL COMPONENT SUPPORT

The IRTSC focused its knowledge management activities on supporting countries to improve their capacities to create and disseminate knowledge products. Based on the needs expressed by countries at the inception phase, the KM plan was broken into five key areas: (i) generate, disseminate and implement national strategies on climate change adaptation knowledge; (ii) strengthen UNDP and national project staff capacity to build upon acquired knowledge and good practice and disseminate knowledge on learning-in-action programmes; (iii) adapt existing knowledge platforms to assist adaptation practitioners at the local, national and regional levels; (iv) disseminate national level climate change knowledge and lessons learned; and (v) prepare and implement a comprehensive communication strategy.

EXPECTED RESULTS	ACHIEVEMENTS
Outcome 5: Region-wide knowledge and learning mechanisms are established to raise awareness, engage stakeholders, inform decision makers and promote exchange and cooperation between countries. Climate change institutional and leadership development has occurred in a manner responsive to the needs of each country	
5.1 Resources and systems are established for knowledge management and learning.	• Produced a wealth of KM and learning resources and systems such as a newsletter, a knowledge needs survey, a handbook, orientation notes, seminar reports, video interviews, a website and knowledge platforms. Established a strong partnership with the UNDP Knowledge, Innovation and Capacity Group (KICG)
5.2 Effective knowledge management services are delivered as requested by AAP countries.	• Provided strategic and technical support to the development of KM and communication strategies in at least seven countries • Organised two regional AAP events and supported the organisation of national capitalisation workshops and/or national fairs in five countries • Fostered the use of Teamworks to share knowledge and experience among countries
5.3 Effective strategic support is provided for inter-regional and special initiatives related to knowledge management.	• Provided effective strategic support to countries via regional conferences and workshops, Teamworks and study visits enabling them to exchange knowledge, experiences and best practices

The regional team produced a wide range of AAP corporate communications and KM products.

These were distributed by the AAP's offices in Dakar and Nairobi, UNDP Headquarters and the national teams and were used to inform stakeholders at meetings, workshops and conferences, including COP17.

PRODUCT[17]	CONTENT/PURPOSE
The Baobab Coalition Journal	The newsletter-cum-community newspaper of the AAP focused on showcasing the national teams' work in strengthening the capacities within their teams, their governments and their countries to integrate adaptation into development, the challenges they encountered along the way, their efforts to overcome obstacles, the lessons learned and the progress achieved. It served not as a top-down newsletter but as a meeting place where all participants across the AAP community shared experiences, saw the common purpose among their many varied activities, and drew encouragement from the successes of their counterparts and a growing sense of mutual reliance. Four 12-page print editions of *The BCJ* containing a total of 64 articles, and an additional 19 digital email/webpage articles, were published.
Knowledge Management Needs Survey Report	This survey identified countries' knowledge needs and gaps to further the understanding of climate change impacts, adaptation barriers, innovative adaptation approaches and the type of knowledge products most useful for facilitating knowledge exchange on current adaptation practices and lessons learned.
Handbook on the Capitalisation of Experiences	*The Handbook* elaborates on how to develop the skills and mechanisms required to generate, analyse and share information and knowledge according to the needs and specificities of national actors.
Report on Regional KM Workshop	Report on the Regional Workshop on Capitalisation of Experiences on Climate Change Adaptation, Maputo, Mozambique, held from 7 to 11 May 2012.
Reports on national KM workshop	Reports on national KM workshops held in Congo, Mauritius, Niger, Rwanda.
National Knowledge Management Fairs – Orientation Note	The *Orientation Note* was created to help countries with the planning of national knowledge fairs, which were expected to provide a unique opportunity for AAP teams and stakeholders to share their achievements, exhibit their products, maximise the impact, visibility and sustainability of knowledge gained during AAP implementation, stimulate and facilitate exchange among stakeholders to build a common view for the future and provide donors, policymakers, other institutions and potential partners with elements to stimulate interest in future collaboration and the development of new programmes.
Best practices reporting templates, guidelines and examples	In order to help countries document their best practices, relevant documents were sent to them, namely: (i) samples of best practice documentation prepared by other countries, (ii) simple orientation notes, (iii) samples of best practices power point presentations, and (iv) more complex guidebooks displaying large sets of best practices.
United Nations Volunteers and the AAP brochure	An introduction to the collaboration between the AAP and the UNV programme.
The Government of Japan and the AAP brochure	An introduction to the relation between the Government of Japan and the AAP.
AAP–A cross practice approach	A general introduction to the AAP from 2010.
AAP–An insight into AAP and Country Project Profiles	A general introduction to the AAP from 2010.
AAP–For climate resilient development in Africa	A general introduction to the AAP from 2011.
Suite of five AAP brochures: *From Risk to Resilience* *Capitalising on the Power of Knowledge* *People and Change* *Informing the Public* *Supporting Decision Making*	 Provides a succinct overview of the Programme's activities and ambitions. Explains the aims and activities of the AAP's Knowledge Management component Explains the aims and activities of the AAP's Institutions and Leadership component. Explains the aims and activities of the AAP's Media Capacity Building Project. Explains the aims and activities of the AAP's Data and Information Management Component.

17 All these products are available at /www.undp-aap.org/ and the AAP's Teamworks space

PRODUCT	CONTENT/PURPOSE
AAPeople poster	With images of 258 AAP staff and associates, the *AAPeople* poster provides a visual representation of the multitudes of individuals who worked to shift the direction of their countries' development from risk to resilience.
Interview-based videos	A series of video interviews with delegates at the first AAP Peer Review meeting in Dakar, November 2010. A series of video interviews with participants at the MCBP's 'Training of Trainers' in Nairobi, February 2012. *Paths, Progress, Possibilities*: A series of video interviews with national representatives at the AAP Country Conference, Dakar, November 2012.
Voices from the ground	A document that compiles and examines media coverage of the AAP to capture on-the-ground experiences of the Programme.
Celebrating our Successes AAP final country conference report	Documents the findings of the AAP's final conference with an emphasis on lessons learned, deliverables and sustainability.
AAP website	www.undp-aap.org
AAP regional office Teamworks space	https://undp.unteamworks.org/node/17041

The IRTSC promoted the sharing of knowledge primarily through training of more than 300 people in 17 countries on UNDP's online KM platform Teamworks[18], which has an extensive membership working in climate change and climate change adaptation. Teamworks is widely used by UNDP, UNEP and other agencies and has very flexible membership policies with membership open to non-UN staff members. Its use was facilitated throughout the AAP and the intense level of usage of Teamworks has made it the participating countries' KM platform par excellence (please refer to annex nine for more details).

Additionally, a programme-wide website was created. The AAP website includes facilities for information, knowledge and content management and provides space to share and showcase knowledge products, lessons learned, good practices and other relevant information produced by AAP national projects, the IRTSC and UNDP. Website usage tracking commenced on 24 August 2011 and continued through to 31 December 2012: A total of 14,480 unique visitors to the site made a total of 24,379 site visits and 89,864 page views. At least 40 per cent of site visits originated in Africa followed by Europe with 25 per cent and the Americas (North and South) with 21 per cent (please refer to annex 10 for more information on the usage of the website).

Through regional workshops, remote and/or in-country technical assistance, countries learned to capture, document and disseminate knowledge, best practices and lessons. They also received guidance on the development of KM and communication plans, the revision of school curricula to include climate change adaptation, and the organisation of knowledge events/fairs.

In collaboration with AAP Mozambique, the IRTSC organised a regional knowledge management workshop, which took place in Maputo in May 2012. The workshop brought together around 50 people, mainly knowledge management and communications staff, from 17 national teams to learn and develop techniques for improved knowledge sharing.

18 Teamworks is a web-based, globally-integrated extranet platform that enables UNDP and external partners to leverage the collective knowledge of communities, individuals, programmes and projects in the most useful, cost-effective manner. By making the knowledge of staff in the field, at the regional level and at headquarters accessible to the rest of the organisation, as well as to external partners, Teamworks makes local experience globally available and global experience locally available. (https://undp.unteamworks.org/)

The IRTSC provided inputs to the development of communication plans in Cameroon, Gabon, Morocco, Mozambique, Namibia, Niger and Tanzania, as well as to the national capitalisation workshops organised in Congo, Mauritius, Morocco, Mozambique and Namibia.

The IRTSC organised the final country conference in Dakar, Senegal, in November 2012, in which country teams were invited to reflect on the lessons learned, achievements and sustainability of the AAP. During the conference a KM fair was held, which allowed countries to present major results, engage with donors and other stakeholders and raise the visibility of the Programme's achievements.

The IRTSC provided technical advice on scenarios and modalities for the creation of the Knowledge Centre in Mozambique.

The IRTSC established collaborations with a number of key international KM networks and/or platforms to widen access to best practices and other relevant information to global, regional, national and local stakeholders.

The most important collaboration was established with UNDP's Knowledge, Innovation and Capacity Group[19] and in particular with KM team leaders at UNDP regional offices in Africa and in Headquarters. They provided indispensable support in Teamworks training for national teams and online support.

The IRTSC collaborated closely with the independent, non-profit organisation Innovation, Environment and Development Africa (IED)[20] to produce a guide on the capitalisation of knowledge and facilitate national/regional KM workshops.

Under the leadership of the Climate and Development Knowledge Network[21] the IRTSC became one of the founding members of the Knowledge Management Brokers, an initiative introducing harmonisation among the many knowledge management initiatives sprouting all over the world.

The IRTSC participated in the Africa Adaptation Symposium in Addis Ababa, Ethiopia, March 2011 where it discussed the implementation of joint activities at the regional level.

19 Formerly the UNDP Capacity Development Group and UNDP Knowledge Management Group, now merged into a single group.
20 www.iedafrique.org
21 http://cdkn.org/

2.6 CROSS PRACTICE STRATEGY

Objective: 20 countries have access to multi-disciplinary and cross-sectoral expertise to adjust their national development processes to incorporate climate change risks/opportunities

Outcome 1: Strengthening long-term planning mechanisms

- Helped design research activities and studies examining the gender dimensions of CC in four countries and gender policy analysis in three countries
- Collaborated with strategic institutions to ensure gender issues are taken into account in climate risk studies

Under the Integrated Approach:

- Supported the development of a climate change policy framework by coordinating the generation and analysis of relevant information for evidence-based policy

Outcome 2: Leadership and institutional capacity development

- Developed and designed the Capacity Development Needs Assessment through cooperation between IRTSC and the Cross Practice Strategy
- Supported the implementation of the Climate Action Intelligence pilot in Kenya and the design and the delivery of the PDP 1 workshops

Under the Integrated Approach:

- Provided training on mainstreaming climate into sectoral development processes and plans under AAP outcome 2
- Supported the Climate Action Intelligence initiative by establishing and supporting a CAI research team and holding a training workshop
- Supported discussion on strengthening coordination among institutional bodies at the national level

Outcome 3: Implementation of climate resilient policies

- Provided technical support to UNDP COs and government agencies to help integrate gender in climate change and national development-related programmes, policies and regulatory frameworks
- Supported government environment divisions in efforts to mainstream gender in national climate change strategies and processes in four countries
- Trained 329 people in five countries on the linkages between gender and climate change and how to mainstream gender in climate change adaptation policies and programmes
- Trained 24 national experts on gender and climate change
- Helped seven countries hire national experts on gender and climate to facilitate country consultations and integrate gender perspectives in national programme formulation

Developed and delivered the Integrated Approach in Lesotho:

- Supported the initial stages of the development of an integrated policy framework for climate change in Lesotho by providing inputs from across the Cross Practice Strategy teams and bringing together a range of information to inform climate-related policies. The Integrated Approach incorporated nine cross-sector capacity building initiatives relating to all five AAP outcomes

Outcome 4: Innovative financing options

- Carried out assessments on national climate finance readiness needs in 17 countries
- Supported the organisation of a regional climate finance workshop (Ghana) and co-organised a climate finance workshop with AAP Gabon
- Climate change financing options for sustained adaptation that can benefit women have been identified in Kenya and Malawi and related information presented at climate finance readiness workshops in Ghana and Malawi
- Developed a toolkit on climate change and poverty reduction

Under the Integrated Approach:
• Delivered training on the economics of adaptation in Lesotho
• Piloted the climate change and poverty reduction toolkit in Lesotho (outcome 4)
Outcome 5: Generation of knowledge
• Produced thematic training modules on gender and climate change
• Drafted a guidebook for mainstreaming gender in national adaptation policies, programmes and projects
• Produced a Gender Reader that includes best practices on women's leadership in climate change
• Supported nine countries in the development of knowledge products on gender and climate change

The Cross Practice Strategy aimed to facilitate integrated approaches to supporting climate change adaptation at the national level by drawing on expertise from across UNDP's core practice areas: capacity development, poverty reduction, gender mainstreaming, governance, and policy and planning. The initiative also provided the IRTSC with an additional suite of technical assistance to meet the vast array of needs associated with national project implementation.

The Cross Practice Strategy was initiated in 2011. Over the two years of its implementation each practice area contributed to outputs associated with the five AAP outcomes in an effort to support AAP countries in the implementation of their projects. This took place through a series of related and integrated services being provided by each practice area to address demands identified by AAP countries. With this outcome in mind, practice areas also provided additional direct support to individual AAP national teams as requested.

The main components of the Cross Practice Strategy were the following:

Poverty reduction

The expected result of the Poverty Group's involvement was in line with that of the Cross Practice Strategy: to support AAP countries to improve national planning and budgeting by incorporating climate risks into prospects for pro-poor growth and multi-dimensional poverty reduction. The Poverty Group's contribution to the AAP was to develop toolkits for ministries of planning, finance and other sectoral ministries that help countries examine the relationship between existing assessments on topics such as vulnerability, climate change impact and poverty, and identify how addressing climatic threats can contribute to accelerating poverty reduction and the achievement of the Millennium Development Goals.

Capacity development support

The support from the Capacity Development Group (CDG) focused primarily on the AAP's second outcome of leadership and institutional capacity development. In 2010 and 2011, UNDP's CDG supported the Capacity Development Needs Assessment and the PDP. The main purpose of the two initiatives was to ensure that AAP countries had strong national teams equipped with the necessary knowledge and skills, and with country-specific methodologies and tools, to strengthen institutional capacities to address the challenges of climate change (see section 3.2 for additional information). In 2012, the CDG also supported the implementation of the Integrated Approach in Lesotho, including undertaking a mission to the country.

Mainstreaming gender into climate change policy and plans

Many AAP countries recognise the need to integrate gender considerations into existing climate change activities, policies and plans. This was reflected in the extensive amount of requests for information, methodologies and guidance on how to do so. The expertise of the Gender Team was provided to numerous countries as a result of these requests. Gender considerations were also incorporated into joint work on climate finance readiness and integrated policy approaches, as described below.

Climate Finance Readiness

With the emergence of a multitude of climate finance options for developing countries, many countries face difficulties in assessing and accessing these sources and using funds effectively once they are received. The EEG provided specific training to AAP countries on climate finance readiness to identify the capacity-related needs associated with planning, accessing, delivering, monitoring, verifying and reporting on climate finance.

The Cross Practice Strategy supported countries in all five programmatic areas:

Outcome 1

The Gender Team helped four countries (Mozambique, Namibia, Niger and Senegal) design research activities and studies examining the gender dimensions of climate change and also helped three countries carry out gender policy analysis (Congo, Kenya and Niger).

In Mozambique, the Gender Team provided input to a review of Global Gender and Climate Alliance (GGCA) country knowledge products, such as a 'stocktaking' study and guidelines on how to increase women's membership of and participation in local management committees. A report structure and an outline for national gender mainstreaming guidelines were developed to guide the national consultant in her task of completing knowledge products, and a planning meeting was held to discuss those knowledge product's dissemination and use.

Namibia was supported with a review of and the provision of input to GGCA knowledge products, namely a study on national vulnerability to climate change and a project proposal for piloting various gender and climate change activities.

In Niger, the Gender Team contributed to the final review of gender analyses and the drafting of specific gender recommendations in the report 'Climate risk assessment in the Tabalak Pond/ Niger'. They also provided a series of policy recommendations promoting gender equity in climate risk management that were designed to follow up on activity generated by the report.

In Senegal, the Gender Team reviewed and provided input into a case study on 'Gendered vulnerability and women's adaptive capacities in floods'. The Team provided policy recommendations drawn from the study that urged the integration of gender issues in associated national climate change policies. Analytical support was also provided to a masters student who had received an AAP grant and was writing a thesis on the link between gender-migration and fishery resources management.

In Congo, the team reviewed and provided input on country's gender-based analysis of climate change and sectoral policies. In Kenya, a gender mainstreaming strategy and guidelines detailing actions and tools for sectors identified in the National Climate Change Response Strategy were developed.

Outcome 2

The Cross Practice Strategy assisted with the development and design of the Capacity Development Needs Assessment methodology as well as with the design and delivery of the PDP I workshops in Zanzibar, Tanzania, and Casablanca, Morocco.

Outcome 3

The Gender Team carried out a series of training workshops for capacity development on gender dimensions of climate change in Africa. Participants included AAP staff, government officials, CSOs, journalists and women's groups. A total of 329 people from five countries—122 in Burkina Faso, 86 in Congo, 66 in Mauritius, 20 in Mozambique and 35 in Niger—were trained on the linkages between gender and climate change and how to mainstream gender in climate change adaptation policies and programmes.

The Gender Team also created a pool of climate change and gender experts at the regional level. A total of 24 participants were trained on integrating social and gender considerations in climate change policies and programmes. To strengthen national expertise on gender and climate, the Gender Team helped a number of countries hire gender specialists (Cameroon, Congo, Ghana, Nigeria, Niger and Senegal). These specialists participated in national climate consultations and promoted equal representation of women's needs and perspectives in all stages of national climate change programme formulation.

The Cross Practice Strategy assisted a number of institutions with the integration of gender issues in adaptation policies and programmes. The Gender Team supported five countries to mainstream gender in national climate change strategies and processes (Burkina Faso, Ethiopia, Kenya, Mauritius and Senegal). In Burkina Faso, for example, the Gender Team delivered gender training at two workshops attended by local government officials, journalists and community leaders. A total of 10 countries have now mainstreamed gender into national adaptation plans (Burkina Faso, Ethiopia, Kenya, Mauritius, Mozambique, Namibia, Niger, Nigeria, Senegal and Tanzania). In Nigeria, the Cross Practice Strategy collaborated with UN WOMEN to ensure the integration of gender in national adaptation strategies and plans of action.

The Gender Team also supported the efforts of countries to integrate gender considerations in their adaptation initiatives. The demand for this support grew over the course of the AAP. The support requested mainly focused on capacity building on the gender dimensions of climate change, gender mainstreaming, gender integration in national climate change plans and decision making processes, and generation of knowledge products on gender and climate change. Support was provided to 12 countries (Burkina Faso, Congo, Ethiopia, Kenya, Lesotho Mauritius, Mozambique, Namibia, Niger, Nigeria, Senegal and Tanzania). With the support of and continued partnership with the Gender Team, UNDP COs have committed to building on the gender activities initiated under the AAP.

Outcome 4

The EEG, under the Cross Practice Strategy, trained 17 of the 20 AAP countries on the capacities needed to plan, access, deliver, monitor, verify and report on climate finance. These capacities, presented under a 'climate finance readiness' framework, were documented and a series of needs were identified for all 17 countries. As part of these workshops, financing options for sustained adaptation that can benefit women were identified and presented. Further gender and finance readiness studies were conducted in Kenya and Malawi.

The Poverty Group initiated and piloted the climate change and poverty reduction toolkit, which fed into the Integrated Approach (see below). The purpose of the toolkit was to support ministries of planning and finance, and other sectoral ministries to integrate prospective climate vulnerabilities and risks into their respective development planning frameworks. The toolkit addressed a demand expressed by countries to better understand and assess the anticipated range and impact of climate vulnerabilities and risks on prospects for economic growth and multi-dimensional poverty reduction. A gender perspective was integrated into the toolkit to ensure integrated and comprehensive approaches.

Outcome 5

Under the Cross Practice Strategy, a wealth of knowledge was captured and published:

A gender reader including best practices on women's leadership in climate change in Burkina Faso, Niger and Senegal was written. The Gender Team also produced thematic training modules on gender and climate change, incorporating agriculture and food security, adaptation, finance, energy and technology, which can be used by any expert interested in teaching a course and/or facilitating a training workshop on gender and climate change adaptation.

Nine countries were supported in the development of knowledge products on gender and climate change (Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Niger, Rwanda and Senegal). In Namibia, for example, the Gender Team reviewed and provided input into materials to be used in the country's workshop on gender and climate change. AAP Mauritius was supported in the development of a gender training workshop TORs, modules, exercises and agenda. Namibia was supported with the review of the country's GGCA knowledge products, namely a study on vulnerability to climate change and a project proposal for piloting various gender and climate change activities.

In addition, lessons learned from the climate finance readiness support provided to AAP countries were captured in a discussion paper.

The Integrated Approach in Lesotho

To ensure that government planning takes into account the multitude of sectors affected by climate change, and to guarantee that national climate change policies are integrated and inclusive, the AAP designed an 'Integrated Approach' as a joint initiative under the Cross Practice Strategy. The Integrated Approach provides a spectrum of initiatives to support capacity needs identified and to address climate change priorities in the context of the AAP national projects. The concept, framework and monitoring framework were developed jointly by Cross Practice team members. In 2012, the Approach was implemented as a pilot in Lesotho, building on specific requests from national focal points to strengthen the country's climate change policy framework as outlined in its National Strategic Development Plan.

Working with the AAP Lesotho team, an integrated support initiative was developed based on the Integrated Approach model to provide coordinated and comprehensive support to AAP activities. The plan established the provision of a range of expertise from across UNDP's practice areas under a coordinated objective of strengthening Lesotho's national climate policy framework.

Through the Integrated Approach and the Cross Practice Strategy, achievements were made in Lesotho across the AAP's main programmatic areas:

Outcome 1

Under its efforts to initiate and pilot the Integrated Approach in Lesotho, the Cross Practice Strategy supported the initial development of a climate change policy framework by coordinating the generation and analysis of relevant information for evidence-based policy-making. This included support on the development of a crisis mapping and communication platform using Ushahidi software. A related workshop was held, allowing for information collection, visualisation and interactive mapping. This enabled the country to finalise its climate and health vulnerability mapping exercise under which health and climate data was collected and analysed, and the relationship between climate and diseases established for Lesotho's planning needs.

Outcome 2

Under the Integrated Approach in Lesotho, the CAI initiative was carried out. A CAI research team was established, which mapped the climate change institutional landscape in the country. The research team was made up of representatives from key ministries and academia and was set up under the leadership of the National University of Lesotho. The research team was trained on the CAI methodology through a series of workshops, which included a three-day workshop providing training on analytical tools and the collection of data. The research team then presented initial findings as well as additional questions to examine the CAI methodology with key stakeholders in order to support national discussions on a climate policy framework. A two-day analytical workshop targeted key ministries at the directorate level, allowing them to understand the benefits of CAI in the country.

Outcome 3

The Cross Practice Strategy supported the initial stages of the development of an integrated policy framework for climate change in Lesotho. This was done through inputs from a range of technical experts working with Cross Practice Strategy components, who focused their advice on the challenge of bringing together different types of information to inform climate-related policies. The Framework also detailed how to strengthen capacity on the use of such information.

Outcome 4

Training on the economics of adaptation was delivered in Lesotho to identify the costs associated with climate change in different sectors. The country was also provided with the toolkit for integrating climate risks into development planning frameworks and decision making that was developed by UNDP's Poverty Group.

2.7 MEDIA CAPACITY BUILDING PROJECT

EXPECTED RESULTS	ACHIEVEMENTS
1. Level of understanding of climate change of media professionals determined.	• Identified relevant partners in all countries ensuring identification of the right candidates and media outlets in each
2. Communication tools to assist media professionals report on climate change developed.	• Identified relevant media outlets in 20 countries • Developed the MCBP media resource directory and integrated it into the AAP website[22] • Compiled a database of journalists trained and articles they published
3. Improved awareness and understanding of climate change.	• Trained four Climate Journalism Team Leaders through a Training of Trainers (TOT) workshop in 2011 • Trained 21 Climate Journalism Trainers through a regional TOT held in 2012 • Trained 80 journalists from agenda-setting media outlets of all 20 countries through four regional workshops—each covering a cluster of five countries • Trained 415 journalists through 20 national climate journalism workshops • In-house media monitoring shows a threefold increase in the amount of media coverage given to climate change and the AAP between the beginning and the end of the MCBP • Journalists from all countries are using their newly-acquired skills to advance climate change journalism in their countries through workshops, links with decision makers and the founding of media groups • MCBP provided fellowships for nine AAP-trained journalists to attend COP17
4. Component completed and scaling-up plans finalised.	• Measured increased awareness of climate change amongst trained journalists • Each training session was rated either ‘excellent’ or ‘good’

In 2011, the AAP’s Media Capacity Building Project was launched to increase the capacity of African journalists and the wider media community across the 20 participating countries to understand and report on climate change, thereby fostering an increase in the quantity and quality of climate change-related coverage in the African media. The MCBP completed operations in quarter three of 2012 and delivered all major aspects of its programme.

The MCBP was implemented in partnership with the International Centre for Journalism (ICFJ). The roll-out of the Project was as follows.

At the start of the MCBP, four senior journalists—one each from Cameroon, Ghana, Kenya and Senegal— were trained to be Team Leaders for clusters of five countries each through a Training of Trainers. They were trained on the AAP, climate change information and adaptation issues in

22 www.undp-aap.org/workareas/media-resource-directory

Africa, social and new media, monitoring and evaluation, training techniques and gender issues.

In the first phase of the Project, one regional training workshop was held by the designated Team Leader in the each of the four five-country clusters. A total of 80 participants from all participating countries attended the regional workshops, which were held with the support of an established host institution in each country.

In the following phase, the Team Leaders facilitated national climate change journalism workshops in each of the five countries in their cluster. Over the course of 2011 and 2012, national workshops were held in all 20 countries. Like the TOT and the regional workshops, the national workshops focused on teaching facts about climate change and adaptation in Africa, social and new media, monitoring and evaluation, training techniques and gender issues. Team Leaders were also tasked with reaching out to various media-related constituents in those countries. As a result, each Team Leader met with editors, journalism schools, environment ministry officials and AAP teams in all countries, thereby expanding the Project's reach into the sub-national, community and vernacular media within each country. Additionally, the nationally trained journalists took action to share knowledge on climate change with other journalists within their networks, for example, by initiating campaigns and workshops.

In 2012, a second TOT was held to expand the base of climate journalism leaders in Africa by placing one MCBP-trained climate-journalism trainer in each AAP country. The TOT was attended by 21 participants from 19 countries (a participant from Sao Tome and Principe was not able to attend). All participants had already attended one AAP climate change journalism workshop and had been selected by the Team Leaders as outstanding candidates to be trained as climate change journalism trainers.

The MCBP closed midway through 2012 having completed all activities and delivered its major products.

All training programmes were held and monitored as planned.

Four Team Leaders were trained through the first TOT and 21 climate journalism trainers were trained through the second TOT. An evaluation of the second TOT showed each of the sessions of the five-day event were rated 'good' or 'excellent' by participants overall.

All four regional workshops and three-day national workshops were held in all 20 countries between September 2011 and May 2012. A total of 415 journalists were trained through the national workshops. A questionnaire about topics related to climate change was given at the beginning and at the end of the workshop to measure change in participants' knowledge, the results of which show increased knowledge. Each of the national training sessions was also rated either 'excellent' or 'good' overall.

Communication tools and climate change information products have been made available for African media professionals.

The MCBP Media Resource Directory was developed and has been integrated into the AAP website. The Directory contains research studies, journalism guides, information on international and African journalism associations, news articles and links to websites and social media sites involved with climate change. It will provide African journalists with a major source of information on climate change journalism in Africa after the close of the MCBP.

In-house media monitoring shows a threefold increase in the amount of media coverage given to climate change and the AAP between the beginning and the end of the MCBP.

The MCBP has measured the amount of articles written about the AAP and written by AAP-trained journalists through a media monitoring system set up in the second quarter of 2011. Monitoring was conducted by reviewing online publications, or through articles sent to the MCPB by journalists the Project had trained. Under this monitoring, articles about the AAP and articles about climate change by MCBP-trained journalists were found to have tripled since monitoring began. Between quarter two and quarter four of 2011, the number of articles published about the AAP rose from 15 per month to 37 per month. This figure then rose to around 50 per month in quarters one and two of 2012. MCBP-trained journalists published in total an average of 150 articles on climate change per month in the first two quarters of 2012, compared with 107 per month in quarter four of 2011 and 50 per month in quarters two and three of 2011. In total, the MCBP counted a total of 1298 articles on climate change published by MCBP-trained journalists between 2011 and 2012, some of which were published outside of Africa. For example, a participant from the national workshop in Cameroon published an article about the MCBP in the magazine *Africa Positive*, which is sold in Germany, Austria and Switzerland.

In other Project highlights, a Kenyan journalist had a full-page article published on page three of her country's top newspaper. In Malawi, a climate change supplement was launched in *The Nation* newspaper, which the newspaper is considering running on a monthly basis. Two participants from Nigeria won international awards—the CNN MultiChoice Journalist 2012 award and United Nations Environment Programme's Young Environment Journalist Award—for their reporting on climate change issues.

In addition to publishing articles, journalists trained by the MCBP have applied their knowledge in other ways to make a lasting impact.

MCBP-trained Team Leaders have engaged in the organisation and execution of workshops, discussions and symposia. Journalists from Cameroon, Ghana, Kenya, Malawi, Niger, Nigeria, Rwanda and Tanzania have organised and/or participated in climate change discussions, symposiums and workshops. The Team Leader from Cameroon, for example, organised and moderated a panel on the implications of COP17 for Cameroon, which was reported on by two radio programmes. The panel was hosted by the Friedrich Ebert Foundation, a German political foundation, which has subsequently committed itself to organising more activities for the training of journalists on climate change. In Ghana, the findings of AAP research on media reporting were presented during a symposium on media reporting on climate change in Norway, China and Ghana. In Malawi, an MCBP-trained journalist helped organise and host a media training workshop on climate change and disaster risk management reporting at the Centre for Environmental Policy and Advocacy, an NGO, which was attended by 20 people from across Malawi's media outlets.

In order to improve exchange with decision makers, AAP journalists have linked with policy makers and meteorological departments in Burkina Faso, Ghana and Tanzania. The Team Leader in Ghana met with officials of the Ghana Meteorological Agency and officials of the Water Resources Commission to discuss interaction between the agencies and Ghanaian journalists on weather patterns, water resources and climate change. A Burkinabe journalist participated in a meeting of scientists in Ouagadougou, Burkina Faso on behalf of the AAP where he and the Ghanaian Team Leader sensitised top meteorological and health science managers and researchers from Africa on the role the mass media can play in their work. The Kenyan Team Leader connected the Kenya Environment and Science Journalists Association to the AAP and to the National Meteorological

Department to deepen work relations, thereby paving the way for sustainable work beyond the life of the AAP.

In Ghana, Nigeria and Sao Tome and Principe, journalists founded media groups and associations in order to further stimulate the professional growth of journalists and to create climate change awareness. In Sao Tome and Principe, the director of the national radio leads a club called Friends of the Environment that brings together MCBP journalism workshop participants to further discuss climate change related issues.

2.8 PROMOTION OF AAP FINDINGS

Through the organisation of and participation in events the AAP promoted its achievements and made significant contributions to contemporary international discussion on climate change adaptation and development. Some highlights are as follows.

United Nations International Strategy for Disaster Reduction: Global Platform for Disaster Risk Reduction

The AAP hosted a side event at the Global Platform in Geneva, Switzerland, which took place in May 2011. The side event was attended by more than 70 people. The purpose of the side event, entitled 'Activating Africa's Adaptive Capacity—Climate Change Challenges and Lessons from the Africa Adaptation Programme', was to showcase capacity development results related to gender mainstreaming and climate data and information management, as well as the AAP's disaster risk reduction work.

Tokyo International Conference on Africa Development

The AAP hosted a side event at the Tokyo International Conference on African Development, which took place in May 2011 in Dakar, Senegal. The purpose of the side event, entitled 'Accelerating Adaptive Development through Climate Information Capacity Building—Lessons from Africa', was to showcase capacity development results related to climate data and information management from countries participating in the AAP.

UNFCCC Inter-sessional

In June 2011, the AAP participated in an open side event at the UNFCCC Inter-sessional in Bonn, Germany. At the side event, which was organised by the Japanese delegation, a presentation was given by the AAP that stressed the importance of such a programme for driving coordinated and evidence-based decision-making in relation to climate change, as well as the comparative advantages of UNDP as an implementing agency given its commitment to supporting vulnerable countries.

UNFCCC's 17th Conference of the Parties

In November 2011, the AAP held a side event at the COP17 negotiations in Durban, South Africa, entitled 'Africa Adaptation Programme: Building Foundational Partnerships'. The side event was attended by 100 delegates and showcased results emerging from partnerships on improving climate data and information management and improving media capacities for accurate and timely coverage of climate change.

AAP Brownbag Lunches

The Brownbag Lunches are semi-formal presentation sessions held at UN headquarters in New York City that provide programmes and experts with an opportunity to share information and insight on their work with their peers and other development professionals.

In February 2012 the AAP hosted a Brownbag Lunch entitled 'Integrating Gender in the Africa Adaptation Programme'. The AAP's presentation highlighted the Programme's achievements in integrating gender perspectives in both the design and implementation of climate change adaptation and national development plans. Also discussed was the UNDP Gender Team's work in linking the AAP to other African initiatives working to do the same. The event was attended by approximately 30 people from various groups including EEG, the UNDP Gender Group, RBA and BERA.

In the same month the AAP also hosted a Brownbag Lunch on the Media Capacity Building Project. It was attended by approximately 30 people from EEG, the South-South Unit, RBA and BERA.

In May 2012, the AAP hosted a Brownbag Lunch on the IRTSC's Data and Information Management Component. The event focused on the data and information challenges that developing countries face and the solutions being offered by the DIMC.

UNFCCC Expert Meeting

In March 2012 the AAP was represented at the UNFCCC Nairobi Work Programme's Expert Meeting in Tokyo, Japan, which examined the risk of loss and damage associated with the adverse effects of climate change. The AAP's representative contributed to the general discussion on loss and damage and gave a presentation entitled 'Lessons learned from the Africa Adaptation Programme'.

AAP Country Conference

The AAP's 'Celebrating our Successes' Country Conference was organised by the IRTSC and co-hosted by the Government of Senegal in Dakar, Senegal, in November, 2012. More than 100 participants took part including 89 delegates representing 19 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 identifying, capturing and sharing lessons, identifying key deliverables and acting on opportunities for sustaining results.

3
SUSTAINABILITY OF AAP ACHIEVEMENTS

At the regional and the national levels, the AAP took measures to ensure the sustainability of results achieved.

3.1 SUSTAINABILITY OF NATIONAL PROJECTS' ACHIEVEMENTS

As highlighted by countries at the AAP Country Conference and in their quarterly reports, they have taken numerous measures to ensure that the benefits of initiatives undertaken continue after the AAP has come to an end.

OUTCOME	SUSTAINABILITY MEASURES
Outcome 1: Informed decision making	• A number of countries made great scientific advancements through their studies and through technical equipment and knowledge procured under the AAP. Placed in the relevant institutions such universities or meteorological agencies, the further use of this equipment is secured. • Hundreds of key stakeholders were trained through the AAP on the use of climate data and information equipment such as HPCs and AWSs. They will continue pushing the CC agenda after the close of the Programme and their equipment and knowledge will be used for further CC/CCA projects.
Outcome 2: Strategies and tools for effective management and implementation	• New management structures are in place and many stakeholders have been trained. These structures and trained professionals will be highly useful for future adaptation programmes and will secure and advance some of the achievements made under the AAP through communities of practice or in new adaptation programmes. • Manuals and guidebooks on CC project management will serve future project managers and let them learn from the AAP's experience. • In certain cases, UNDP Country Offices and government counterparts have sought to continue AAP activities under new or existing projects.
Outcome 3: Pilot projects influencing policy	• A number of countries successfully implemented pilot projects. These provided experiences to learn from and opportunities to improve the projects where needed and replicate and up-scale them where successful. • Pilot projects were documented and used to inform CCA measures taken or to be taken through their inclusion in manuals, guidebooks, etc. • Pilot projects allowed AAP national teams to raise climate change awareness amongst decision makers, which will lead to more climate-sensitive political decisions.
Outcome 4: Innovative financial mechanisms	• Some countries developed proposals and submitted them to donors with the objective of raising funds for future CCA projects, which build upon the results and lessons of AAP. • In some countries, national budgets were amended to include climate change and climate change adaptation measures.
Outcome 5: Utilising knowledge for enhanced decision making and learning	• Some countries embedded, supported or hosted and budgeted KM strategies, platforms and committees allowing for sustainability of knowledge and communications products. • A number of countries finalised the collection of information and the development and promotion of knowledge products, which capture results, lessons learned and best practices that can be used for future programmes.

The table below highlights some of the Programme achievements that ensure the sustainability of AAP results.

CAPACITY DEVELOPMENT OF KEY NATIONAL STAKEHOLDERS	
Sustainability strategies were prepared to learn from AAP lessons and sustain the AAP's legacies.	Congo, Ghana, Sao Tome and Principe, Senegal
Representatives from key ministries and research institutions were trained on climate change research and mainstreaming of adaptation issues.	Burkina Faso
Work on mainstreaming CCA undertaken with the National Development Planning Commission, the Ministry of Food and Agriculture, Ministry of Local Government and Rural Development, district assemblies and key CSOs, including gender groups, creating a community of practice.	Ghana
The Ministry of Environment took steps to secure the normal operation of the AAP website after the Programme comes to its end.	Mozambique
On-going use of a computerised modelling system installed in the Planning Ministry was secured through staff training, offering use of the model to other agencies, writing a user's guide and establishing a partnership with a university.	Senegal
A sustainability strategy for the LRP was developed to identify opportunities to continue the initiative and provide training to better equip leaders from key institutions to respond to climatic threats.	Ethiopia
UNDP and UNITAR have agreed to further develop human resources on climate change adaptation to build on the skills acquired through the AAP.	Malawi
Training provided by the IRTSC on the use of HPC servers enhanced the capacity of staff from meteorological agencies, disaster management authorities and leading ministries to complete installation, configuration and maintenance of climate data servers and associated software.	Burkina Faso, Congo, Gabon, Lesotho, Niger, Mauritius and Mozambique
A climate change information portal was created and has been embedded within the Lesotho Meteorological Services website with the help of the IRTSC. To ensure that the information is truly cross-cutting, multiple institutions and government agencies are being given access to the portal and will be able to directly contribute information to it.	Lesotho
The AAP helped establish the Science Committee on Climate Change and secured the long-term engagement of the Climate Change Research Support Group.	Nigeria
FINANCIAL AND ECONOMIC MECHANISMS TO ENSURE THE ON-GOING FLOW OF BENEFITS[23]	
The Government of Flanders (in Belgium) committed extra funds to build on AAP pilot projects. Additionally, the AAP developed a handbook containing best practices in community adaptation and resilience building, which was used as input to Malawi's Investment Plan.	Malawi
The management and maintenance of the AWS has been included in the State Budget, with $200,000 allocated for this purpose.	Congo
As a result of the AAP's training of parliamentarians and other decision makers on climate change adaptation, such as through the LRP, the decision was made to allocate two per cent of the regional budget for environmental actions. Additionally, UNICEF, using globally-raised thematic funding, will continue to support the Climate Change and Environmental Education project through the Ministry of Environment until 2015, by which time it aims to have reached at least 50 per cent of schools in the seven regions targeted. The government will continue the programme after 2015 as part of its Education Sector Development Programme.	Ethiopia
Using knowledge gained through an AAP pilot project on mangrove conservation, the Ministry of the Environment made a presentation on mangrove conservation in the Council of Ministries. Subsequently, mangrove protection was acknowledged to be an urgent national priority and was included in the 2013 state budget.	Gabon

23 More information on innovative funding generation can be found in the sections on outcome 4.

The AAP developed a computer-based early warning messaging system that uses SMS messaging to communicate and installed it in the meteorology department. Three of the country's 10 districts have been incorporated into the system so far, with the rest to be added as the work continues under the UNEP-sponsored CC Early Warning Project.	Lesotho
The AAP contributed to the establishment of a National Climate Change Trust Fund.	Nigeria
An AAP follow-up project was developed and presented to potential donors, decisions on funding for which are currently pending.	Senegal
POLICY AND REGULATORY FRAMEWORKS	
Climate analysis and institutional capacity development funded by the AAP has established a base from which to launch the process to formulate the NAP, which will be completed by the NAPA GEF project over 2013.	Burkina Faso
Nine sectors developed CCA plans, which are available to inform policy.	Ethiopia
The National Coastal Adaptation Strategy was drafted with substantive inputs from the AAP.	Gabon
The AAP succeeded in having CCA integrated into district development plans.	Ghana
The Vision 2030 national long-term development blue-print is being realigned to include climate change adaptation considerations thanks to the results achieved by the AAP.	Kenya
The AAP succeeded in having CC considerations included in the National Strategic Plan 2013-2017.	Lesotho
The National CCA Plan, which includes an action plan and an investment plan, was adopted and has strengthened the CC Division. Through close collaboration throughout the drafting process the AAP secured buy-in from lead ministries for sustainable implementation of the plan.	Mauritius
Gender and climate change adaptation are being mainstreamed into local climate plans thanks to the results of the AAP. Additionally, the AAP contributed to getting CCA recognised as a priority under the Third National Communication.	Morocco
The national climate change strategy, which includes the CC Knowledge Centre implementation strategy that the AAP contributed to, was adopted. The Knowledge Centre will establish mechanisms for coordination and management of information and knowledge between different national stakeholders.	Mozambique
The Office of the Prime Minister finalised the National Disaster Management Act, which the AAP contributed to through an early warning study.	Namibia
With AAP support, the National Policy on CC and Response Strategy was adopted. The strategy defines indicators for climate change activities and aims to ensure coordinated implementation for addressing the impacts of climate change.	Nigeria
The AAP participated in the identification of Government climate change priorities to be integrated in the Third Economic Development and Poverty Reduction Strategy 2013-2016.	Rwanda
The AAP was commissioned by the Government to work on a baseline study on the integration of climate change aspects in the National Poverty Reduction Paper, which will contribute to the National Priority Action Plan.	Sao Tome and Principe
With AAP support, the coastal protection law has been adopted by the Supreme Court and is awaiting Government notice before being voted on in the National Parliament.	Senegal
As a result of the AAP's work, the Environmental Education for Sustainable Development Strategy has been revised to integrate issues of CCA.	Tanzania
SUSTAINABLE INSTITUTIONAL AND ORGANISATIONAL ARRANGEMENTS	
Through the AAP's coordinated and comprehensive approach to implementation and its inclusion of NAPA DANIDA and NAPA GEF[24] it positioned the National Council on Environment and Sustainable Development, the national executing agency, as the leading national institution to coordinate initiatives related to climate change.	Burkina Faso

24 AAP-Burkina Faso focused on establishing dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate variability and climate change (timeframe: 2009-2012). NAPA DANIDA focused on awareness-raising of climate change amongst key national/regional/ local actors (timeframe: 2009-2012). NAPA GEF focus on the risks of climate induced impacts on agro-sylvo-pastoral productivities reduced though the testing, understanding and adoption of best practices through a community-centred approach (timeframe: 2009-2013).

AWS procured by the AAP have been integrated in the national network managed by the national meteorology agency and will be incorporated into its network maintenance programme.	Morocco
Further work and support for the Integrated Early Warning system established with AAP support will be done by the Directorate of Disaster Risk Management under the Office of the Prime Minister.	Namibia
A number of AAP objectives, such as the incorporation of DRR and CCA in school curricula, will continue to be pursued through other projects such as NAPA-Resilience, the Third National Communication, and the Community Actions for Climate Resilience Project as a result of the AAP being implemented by the Permanent Secretariat/Executive Secretariat of the National Council of the Environment for Sustainable Development.	Niger

NATIONAL COMPONENT PARTNERSHIPS		
COUNTRY	**FORMAL PARTNERSHIPS[25]**	**INFORMAL PARTNERSHIPS**
Burkina Faso	Millennium Institute (multi-sectorial dynamic modelling for the formulation of a mid- and long-term strategy) University of Ouagadougou (conducting joint research for preparation of NAPA) Meteorological Agency (conducting joint research for preparation of NAPA)	University of Cape Town (conducting downscaling of daily data of nine meteorological stations over 30 years)
Cameroon	GEF-SGP (community based adaptation projects) Meteorological Agency (capacity development) UNESCO (capacity development on climate change adaptation targeting community radio and general media journalists)	German Development Agency (GIZ) French Cooperation Agency
Congo	National Reforestation Programme (monitoring of agro-reforestation project in Nkayi) Centre for Agronomic Research of Loudima (support for the collection and conservation of seeds) Women and Energy (monitored a technical and economic feasibility study for a project on improved cooking stoves and carbon offsetting)	Pilot municipality of Pokola Nature and Development (environment and local solidarity)
Gabon	Gabon Port Management (partnership with General Directorate for Environment and Nature Protection for the management and use of a tide gauge) Meteorological Agency (user and beneficiary of meteorological stations built by AAP Gabon) Centre for Sustainable Development and Environment Actions (sustainable development project on mangroves in Soduco)	General Directorate for Risk Prevention General Directorate for Merchant Marine General Directorate for Territorial Development General Directorate for Law of the Sea Agency for the Security of Air Navigation Municipalities of Cocobeach, Libreville, Mayumba and Port-Gentil

25 Formal partnerships are all those that were recognised by a formal agreement, such as a memorandum of understanding.

COUNTRY	FORMAL PARTNERSHIPS	INFORMAL PARTNERSHIPS
Ghana	District assemblies where AAP pilot projects were implemented (assistance incorporating climate change into District Plans) National Disaster Management Organisation (developed flood and risk maps in five pilot districts) Meteorological Agency (AAP provided eight AWS and HPCs to help with more accurate weather reporting and forecasting)	Care International Abantu for Development Regional Institute of Corporate Studies Building Capacity for Climate Change (B4C) Project Ministry of Local Government and Rural Development Ministry of Water Resources Works and Housing National Development Planning Commission Ministry of Finance and Economic Planning
Kenya		Kenya Agricultural Research Institute
Lesotho		Youth groups (recruiting CC youth ambassadors and implementing pilot schemes for sustainable agriculture)
Malawi		Mulanje Conservation Trust Mulanje Renewable Energy Agency River of Life Evangelical Church Development Catholic Commission for Justice and Peace—Chikwawa Association for Rural Community Development
Mauritius	Mauritius Research Council (granted funding under the AAP for 11 research studies on climate change adaptation and coal ash management)	University of Mauritius Mauritius Institute of Education Rajiv Gandhi Science Centre Ministry of Fisheries Ministry of Agro-Industry and Food Security Ministry of Tourism Ministry of Education and Human Resources
Morocco	Network for the Protection and Sustainable Development of the Oasis (initiative of the local government in oasis areas to advocate for oases)	General Directorate for Local Communities Regional Directorate for Agriculture Rural Communities of Fezna and Asrir
Mozambique		GGCA (gender, DRR and CC) Pilot Program for Climate Resilience Disaster Risk Reduction and Adaptation to Climate Change Green Human Development Boots on the Ground GEF Adaptation to Costal Zones Climate Change and Environment
Namibia	Ministry of Environment Small Grants Beneficiaries	Millennium Institute (T21 model)

COUNTRY	FORMAL PARTNERSHIPS	INFORMAL PARTNERSHIPS
Rwanda	Rwanda Agricultural Board Rwanda Meteorology Agency	Ministry of Disaster Management and Refugees Affairs Ministry of Local Government, District administrations of Bugesera, Kirehe, Kayonza, Gatsibo, Nyamagabe and Rulindo
Senegal	Institute for Agricultural Research National Meteorological Agency Centre de Suivi Écologique, Directorate for Water Resources Management and Planning Laboratory for Atmospheric and Oceanic Physics Regional Climate Change Committees (COMRECC) in Kaolack, Tambacounda and Saint Louis	

3.2 SUSTAINABILITY OF REGIONAL COMPONENTS' ACHIEVEMENTS

At the regional level, the contribution of the IRTSC for the sustainability of the AAP included:

- The DIMC strategy focused on embedding the data and information management systems procured, such as HPC servers, AWS, EWS and GIS, in national institutional systems. Coupled with in-country trainings, the IRTSC ensured that relevant stakeholders have the capacity to use these systems to generate and understand solid climate data.
- The IRTSC created awareness among experts and policy makers about the need to examine sectoral inter-linkages and the need to integrate these across sectors, leading to wider multi-stakeholder participation in climate change and related priority actions.
- Establishment of local, national, regional and international communities of practice in core areas of data and information management. The communities of practice consist of mentors, trouble-shooters and advisors as well as students and project developers.
- Resources on CAI and LRP were made available to the countries concerned along with handbooks describing the work undertaken in each of the countries.
- Participants in all of the core programmes have been made aware of the continuing nature of the development actions with which they were involved.
- The strengthening of national capacities through initiatives such as the PDP. The PDP played a central role in ensuring sustainability of the AAP as it targeted design, development, implementation and national-ownership of follow-up activities post-AAP. One of the more substantial elements of this work is the PDP Manual, which explains purpose, scope and benefits of the PDP in detail.
- The documentation, storage and dissemination via Teamworks and the AAP website of knowledge products and lessons learned, which can guide future programme design, delivery and management processes.
- The emphasis on Teamworks training reinforced the capacities of national teams to share knowledge. National facilitators have been identified and trained. To capitalise on experiences, emphasis was placed on training a large number of national stakeholders and allowing them to practice the actual capitalisation process.
- Hosting, support and maintenance for the on-going operation of the AAP website is guaranteed until the end of 2013 and has been funded by the IRTSC.
- The building of alliances with relevant institutions to secure achievements and continue work associated with them (more details can be found in the partnerships section below).
- The hosting and organisation of the AAP Country Conference, which fostered reflection and exchange between countries on results, lessons learned and sustainability.

In the framework of the Cross Practice Strategy, sustainability plans include:

- The documentation of the Integrated Approach in Lesotho and the Cross Practice Strategy as

a whole, and the lessons learned from their implementation, have been developed, which will ensure that this model can be replicated or improved in future development work. Lessons learned will be shared with different sections of UNDP, particularly the teams working on the UNDP Strategic Plan, the Change Agenda and new comprehensive initiatives on climate change. Additionally, support is being provided to create a proposal for continued support for Climate Action Intelligence as well as other information generating, analysing and sharing activities.

- In Lesotho, the work supported by the Integrated Approach will contribute to future initiatives, including a climate change programme, which is being designed during the first quarter of 2013.
- The UNDP Gender Team worked closely with the Global Gender and Climate Alliance to ensure climate change policies and programmes address the needs of women and men equitably and that women's needs, perspective and expertise are taken equally into account. The UNDP Gender Team provided continuous support to UNDP Country Offices in Niger and Burkina Faso to develop adaptation strategies that build on achievements from AAP-related gender work and go beyond the life of the AAP.
- Using inputs from workshops and consultations held under the AAP, a proposal is being developed under BDP/EEG that will support climate finance readiness in developing countries. The AAP inputs will inform the proposal and help select countries to follow up with after the close of the AAP. Discussions are on-going within UNDP/BDP to identify how existing programming, such as UNDP's Boots on the Ground, and future programming can address the climate finance readiness needs identified in AAP countries.
- The toolkit on climate change and poverty reduction will be rolled out through other UNDP programmes that are implemented with the support of EEG and/or the Poverty Group.

GLOBAL AND REGIONAL COMPONENT PARTNERSHIPS		
COMPONENT	**FORMAL PARTNERSHIPS**	**INFORMAL PARTNERSHIPS**
IRTSC	International Centre for Theoretical Physics Knowledge Management Group at UNDP, Innovation, Environment and Development	University of Oxford, Ushahidi Initiative Stockholm Environment Initiative Coordinated Regional Downscaling Experiment United Kingdom Meteorological Office Regional Training Centre for Agrometeorology and Operational Hydrology and their Applications (AGRHYMET) African Centre of Meteorological Application for Development Regional Climate Outlook Forums The Intergovernmental Authority on Development's Climate Prediction and Applications Centre
Media Capacity Building Project	International Centre for Journalists	African Woman and Child Feature Service, Inter Press Service Climate Change Media Partnership East African Community Friedrich Ebert Stiftung

4
LESSONS LEARNED AND RECOMMENDATIONS

Over the course of the AAP, both the 20 national projects as well as the regional and global components recorded strengths and weaknesses in the preparation, design and implementation of the Programme that affected performance, outcomes and impact.

This section is based on the lessons and recommendations that national projects articulated during the AAP Country Conference in Dakar in November, 2012, as well as on perceptions and learning experiences of the IRTSC in Dakar and UNDP HQ in New York City.

4.1 AAP NATIONAL PROJECTS' LESSONS AND RECOMMENDATIONS

An overview of the lessons learned through the implementation process of the national AAP projects, along with recommendations for improving future programming and decision-making, is provided below.

STRATEGIES AND TOOLS FOR EFFECTIVE MANAGEMENT AND IMPLEMENTATION	
Lesson learned	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.
Recommendations	• A pre-condition for funding should be that governments identify and enlist the services of a 'champion' that has the authority and mandate to direct government agencies throughout implementation. This task should never be left to a middle manager. • 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. • Coordination meetings led by a core ministry with a powerful mandate can help strengthen the engagement of other ministries. • Establishment of coordination committees at different levels, such as the technical level, allows for better distribution of the workload and the engagement of more stakeholders.
Lesson learned	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 details around engagement.
Recommendation	• The project design phase should 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 a project, and their roles and responsibilities defined in the project document.
Lesson learned	Project designs within many countries far exceeded the technical capacity to deliver effectively.
Recommendation	• A thorough capacity assessment must be undertaken parallel to the design process and 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.
Lesson learned	Country teams need support with project management. They lack the capacity to carry out large, innovative projects by themselves.
Recommendation	• Through the experience in the countries, it is clear that country teams require support on project development, proposal submission, monitoring and evaluation. These are key elements that must be incorporated into future projects and UNDP support.
DATA AND INFORMATION MANAGEMENT	
Lesson learned	• There is great need for regional downscaled climate data to be used to make informed adaptation decisions at the local level.
Recommendations	• Country teams appreciated gaining access to datasets such as CORDEX as well as training on analysis and application of such datasets. Future programmes need to build on the existing data and IT infrastructure and address the most critical gaps first. • Existing data is often not shared. Future programmes should therefore focus on incentivising data-sharing at the national, regional and international levels. More technology, people and resources are needed to enable appropriate sharing of data.

DATA AND INFORMATION MANAGEMENT	
Lesson learned	Scientific data alone was insufficient when talking to decision makers.
Recommendation	• 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.
LEADERSHIP AND CAPACITY DEVELOPMENT	
Lessons learned	It is crucial to establish a strategy to sustain the platforms, structures and programmes created under AAP after its closure.
Recommendation	• Alongside with the creation of platforms, structures and programmes during project implementation, a financial and human resources sustainability strategy should be conceived.
PILOT PROJECTS INFLUENCING POLICY	
Lesson learned	Pilot projects must not be designed and implemented without buy-in from major decision makers and beneficiaries.
Recommendations	• *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 pilots. • 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 NAPs will have little credibility without such engagement.
FINANCING OPTIONS TO MEET NATIONAL ADAPTATION COSTS EXPANDED	
Lesson learned	Although the training workshops fostered national understanding on climate finance readiness, it was erroneous to expect that, *per se*, funds would be mobilised for climate change adaptation at the national level.
Recommendation	• Establishing functional financing mechanisms for climate change depends on sufficient preliminary knowledge, such as understanding of climate finance shortcomings and the development of strategies and methodologies to address them. In this context, it is important to take the lessons learned to the follow-up programmes.
Lesson learned	There is great need for countries to gain basic knowledge on existing financial mechanisms and how to gain access to them, yet country teams and UNDP COs found it hard agree on common themes for climate workshops.
Recommendation	• Better coordination and discussion between country teams, UNDP COs and other regional or global actors is required so that the content of the workshops is focused on methodology development and awareness-raising.
Lesson learned	Strict eligibility criteria set by donors are seen as barriers to accessing funding.
Recommendation	UNDP should renegotiate the eligibility criteria for access to funding with other international donors and support the on-going capacity building of country actors to access funding.
UTILISING KNOWLEDGE FOR ENHANCED DECISION-MAKING AND LEARNING	
Lesson learned	A wealth of knowledge has been learned and captured.
Recommendation	• 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.
Lesson learned	KM still rates lowly in the priority list of UNDP COs and governments.
Recommendation	• More sensitisation work needs to be done on the development of adequate knowledge management plans.
Lesson learned	Budgets are often too low and national expertise insufficient to implement KM activities.
Recommendation	• Managers need to be sensitised on the relevance of having a KM programme implemented with sufficient resources.

UTILISING KNOWLEDGE FOR ENHANCED DECISION-MAKING AND LEARNING	
Lesson learned	Country teams were not ready to start implementing KM activities right from the beginning. Too much time and resources were placed on preparation of the PMUs.
Recommendation	• KM activities need to be a fully acknowledged part of the project implementation strategy and work plans.
Lesson learned	Most country teams did not take the time to analyse the PRODOC in an integrated way; the opportunities for synergy between the different outcomes and capitalisation of experiences were not immediately identified.
Recommendation	• Synergies need to be identified from the beginning and opportunities to learn should be tapped right away so that knowledge is not lost.

4.2 REGIONAL AND GLOBAL COMPONENT LESSONS AND RECOMMENDATIONS

Through the IRTSC and the Cross Practice Strategy, a wealth of lessons has been learned for the implementation of future adaptation projects.

Experts unanimously agreed on several lessons, namely:

- **Insufficient IRTSC staffing:** the IRTSC had to deliver substantial programmatic work under each component. In parallel, IRTSC Experts served as Task Managers: they assisted countries intensively with programme management, which helped boost delivery and ensure high-quality outcomes, particularly during 2012. Acting as both Component and Task Manager meant Experts did not have enough time to carry out all of their programmatic work.
- **Insufficient resources:** initially tasked with providing inter-regional technical expertise and capacity development support to 20 countries under the five programme outcomes, the IRTSC was not allocated enough financial resources to cover both the technical and the project management support functions.

Both insufficient IRTSC staffing and insufficient resources were also the results of the significant reduction in the amount of technical support services provided by RTAs from May, 2010 as a result of decisions made by the then GEF Finance Group Management. The void created by this unexpected action significantly undermined the reactive technical support mandate that had been assigned to the IRTSC, resulting in the Programme Manager having to review existing strategies and refine the structure of the IRTSC at very short notice. This resulted in higher than planned expenditures, unexpected demands on component experts and a greater than forecast use of consultants.

An overview of the lessons learned through the implementation process of the AAP global and regional components is provided below. It is accompanied by recommendations for improving future programming and decision-making.

PROJECT MANAGEMENT	
Lesson learned	Project fatigue: many UNDP COs and key government implementing agencies have insufficient resources to manage and implement the increasing number of adaptation-related projects they are committed to, which slows down project implementation and reduces the quality of the work undertaken.
Recommendations	• UNDP must not overburden its COs and governments with too many projects, but should favour the quality of implementation over the quantity of projects. • The expansion of partnerships with local stakeholders who are actively involved in adaptation activities is advised to secure buy-in from relevant stakeholders, to reduce costs for UNDP and to guarantee sustainability of project results.
Lesson learned	Project design of the AAP was very ambitious for the time available.
Recommendation	• Many PRODOCs were very complex and ambitious and far exceeded the capacity of national teams to deliver. When delivering projects with the scope of AAP, it is strongly recommended to engage relevant stakeholders to design a project that countries can realistically execute.

PROJECT MANAGEMENT	
Lesson learned	AAP project management processes were unnecessarily complex. The Programme was designed around GEF project arrangements whereby the RTAs and UNDP HQ entities undertook many of the operations and quality assurance tasks. It was managed, however, through non-GEF processes.
Recommendation	• Project management processes should be clear and not unnecessarily complex, especially when a number of actors are involved in the design and execution of a large project.
Lesson learned	The Programme Board should be made up of engaged senior officials.
Recommendation	• In order to fulfil a proactive strategic oversight role, the Programme Board has to be staffed with representatives who are senior enough to respond quickly to existing or emerging issues in a decisive and effective manner.
Lesson learned	Only the Programme Board should have authority to approve the withdrawal of resources that have been agreed and committed to the Programme. The instantaneous nature of the withdrawal of RTA services severely undermined the implementation process given that it occurred at a very critical time when inception planning was being undertaken.
Recommendation	• Where approvals to withdraw services are granted by the Board, a transition period should be agreed upon and alternate remedial strategies, where deemed necessary, should be defined.
Lesson learned	The use of an inter-bureau/inter-agency coordination and troubleshooting mechanism can be very useful for facilitating the implementation of complex programmes like the AAP.
Recommendation	• Trouble-shooters deal with organisational limiting factors such as operational bottlenecks, thereby enabling the Programme Manager to focus more time on delivery and dealing with technical issues. It is important that representatives of such a mechanism be sufficiently senior and have the mandate to make decisions on behalf of their respective business entity.
Lesson learned	Large-scale programmes like the AAP need a fully-fledged monitoring and evaluation unit with a mandate to monitor and evaluate progress.
Recommendations	• Monitoring and evaluation in the IRTSC was undertaken by a small team of one manager and two UNVs, yet it was tasked with: 1. ensuring that country progress was fully documented and bottlenecks analysed to address implementation problems 2. recalibrating regional services to serve countries' needs 3. delivering high-quality, exhaustive progress reports to the donor, the board and the implementing partners. • It is recommended that future adaptation projects give the mandate to monitor and evaluate countries' progress to a regional unit like the IRTSC. • Future projects need to provide enough resources to adequately enable comprehensive M&E and reporting.
DATA AND INFORMATION MANAGEMENT	
Lesson learned	There is great need for regional downscaled climate data to be used to make informed adaptation decisions at the local level. However, this is too formidable a task for most countries to undertake alone.
Recommendation	• More technology, people and resources are needed to enable appropriate collection and sharing of data on the national level.
LEADERSHIP AND CAPACITY DEVELOPMENT	
Lesson learned	ILCD initiatives suffered from the compartmentalised programming of the countries' project plans. Each country had a different perspective on its long-term goals for institutional reform, leadership development, transformational change and capacity development.

Recommendations	• In order to make leadership and capacity development more supportive of national efforts, regional support components should be involved in the planning process at an early stage—providing closer advice to the national teams, putting forward a more comprehensive vision and clear objectives, and improving ownership and commitment of national stakeholders. • A focal point to channel ideas between national, regional and global stakeholders should be integrated within future planning to guarantee a privileged channel between the different levels of implementation and to facilitate not only the flow of information but also the commitment of national teams to the modules and professional development processes inherent in them. • Future initiatives should be more closely aligned with the different leadership and capacity development initiatives. • All stages of all leadership and capacity programmes like the PDP should be adequately resourced. • Not all countries need all types of leadership and capacity programmes. Programmes like the PDP should have been proposed to a certain number of countries, instead of all of them, as it is unreasonable to expect to meet the needs of participants from every country. • It is recommended that each LRP national project contain a train-the-trainer component so that those who are willing to step into this facilitation role can do so as this is a valuable in-country capacity transfer opportunity.
Lesson learned	Preparations for sustainability beyond the AAP's lifespan would have been more effective if dedicated resources had been available for the ILCD component during 2012.
Recommendation	• Dedicated funding should be allocated to work on a sustainability strategy for leadership and capacity development initiatives.
UTILISING KNOWLEDGE FOR ENHANCED DECISION-MAKING AND LEARNING	
Lesson learned	A wealth of knowledge has been learned and captured.
Recommendation	• Knowledge platforms such as UNDP's Teamworks are an important means to capture and share information. Future UN programmes should use the platform to acquire the benefits of the usage of a single, centralised platform.
Lesson learned	The regional budget allocated to the implementation of KM activities was insufficient.
Recommendations	• Managers need to be sensitised on the need to support a KM programme. • Regional funding should be allocated to the UNDP Knowledge, Innovation and Capacity Group for their collaboration with IRTSC.

5
FINANCIAL STATEMENTS

5.1
NATIONAL PROJECTS' FINANCIALS

As of July 2, 2013, financial delivery for the 20 national projects was calculated to have reached 97.15 per cent. As of this date, the 20 AAP countries were calculated to have altogether spent $65,766,088 out of their overall total budget of $67,693,424. These figures are not final as national project financial reporting is ongoing and will be throughout 2013, as per UNDP procedures.

COUNTRY	TOTAL BUDGET ($)	TOTAL EXPENDITURES AS OF 2 JULY 2013 ($)	DELIVERY AS OF 2 JULY 2013
Burkina Faso	2,901,250	2,888,661	100%
Cameroon	2,600,000	2,600,000	100%
Congo	2,975,000	2,766,641	93%
Ethiopia	6,482,749	6,480,264	100%
Gabon	2,465,000	2,444,613	99%
Ghana	2,754,000	2,744,466	100%
Kenya	5,042,408	4,837,095	96%
Lesotho	3,095,000	2,843,709	92%
Malawi	3,881,575	3,820,521	98%
Mauritius	2,987,004	2,892,956	97%
Morocco	2,975,000	2,975,000	100%
Mozambique	3,047,620	2,976,768	98%
Namibia	2,980,000	2,957,408	99%
Niger	3,000,000	2,740,150	91%
Nigeria	5,475,000	4,902,556	90%
Rwanda	2,932,925	2,882,394	98%
Sao Tome and Principe	2,750,000	2,649,663	96%
Senegal	2,975,000	2,824,128	95%
Tanzania	2,971,575	2,939,207	99%
Tunisia	2,975,000	2,711,036	91%

5.2 IRTSC

As of July 25, 2013, the IRTSC had spent $11,708,983 or 99.72 per cent of its total budget of $11,741,719.

5.3 PROGRAMME AND PROJECT ASSURANCE SUPPORT COMPONENT

Under the PPAS, funds were allocated to UNDP and the GEF to support the Programme's implementation. The funding was used to cover the costs of Regional Technical Advisors in 2009, and was then reallocated to support the Cross Practice Strategy. Additionally, funds were allocated to the AAP HQ team.

As of July 25, 2013, the programme and project assurance support component was calculated to have spent $4,171,186 or 97.52 per cent of its total budget of $4,277,175. These figures are not final as PPAS financial reporting is ongoing and will be throughout 2013, as per UNDP procedures.

PPAS SUPPORT UNIT	TOTAL BUDGET	EXPENDITURES TO DATE ($)	EXPENDITURE TO DATE (%)
KM Group	150,000	149,968	100%
CDG	390,420	386,079	99%
Poverty Group	210,000	206,533	98%
Gender Group	492,567	455,663	93%
EEG	278,000	216,755	78%
Headquarter Support and UNV	1,585,666	1,585,666	100%
GEF Bratislava	23,000	23,000	100%
GEF Pretoria	115,407	115,407	100%
GEF Dakar	126,852	126,852	100%
Japan AAP (GEF)	905,263	905,263	100%
TOTAL	**4,277,175**	**4,171,186**	**97.52%**

5.4
MEDIA CAPACITY BUILDING PROJECT

The MCBP spent $2,487,889 or 99.50 per cent of its total budget of $2,500,000.

ANNEX 1: NATIONAL PROGRAMME RESULTS AND INDICATORS

EXPECTED RESULTS	DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Objective: **20 countries in the African continent adjust their national development processes to incorporate climate change risks/ opportunities.**	Climate change policies, capacities, and coordination and financial mechanisms have been substantially established in each of the AAP countries. Climate change risks are routinely integrated into development, poverty reduction and sector strategies and practices.	• Measurable changes in development policies and programs at national and subnational levels • Percentage of AAP outcomes achieved	• Reports from AAP country projects • Monitoring reports from a sample of AAP countries	• UNDP COs have the capacity and commitment to guide and facilitate project implementation • AAP project teams request IRTSC assistance where required
Outcome 1: Countries have introduced dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change				
1.1 Technical studies and databases have been completed.	The basic studies and information systems have been completed aimed at understanding climate risks and vulnerabilities, including improved technical information to support decision making.	• Number of countries with technical information on climate risks • AAP 'climate products and services' adopted and being used in the country • Improved national climate change predictions	• Documents produced from technical support and studies • Reports from IRTSC consultants	• Technical outputs are attributable to AAP • AAP project teams request IRTSC assistance where required
1.2 National planning mechanisms are established.	Well-defined vulnerability and adaptation planning processes are being implemented within or alongside national development and land use planning systems.[1]	• The responsibilities, budgets approved CC planning • Adaptation plans/strategies completed under AAP have been approved • Planning outputs, including vulnerability mapping, are used to influence development decisions	• Climate change program reports by the country • AAP Country Quarterly Reports • Reports from IRTSC consultants	• Institutional outputs are attributable to AAP • AAP project teams request IRTSC assistance where required
1.3 Technical capacity is developed.	The national capacity to undertake and oversee the necessary data collection and technical analyses has been enhanced.	• Number of staff and consultants trained in climate analyses • Evidence of use of analytical skills by trainees • Changes in institutions and programs reflect increased capacity to undertake climate analyses	• Post-training surveys and assessments • Interviews with trainers and trainees • Climate change program reports by the country	• Trained staff have the opportunity to apply new skills • M&E staff and programs are actively monitoring the results
Outcome 2: Countries have built leadership capacities and developed institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels				
2.1 Awareness and action on climate change adaptation have increased	Selected country leaders have an increased awareness of climate change risks and are actively involved in addressing them.	• Number of leaders engaged in awareness raising • Actions taken as a result of awareness raising activities	• Post-awareness raising evaluations of the targeted participants • AAP Country Quarterly Reports	• Training outputs are attributable to AAP • Enabling policies encourage leadership action

1 The outcome deals primarily with V&A planning. Mainstreaming of climate change into national development processes is addressed under 3.2 below although some AAP projects are pursuing mainstreaming under this outcome.

EXPECTED RESULTS	DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
2.2 Institutional structures and mechanisms have been established.	Government and non-government organisations and consultation processes have been set up to lead climate change discussions and implementation programmes.	• Institutional structures established or expanded to address climate change • Committees, tasks forces, processes established to promote climate change adaptation • New or expanded programmes to address climate change	• Climate change program reports by the country • AAP Country Quarterly Reports • Reports from IRTSC consultants	• Institutional outputs are attributable to AAP • Enabling policies support institutional development to address climate change
Outcome 3: Countries are implementing climate resilient policies and measures in priority sectors				
3.1 Climate change adaptation policies have been approved.	Policy development processes have or are leading to approval of a national policy or strategy on climate change.	• Climate change legislation or formal policy directives approved • Strategies for implementing the policies/directives are adopted	• Climate change policy documents produced • AAP Country Quarterly Reports	• Countries committed to development of climate change policy • AAP project teams request IRTSC assistance where required
3.2 Development policy and plans address adaptation.	The national development plans, sector strategies and other related processes include explicit considerations of climate change.	• National development policies and plans are amended to address climate change adaptation • Sector and other subnational (provincial, district, local) plans are amended • Government infrastructure and investment incorporate climate change resiliency	• Review of government amendments to development policies and plans • AAP Country Quarterly Reports	• Countries committed to implementing climate change policy • Climate change mainstreaming is attributable to AAP
3.3 Adaptation measures are implemented in various sectors.	The approved policies or strategies are being actively implemented through existing programmes or new initiatives.	• Measures are being taken to implement the climate change policies or directives • Sector guidelines, tools, databases for climate change adaptation adopted • Decision support and early warning systems established and operational • Adaptation measures are being actively implemented in selected priority sectors	• Climate change program reports by the country • AAP Country Quarterly Reports	• Development sectors cooperate in the implementation of climate change policy • M&E staff and programs are actively monitoring the results

EXPECTED RESULTS	DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Outcome 4: Financing options to meet national adaptation costs have been expanded at the local, national, sub-regional and regional levels				
4.1 A variety of climate change adaptation financing options are available.	Studies have been completed, costs estimated and actions taken to establish and operationalize the financing options.	• Costs of implementing adaptation plans have been estimated • Actions have been taken to establish new financing options • National budgets have been amended to provide for adaptation	• Climate change program reports by the country • AAP Country Quarterly Reports	• AAP project teams request IRTSC assistance where required
4.2 Adaptation financing mechanisms are being utilized.	Climate change financing mechanisms (fiscal measures, market instruments, investment plans, climate change funds) are implemented and/or being utilized by targeted users.	• Number of proposals submitted under the new funding mechanisms • Amount of new funding generated or available under new funding mechanisms	• Climate change program reports by the country • AAP Country Quarterly Reports	• AAP project teams request IRTSC assistance where required
Outcome 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities is being generated and shared across all levels				
5.1 Knowledge products on mainstreaming climate change into development are accessible.	Knowledge products are useful and being applied by key officials for promoting and addressing climate change in development decision making.	• Number and type of knowledge products distributed or accessed • User responses to the knowledge products	• Surveys on the effectiveness and usefulness of the knowledge products • AAP Country Quarterly Reports	• IRTSC assistance where required
5.2 Countries are sharing experiences on climate change adaptation.	Productive exchanges are occurring and knowledge/ lessons are being transferred between countries	• Number of forums and exchange visits that have been undertaken • New regional networks or collaborations are initiated between countries • Evidence of innovations and good practices being transferred between AAP projects	• AAP Country Quarterly Reports • Reports from IRTSC consultants	• Opportunities exist in the countries to apply lessons learned from other countries • M&E staff and programs are actively monitoring the results
5.3 Project results and experiences are being widely disseminated.	Information on the results from AAP projects are readily accessible to various target audiences	• AAP projects have communication plans • AAP project results, lessons and good practices documented, disseminated and discussed • Evidence of replication from dissemination of results, lessons and good practices	• Review of communication plans • AAP Country Quarterly Reports • Reports from IRTSC consultants	• Means of disseminating project results are effective • Opportunities exist to replicate AAP project results

EXPECTED RESULTS	DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Outcome 6: AAP projects are being effectively managed in accordance with UNDP standards				
6.1 Management processes operate effectively and efficiently.	The project management committees and support units are fully operational and progress is occurring as planned.	• Number of project management committee meetings • Project management is responding to issues and risks that arise • AAP country AWPs are being implemented as planned (Achieved, On-track, Off-track)[2]	• AAP Country Quarterly Reports • Reports from IRTSC consultants	• AAP project teams request IRTSC assistance where required
6.2 Reporting and communication conform to AAP programme requirements.	The monthly, quarterly and annual reporting is occurring in accordance with the content requirements and timetable.	• ATLAS information regularly updated • Annual, quarterly and monthly reporting being submitted complete and on time • Financial audit completed as required • Government of Japan is regularly informed and engaged	• AAP Country Quarterly Reports • External assessments and audits of AAP project management	• AAP project teams request IRTSC assistance where required

NOTES:
1. This is a Results Framework at the program sub-outcome level intended to guide overall AAP national programme reporting. The 'sub-outcome' statements (Expected Results column) have been produced based on an identification of core results in the 20 AAP country Project documents.
2. AAP projects will also individually be reporting on progress on outputs and 'Activity Results' as per their respective project documents. See 'AAP Country Quarterly Reports'.
3. AAP national quarterly reporting will be guided by these core program-wide indicators of sub-outcome achievements which reflect the major, largely common activities being implemented under each of the five 'AAP Outputs' at the country level (labeled as 'Outcomes' in this framework). This reporting will be based primarily on a consolidation and synthesis of country project reports that are submitted.
4. An additional outcome, Outcome 6, related to AAP project management quality has been added that will be monitored by IRTSC.

2 Planned Activities underway or completed: Achieved = >90%; On track = 50- 90%; Off track = <50%

ANNEX 2: AAP INTER-REGIONAL TECHNICAL SUPPORT COMPONENT RESULTS FRAMEWORK

EXPECTED RESULTS	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	WORKPLAN
Objective: Inter-regional technical expertise and capacity development support provided to 20 countries				
Outcome 1: Access to the best available data and information on climate variability and impacts is facilitated to support dynamic, long-term national planning and decision-making mechanisms				
1.1 Resources and systems are established for technical support and knowledge management.	• Number of climate products, analytical tools and services developed and tested • E-infrastructure established for enhanced access to climate data and products • Number and effectiveness of strategic cooperation partnerships	Review of materials and guides produced by IRTSC Review of infrastructure installed Interviews with IRTSC partners	Source information and tools are readily available and can be feasibly adopted in AAP countries Appropriate technical support partners are found	**DIMC** **KMC**
1.2 Effective technical capacity development support is provided to assist AAP countries to access and analyse climate data and apply climate products and services.	• Number of workshops and trainings held • Number of people trained and skills acquired on developing strategies for CC impacts, data collection and analysis • Satisfaction of countries with technical assistance provided by AAP IRTSC	Review of reports from workshops and trainings Post-training evaluation data Interviews with participants	AAP countries recognize a need for and request the available technical support from IRTSC	**DIMC** **KMC**
1.3 Effective strategic support is provided for inter-regional and special initiatives related to accessing technical data and analytical tools.	• Number of people with increased awareness and skills as a result strategic technical support projects • Participant satisfaction with and benefits from the technical support projects • Number of applications of the data and tools in AAP pilot countries	Review of reports from strategic initiatives Interviews with participants	Participating countries have the organisations and commitment to effectively utilize the strategic support	**DIMC**
Outcome 2: Support is provided to institutional and leadership development in a manner responsive to the unique circumstances and needs of each country				
2.1 Resources and systems are established for institutional and leadership capacity development.	• Needs assessments completed and gaps identified for capacity development • Capacity development tools, training materials/modules and events designed and disseminated	Review of surveys, and training materials and guides produced by IRTSC Interviews with IRTSC partners	Appropriate tools are available for capacity development	**ILCD**
2.2 Effective capacity development support is provided for institutional and leadership development as requested by AAP countries.	• Number of people trained and skills acquired in institutional analysis for climate change programs. • Satisfaction of organisations and individuals with the institutional and leadership assistance provided by AAP	Review of reports from workshops and trainings Post-training evaluation data Interviews with participants	AAP countries recognise a need for and request the available institutional and leadership development support from IRTSC	**ILCD**

EXPECTED RESULTS	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	WORKPLAN
2.3 Effective strategic support is provided for inter-regional and special initiatives related to institutional and leadership development.	• Number of leaders who received transformation capacity development training • Number of workshops and other institutional support events provided by IRTSC • Outputs from institutional mapping exercise and number of follow-up applications • Participant satisfaction with and benefits from the institutional/leadership support projects • Number of staff with measured skills as a result of AAP Professional Development Programme • Evidence of transformational leadership behaviours demonstrated by the selected individuals in the pilot countries	Review of reports from workshops and trainings Post-training evaluation data Interviews with participants	Countries and participating organisations can effectively utilise the training and professional development provided by IRTSC	**ILCD**
Outcome 3: Best practices, experiences and technologies are identified and exchanged among countries on implementing climate-resilient policies in priority sectors				
3.1 Resources and systems are established for identifying and exchanging best practices, experiences and technologies.	• Compilations of best practices, experiences and technologies prepared • Materials and training modules are established and disseminated	Review of surveys, and materials complied on best practices, experiences and technologies	Source information on best practices, experiences and technologies are supplied by AAP countries	**DIMC** **ILDC** **KMC**
3.2 Effective capacity development support is provided for use of best practices , experiences and technologies as requested by AAP countries.	• Number of best practice training and experience sharing events/workshops • KM communication strategies prepared and implemented • Participant satisfaction with the knowledge dissemination activities	Review of reports from workshops and exchanges Post-training evaluation data Interviews with participants Data from Help Desk	AAP countries recognise a need for and request the available technical support from IRTSC	**DIMC** **ILDC** **KMC**
3.3 Effective strategic support is provided for inter-regional and special initiatives related to best practices , experiences and technologies.	• Number of people with increased awareness and skills as a result of strategic best practices, experiences and technologies exchanges • Participant satisfaction with and benefits from the knowledge management projects • Evidence of the application of best practices, experiences and technologies introduced by AAP	Review of reports from workshops and trainings Post-training evaluation data Interviews with participants	Countries and participating organisations can effectively utilise the knowledge from exchange of best practices, experiences and technologies	**DIMC** **ILDC** **KMC**

EXPECTED RESULTS	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	WORKPLAN
Outcome 4: Innovative financing options are identified and key partnerships are facilitated at the national, sub-regional and regional levels				
4.1 Resources and systems are established for identifying innovative financing options and partnerships.	• Needs assessment completed on financing options information appropriate for AAP countries • Materials and processes designed and established to facilitate understanding of these options	Review of surveys, and training materials and guides produced by IRTSC	Expertise is available from UNDP or elsewhere on financing options for climate change adaptation	**AAPM**
4.2 Effective capacity development support is provided on financing options and partnerships as requested by AAP countries.	• Usefulness of the materials on financing options for the target audiences • Participant satisfaction with and benefits from the financing training activities • Evidence of applications of the training and skills development related to financing options and partnerships	Review of reports from workshops and trainings Post-training evaluation data Interviews with participants Data from Help Desk	AAP countries recognise a need for and request the available financing options capacity development support from IRTSC	**AAPM**
Outcome 5: Region-wide knowledge and learning mechanisms are established to raise awareness, engage stakeholders, inform decision-makers, and promote exchange and cooperation between countries. Climate change institutional and leadership development has occurred in a manner responsive to the needs of each country				
5.1 Resources and systems are established for knowledge management and learning.	• Number and type of knowledge products for supporting informed decision making in development processes developed and made accessible • Regional and international partnerships established for strategic planning and development and dissemination of KM products • Mechanisms for knowledge and learning are established in AAP countries	Review of surveys, and training materials and guides and documentation of the learning mechanisms produced by IRTSC Interviews with IRTSC partners engaged in region-wide knowledge and learning mechanisms	Appropriate tools are available and platforms can be developed for knowledge management processes	**KMC** **DIMC**
5.2 Effective knowledge management services are delivered as requested by AAP countries.	• KM communication strategies prepared and implemented • Number of KM events/workshops completed • Participant satisfaction with KM events • Contributions toward establishing structures aimed at developing communities-of-practice in AAP countries • Support to Knowledge Center in Mozambique	Review of reports from KM events/ workshops Post-training evaluation data Interviews with participants Data from Help Desk	AAP countries recognise a need for and request the available knowledge management support from IRTSC	**KMC** **DIMC**

EXPECTED RESULTS	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	WORKPLAN
5.3 Effective strategic support is provided for inter-regional and special initiatives related to knowledge management.	• Number of joint initiatives with knowledge management partners for programme-wide learning • Number of people with increased awareness and skills as a result of strategic knowledge management projects	Review of reports from workshops and trainings Post-training evaluation data Interviews with participants	Countries and participating organisations can effectively utilise the learning opportunities	**KMC** **DIMC**
Outcome 6: AAP is being effectively implemented and managed in accordance with IRTSC objectives and commitments				
6.1 IRTSC provides responsive technical and administrative support to AAP country projects.	• Number of consultant mission-days provided to AAP countries • The feedback from COs by AAP project teams regarding technical and admin support is positive • Number of Requests for Assistance received through Help Desk that are suitable for AAP support • 90% of responses to requests for assistance occur within targeted time • Country project staff and partners are satisfied with the assistance received	Interviews with AAP project and UNDP staff and stakeholders Data from Help Desk on requests and responses Feedback from training, technical support and capacity development activities in Outcomes 1-5 above	AAP countries recognise a need for and request the available technical and other support from IRTSC	**AAPM**
6.2 AAP programme management processes operate effectively and efficiently.	• Number and frequencies of Programme Board meetings • Programme management is responding to issues and risks that arise • IRTSC AWPs are being implemented as planned and scheduled[1] • Financial audit completed as required for IRTSC component	Minutes of Board Information on management responses to issues Rate of completion of planned activities and expenditures Financial audit documents	Programme Board are actively engaged in addressing the key issues that arise and the concerns about deadline pressures	**AAPM**
6.3 Reporting and communication conform to AAP programme requirements.	• ATLAS information regularly updated by IRTSC • Reporting templates disseminated and understood by country teams • AAP country teams submitting quarterly reports as per template and timetable • Annual, quarterly and monthly reporting being submitted complete and on time by IRTSC • Government of Japan is regularly informed and engaged by IRTSC	Review of Atlas Review of monthly, quarterly and annual reporting Review of AAP country quarterly reports Records of briefings provided to Government of Japan	AAP country quarterly reports are completed and on time in order to facilitate quality IRTSC reporting	**AAPM**

1 Planned Activities underway or completed: Achieved = >90%; On track = 50- 90%; Off track = <50%.

EXPECTED RESULTS	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	WORKPLAN
6.4 AAP resources and services are integrated into UNDP structures.	• Strategic alignments with Regional Bureaus established to facilitate sustainability of AAP resources and services • Integrated service delivery approach developed and tested in pilot countries • Number of UNDP cross practice engagements within AAP projects	Documents summarizing the strategic alignments and continuation of AAP resources and services Reports on integrated service delivery pilot projects Reports on UNDP cross practice inputs into AAP	Greater certainty about HQ, Regional and CO roles and responsibilities can be provided Sufficient commitment is made toward sustaining and building upon the outputs from IRTSC	**AAPM**

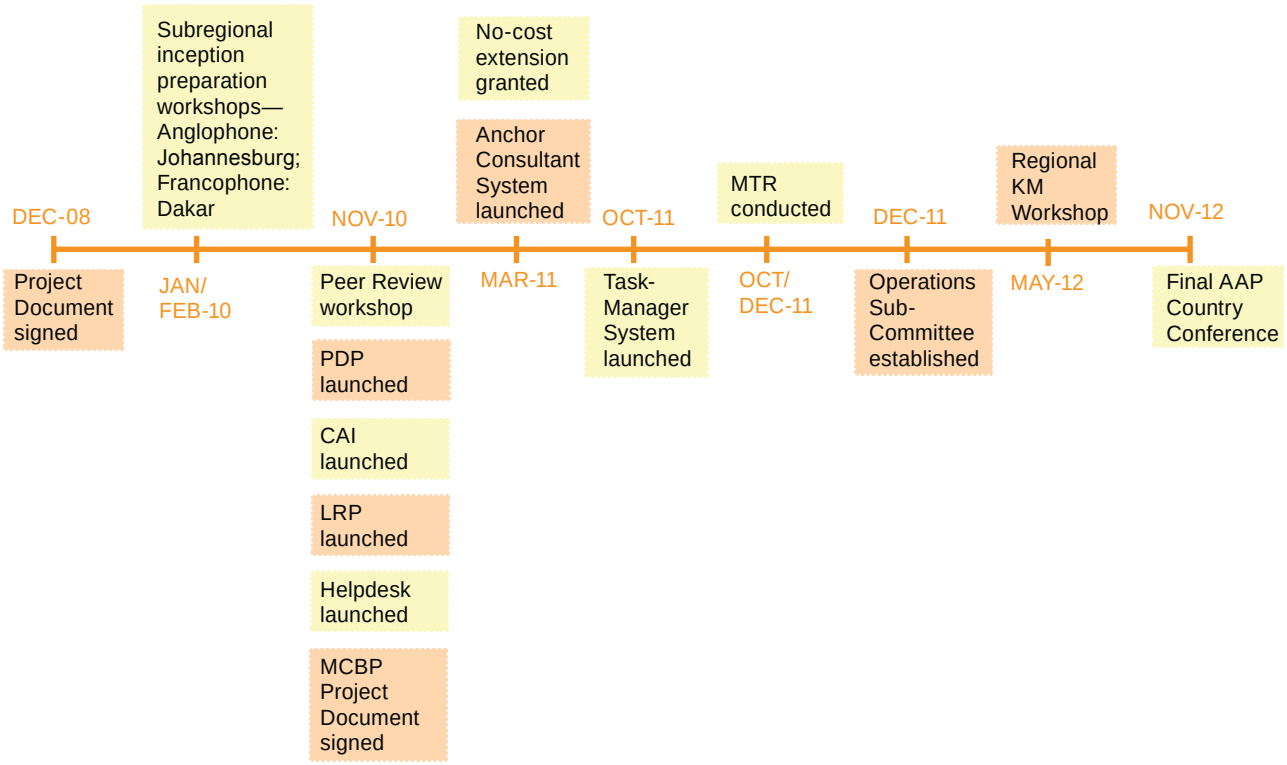
DIMC: Data and Information Management Component of AAP
ILCD: Institutions, Leadership and Capacity Development Component of AAP
KMC: Knowledge Management Component of AAP
AAPM: AAP Management

ANNEX 3: NATIONAL OFFICES IMPLEMENTATION OVERVIEW

COUNTRY	PRODOCS SIGNED (*)	DELEGATION OF AUTHORITY ISSUED	INCEPTION WORKSHOP	EXECUTING AGENCY	IMPLEMENTING AGENCIES	PMU IN PLACE	INITIAL BUDGET
Burkina Faso	Oct-09	Sep-09	Jan-10	Permanent Secretariat of the National Council for Environment and Sustainable Development (SP/CONEDD)	UNDP, SP/ CONEDD, NAPA Steering Committee	Q4-11	$2,901,250
Cameroon	Dec-09	Dec-09	May-10	Ministry of Environment and Natural Protection	UNDP	Jan-11	$3,000,000
Congo	Apr-10	Apr-10	Aug-10	Ministry of Economy, Planning and Land Management and Integration	UNDP	Sep-10	$2,975,000
Ethiopia	Apr-10	Dec-09	Apr-10	Environmental Protection Authority and Ministry of Finance and Economic Development	UNDP UNICEF (Oct-10*) WFP (Nov-10*)	Dec-10	$6,482,749 $1,086,431 $2,928,660
Gabon	Mar-10	Dec-09	Mar-10	Ministère des Eaux et Forêts, de l'Environnement et du Développement Durable	UNDP	Q1-11	$2,465,000
Ghana	Oct-09	Oct-09	Mar-10	Ministry of Environment, Science and Technology	Environmental Protection Agency	Q4-10	$2,709,000
Kenya	Mar-10	Oct-09	Mar-10	Ministry of Environment and Mineral Resources	UNDP UNIDO (May-10*) WFP	Dec-10	$5,469,726 $1,446,500
Lesotho	Oct-09	Oct-09	Mar-10	Lesotho Meteorological Services/Ministry of Natural Resources	Ministry of Natural Resources	Aug-10 (PM)	$2,881,000
Malawi	May-10	May-10	May-10	Minister of Development, Planning and Cooperation	UNDP WFP (Dec-10*)	Jul-10	$3,881,575 $3,881,575
Mauritius	Dec-09	Nov-09	Apr-10	Permanent Secretary of the Ministry of Environment	UNDP	Q2-10	$2,987,004
Morocco	Oct-09	Dec-09	Apr-10	Ministère de l'Énergie, des Mines, de l'Eau et de l'Environnement (Secrétariat d'État chargé de l'eau et de l'environnement)	UNDP	Q2-10	$2,975,000
Mozambique	Oct-09	Dec-09	Mar-10	National Disaster Management Institute/ Ministry for the Coordination of the Environment	UNDP	Mar-10	$2,987,620

COUNTRY	PRODOCS SIGNED (*)	DELEGATION OF AUTHORITY ISSUED	INCEPTION WORKSHOP	EXECUTING AGENCY	IMPLEMENTING AGENCIES	PMU IN PLACE	INITIAL BUDGET
Namibia	Nov-09	Aug-09	Feb-10	Ministry of Environment and Tourism	UNDP		$2,980,000
Niger	Apr-10	Nov-09	Apr-10	Secrétariat Exécutif du Conseil National de l'Environnement pour un Développement Durable	UNDP	Q4-10	$3,000,000
Nigeria	Apr-10	Mar-10	Oct-10	Ministry of Finance	UNDP UNIDO UNICEF	Q1-Q2-11	$5,475,000
Rwanda	May-10	Jan-10	Aug-10	Rwanda Environment Management Authority	UNDP	Q2-11	$2,932,925
Sao Tome and Principe	Mar-10	Nov-09	Mar-10	Ministry of Natural Resources, Energy and Environment	UNDP		$2,750,000
Senegal	Mar-10	Mar-10	Jun-10	Ministère de l'Environnement, de la Protection de la Nature, des Bassins de Rétention et des Lacs Artificiels (Direction de l'Environnement et des Etablissements Classés)	UNDP	Oct-10	$2,975,000
Tanzania	May-10	Jan-10	Apr-10	Vice President's Office/Division of Environment	UNDP	Dec-10 (PM)	$2,971,576
Tunisia	Dec-09	Nov-09	Feb-10	Ministère de l'Environnement et du Développement Durable/Agence de Protection et d'Aménagement du Littoral	UNDP	Sept-10 (PM)	$2,975,000

ANNEX 4
REGIONAL OFFICE KEY MILESTONES



ANNEX 5
DOCUMENTS PRODUCED BY AAP TEAMS

COUNTRY	DOCUMENTS
Burkina Faso	Analyses Sociologiques des Catastrophes Naturelles et Gouvernance[1]
	Catalogue de bonnes pratiques d'adaptation aux risques climatiques (2011)
	Etude d'Impact des Plateformes Multifonctionnelles sur les Communautés
	Etude de Modélisation Climatique, d'Evaluation des Risques et d'Analyse de la Vulnérabilité aux Changements Climatiques
	Programme d'Investissement Forestier (2011)
	Scénarii Climatiques, Modèles Globaux et Régionaux
	PANA 2012
Cameroon	Strategy to Integrate Training on Adaptation to Climate Change within the Educational System (2012)
	Brochure sur le Programme National d'Adaptation aux Changements Climatiques (2010)
	Création, Organisation et Fonctionnement de l'Observatoire National sur les Changements Climatiques (2009)
	Stratégie de Communication sur l'Adaptation aux Changements Climatiques (2012-2014)
Congo	Analyse des Indices Extrêmes Climatiques et Hydrologiques (1950-2010)
	Analyse Genre des Politiques et Stratégies Sectorielles sur les Changements Climatiques (2012)
	Définition du Cadre des Politiques de l'Economie Verte dans le Contexte de l'Adaptation aux Changements Climatiques (2012)
	Etat des Lieux du Système Educatif et Stratégie d'Intégration des Changements Climatiques (2012)
	Gestion et Information de Données pour l'Etude des Scénarii Climatiques (2012)
	Poster : Perspectives innovantes pour l'adaptation des populations locales aux changements climatiques (1)
	Poster : Perspectives innovantes pour l'adaptation des populations locales aux changements climatiques (2)
	Programme d'Intégration des Changements Climatiques dans le Système Educatif (2012)
	Référentiel des Bonnes Pratiques en matière d'Adaptation aux Changements Climatiques (2011)
	Stratégie de Communication Projet Africain d'Adaptation (2011)
	Stratégie de Gestion des Connaissances (2011)
	Report on Climate Change Risks on Agriculture and Adaptation Strategies (2012)
	Cartographie Institutionnelle, République du Congo, Synthèse du Processus Forces de l'Action Climat juin 2012 (draft)
Ethiopia	Assessment and Design Proposal for Establishment and Maintenance of National CRGE System (2012)
	Climate Change Adaptation Programme Plan for Health (2011-2015)
	How respond to Climate Change to build a Carbon Neutral Climate Resilient Economy
	Strategic Climate Institutions Programme
	Study on Green Technologies
	Vision for a Climate Resilient Green Economy
	Identification of Climate Resilient Water and Sanitation Technological Options for Schools (2012)

1 This sampling of documents produced is not an exhaustive list.

COUNTRY	DOCUMENTS
Gabon	Elaboration Stratégie Nationale d'Adaptation du Littoral face aux Effets des Changements Climatiques (2012)
	Livret sur le Renforcement des Capacités Institutionnelles en Zone Côtière
	Stratégie de Communication et Plaidoyer (2011)
	Stratégie Nationale d'Adaptation du Littoral - Etude de Cas sur la Cote
	Stratégie Nationale d'Adaptation pour la Gestion du Littoral
Ghana	Atlas of Indigenous Knowledge in Climate Change Adaptation (2011)
	Case Study Report on Economic Analysis on Water, Agriculture, Forestry and Coastal Protection (2012)
	Daily Weather Forecast (2012)
	Early Warning System for Flood Disaster (2012)
	Seasonal Climate Forecast (2012)
	Engaging Community Radio in Action Research and Advocacy on Climate Change Adaptation (2011)
	Financial Institutional Mechanism for Climate Change (2012)
	Future Climate Projections (2012)
	Guidebook on Integrating Climate Change and Disaster Risk into National Development Policies and Planning (2010)
	Integrating Climate Change and Disaster Risk Reduction in Physical Development Review of Ghana Building Code (2012)
	Mapping and Documenting Indigenous Knowledge in Climate Change Adaptation (2011)
	Mentoring and Coaching Initiative - Field Trip Report
	AAP Ghana Exit Strategy (draft)
	Portrait - Achievement Sheet
	Poster on High Level Interactive Workshop on Climate Change (2012)
	Scoping and Impact Assessment on Agriculture (2011)
	Scoping and Impact Assessment on Gender and Climate Change (2011)
	Scoping and Impact Assessment on Health and Climate Change (2011)
	Scoping and Impact Assessment on Planning and Macroeconomy (2011)
	Scoping and Impact Assessment on Transport Infrastructure and Climate Change (2011)
	Scoping and Impact Assessment on Water Resources (2011)
	Policy Advisory Series
Kenya	Highlight on Achievements (2012)
	Highlight on Capacity Building on Climate Change Finance (2012)
	Highlight on Enhancing Adaptive Capacity to Climate Change (2012)
	Highlight on Media Training for Effective Reporting of Climate Change Adaptation (2012)
	Highlight on Micro Hydro Power for Tea Processing (2012)
	Highlight on Capacity Building on Climate Change Finance (2012)
	Highlight on Capacity Building on Climate Change Negotiation (2012)
	Highlight on Energy Conservation Using Improved Efficient Cooking Stoves in Schools (2012)
	Strengthening Institutional Capacity for Integrated Climate Change Adaptation (2011)
	KM and Capacity Development Action Plan - Integrating Climate Change in Education (2012)
	Knowledge Management and Capacity Development Action Plan (2012)
	Sectorial Briefs on Threshold 21 Model
	Case study on Climate Risk Management for Malaria Control (2013)

COUNTRY	DOCUMENTS
Lesotho	Inception Report on Wind and Solar Energy (2010)
	National Strategic Development Plan (2012-2017)
	Assessment of Energy for Rural Development (2012)
	Best Practice Guidelines for Mesoscale Wind Mapping Projects (2010)
	Technical Report on Climate Change Effects on Health (2012)
	Poster on Informing the Planning Process
	Poster on Renewable Energy
	Poster on AAP Preparing Lesotho for Climate Change
Malawi	Climate Change Adaptation and Mitigation Best Practices (2012)
	Sector Policies Response to Climate Change (2011)
	Capacity Needs Assessment for Climate Change Management Structures (2011)
	Assessment of the Current Hazard Mapping Capacity and Effectiveness of Scenario Based Tools for Long Term Planning Mechanisms (2012)
	National Adaptation Programmes of Action (2006)
	Training Needs Assessment for Climate Change Management Structures (2011)
	Formulation Phase of the National Programme for Managing Climate Change
Mauritius	National CCA Policy
	Development DRR Strategic Framework Action Plan Report
	Agricultural Fisheries Agricultural Rodrigues Draft Baseline Assessment Report 2012
Morocco	Etude pour l'Intégration du Changement Climatique dans la Planification Territoriale - Note Méthodologique (2011)
	Evaluation des Changements Climatiques Futurs au niveau des Zones Oasiennes (2011)
	Mise en place d'un Sytème d'Alerte et de Vigilance contre les Risques Climatiques dans les régions des Oasis (2012)
	Evaluation de la Vulnérabilité et des Impacts du Changement Climatique dans les Oasis et Structuration de Stratégies Territoriales d'Adaptation (1)
	Evaluation de la Vulnérabilité et des Impacts du Changement Climatique dans les Oasis et Structuration de Stratégies Territoriales d'Adaptation (2)
	Etude pour l'Intégration du Changement Climatique dans la Planification Territoriale - Cas de la Commune Rurale de Tahala (2012)
	Etude pour l'Intégration du Changement Climatique dans la Planification Territoriale - Cas de la Commune Rurale de Tata (2012)
	Etude pour l'Intégration du Changement Climatique dans la Planification Territoriale - Cas de la Commune Rurale de Fezna (2012)
	Stratégie et Plan de Communication 2011
	Etude sur la Réutilisation des Eaux Usées Epurées (2012)
	Plaquette - Oasis et Changement Climatique
	Dépliant - Eclairage Public (Fezna)
	Dépliant - Projet Agricole Résilient (Fezna)
	Mémorandum de Plaidoyer pour des Oasis Résilientes
	Rollup - Projet Agricole Résilient (Fezna)
	Plaquette - L'Eau dans les Oasis Marocaines
	Rollup - Eclairage Public (Fezna)
	Note de Communication - Vers l'Adaptation des Territoires Oasiens

COUNTRY	DOCUMENTS
Mozambique	Adaptation Knowledge Centre Preparatory Document (draft) July 2011
	National Strategy Adaptation Mitigation 2013-2025
	Study Summary Report Responding 2012
	Studies: Early warning, Coastal protection, Cities, Private sector, Water, Agriculture, KM, Ocean, Strategy, Synthesis Report
Namibia	CCA Youth Action Programme 2011
	2nd National Communication 2011
	Fact Sheet: T21 Model, Capacity Risk Management Plan, Early Warning System, GIS
	Namibia Desert Environmental Education Trust booklets
	Decision Makers Briefs (7)
	Final Evaluation Report draft
	CCA Project Lessons Learned: Crops (4)
	CPP Best Practices 2009
	Best practices final COP17
	National Policy on Climate Change 2011
	CC Strategy and Action Plan Presentation 2011
	Study: NCCC Evaluation Possibility to Establish RCCC
	Report: Economic Impact of CC on Commercial Farming in Namibia 2009
	Report: Specific Conservation Agriculture as a Positive Means of Community Based ACC 2010
	Agricultural Adaptation Local Knowledge and Livelihoods North Central Namibia 2009
	Sea Level Rise Report 2009
	Community Information Toolkit on Adaptation 2011 (2)
	Training Manual for T21 and Vension Model 2012
Niger	Analyse du cadre institutionnel en matière d'adaptation du secteur de l'Agriculture au changement climatique (2011)
	Analyse du cadre institutionnel en matière d'adaptation du secteur des zones humides aux changements climatiques (2011)
	Analyse du cadre institutionnel en matière d'adaptation du Secteur Energie/Transport (2011)
	Avant-Projet de Document de Politique Nationale en matière de Changements Climatiques (2012)
	Etude sur l'Elaboration d'une Stratégie de Communication sur les Questions de Changement et Variabilité Climatiques et de l'Adaptation (2011)
	Etude sur les Outils et Supports de Communication pour une Campagne de Sensibilisation sur les Changements Climatiques et l'Adaptation (2011)
	Etude sur les Scénarios Climatiques (2011)
	Evaluation des Impacts Climatiques sur les Forêts (2011)
	Impacts des Changements Climatiques dans le secteur de l'agriculture (2011)
	Impacts des Changements Climatiques dans le Secteur de l'Energie (2011)
	Impacts des Changements Climatiques dans le Secteur des Ressources en Eau (2011)
	Revue et Compilation des Leçons Tirées des Projets Passés et En Cours en matière d'Adaptation aux Changements Climatiques (2011)
Nigeria	Newsletters

COUNTRY	DOCUMENTS
Rwanda	East African Community CC Policy 2011
	Financing Options Background Paper 2012
	Design Dev Adapt Feeding Env CC Inf System Final Report 2012
	User Manual Adaptation CC Information Systems 2012
	User Manual CC Mitigation Assessment Inf System 2012
Sao Tome and Príncipe	Evaluation Projets Pilotes sur Capitalisation des Apprentissages 2012
	Technical studies: Agriculture, Agroforestry, Water supply, CC project library, CC institutional survey, Meteo services 2011
	Strategie d'Enverdissement 2012
Senegal	Plan Communication Integration ACC Dev Durable 2011
	Recueil Bonnes Pratiques ACC 2011
	Etude Vulnerabilite Agriculture Irriguee Elevag Biodiversite Tourisme 2011
	Situation Hydrologique Senegal 2012
	Graphiques Situation Hydrologique Senegal 2012
	Fiche Technique Meilleurs Options Adaptation Secteur
Tanzania	National CC Communication Strategy 2012-2017
	Guidelines Integrating CCA National Sectoral Policies Plans Programmes 2012
	National Environmental Action Plan 2012-2017
Tunisia	Plan Renforcement Capacites Mise Œuvre ACC 2012
	Strategie Comm PhaseI Final 2012
	Etude Supp Canaux Comm Rapp Preliminaire 2012
	Etude Carte Vulnerabilite Littoral Eval Mer CC Phase1 2012
	Strategie Nationale Adapt Littoral CC synthese 2012
	Eval Observ Littoral Plan Mise Niveau 2012

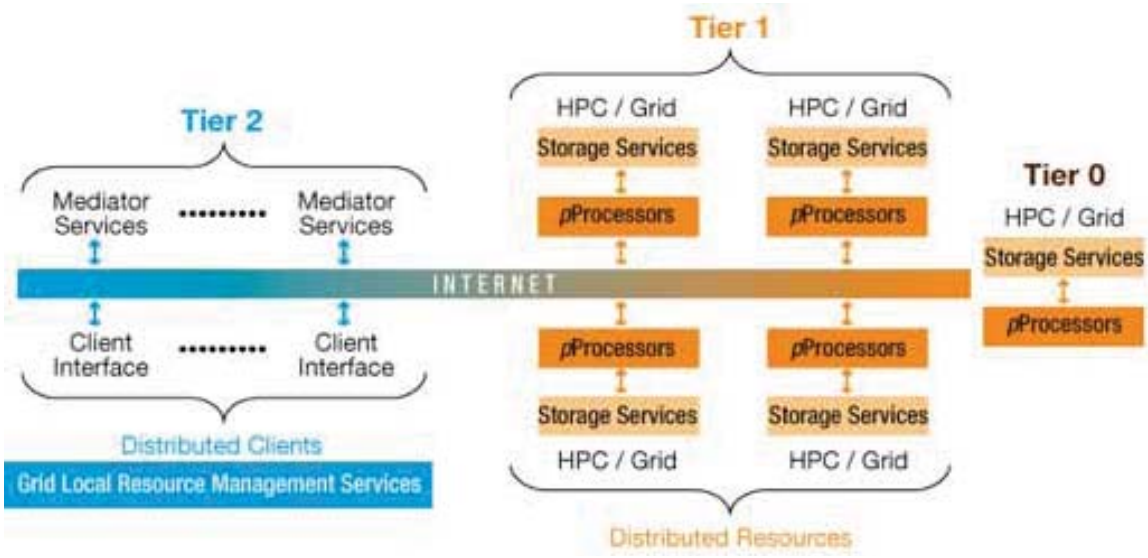
ANNEX 6
IRTSC-PROCURED DATA, INFORMATION ITEMS AND SERVICES

COUNTRY	ITEM (VENDOR)	SUPPLIER	COST
Burkina Faso	HPC server	SPRINGFIRM	$18,273
	Agro-meteorological stations	ADCON	$191,277
	Hydro-meteorogical stations	ADCON	
	IT hardware and software (Planson Int)	PLANSON IT	$107,538
	IT hardware and software (Advising IT)	ADVISING IT	$165,919
	IT hardware and software (TCS)	TCS	$7,178
Congo	HPC server	SPRINGFIRM	$16,696
	Agro-meteorological stations	ADCON	$96,164
	Hydro-meteorogical stations)	ADCON	
Gabon	HPC server	SPRINGFIRM	$20,588
	HPC server	SPRINGFIRM	
Lesotho	HPC server	SPRINGFIRM	$18,273
	RFQ for consultancy services Sectorial mapping of climate change actors, activities and outputs for enhanced decision-making, knowledge management and capacity development	SAgeHagan GmbH	$46,866
	Services relating to the hosting of the Lesotho Meteorological Services website and National Climate Change Portal.	Twostroke Interactive	$2,640
	Redevelopment of Lesotho Meteorological Services website	Twostroke Interactive	$44,380
Malawi	IT hardware and software	ADVISING IT	$33,957
	IT hardware and software	PLANSON IT	$25,114
	IT hardware and software	CISCO	$31,522
	IT hardware and software	ADVISING IT	$133,597
	IT hardware and software	DAN OFFICE	$54,545
Mauritius	HPC Server	SPRINGFIRM	$18,273
	HPC Server	SPRINGFIRM	$2,066
	Agro-Meteorological Stations	ADCON	$109,392
	Hydro-Meteorogical Stations	ADCON	
	Finalisation of AAP Activities (including Operationalisation of a National Climate Information Centre) for the Republic of Mauritius	Knowledge Srl	$21,912
Mozambique	HPC server	SPRINGFIRM	$20,141

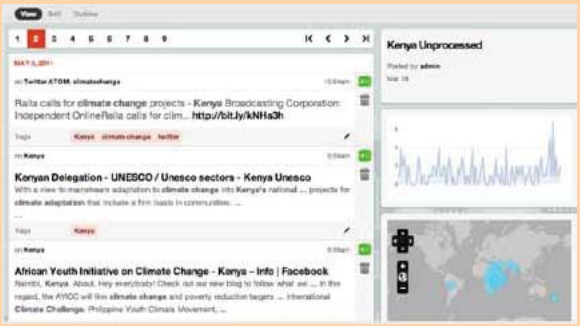
COUNTRY	ITEM (VENDOR)	SUPPLIER	COST
Nigeria	HPC server	SPRINGFIRM	$16,696
	HPC server (shipment)	SPRINGFIRM	$1,894
Cameroon	Agro-meteorological stations	ADCON	$352,610
	Hydro-meteorogical stations	ADCON	
		TOTAL	**$1,557,513**

ANNEX 7
MULTI-TIER DATA INFRASTRUCTURE

Conceptual design of the AAP multi-tier data infrastructure to assist country access to the best available climate data and information.



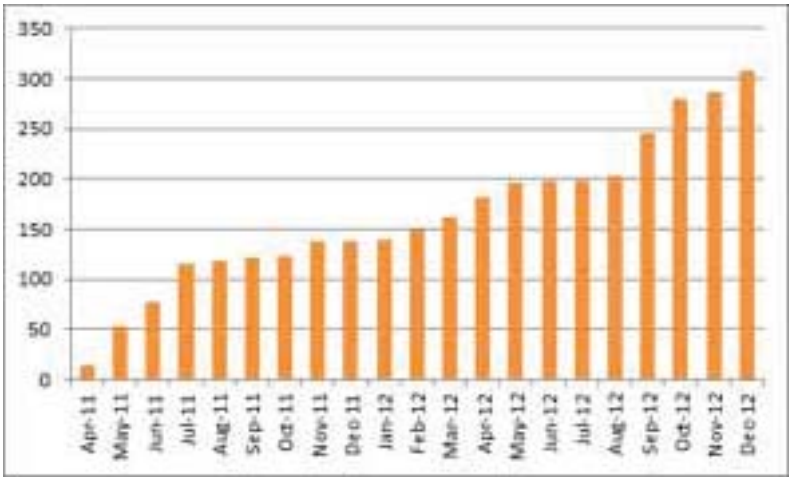
ANNEX 8
CLIMATE ACTION INTELLIGENCE OUTPUTS

Word-cloud generators: visualisations that hint at the difference in emphasis between intended policy and grounded reality	
Various matrix visualisations such as the CAI 3X5 matrix, which organises institutions and social relationships according to levels of action	Levels of action equate to: • Macro level: action that is strategic, conceptual, at a policy level • Mid-level: organised group actions, such as programmes and projects • Micro level: actions pertaining to individuals or groups at a local level
Media-feed and classification services for providing custom feeds of relevant articles, reports and opinions related to local climate-change issues.	
Simple GIS tools for plotting CC activities	
Linkage visualisation tools such as The Brain, which can help make visible the relationships between people, policies, programmes and projects	

ANNEX 9
TEAMWORKS UPTAKE

UNDP Teamworks members from AAP national teams and the number of knowledge products—including files, articles, blog posts, events, bookmarks, discussion and pools—that they shared.

COUNTRY	NUMBER OF REGISTERED TEAMWORKS USERS	TOTAL NUMBER OF KNOWLEDGE PRODUCTS SHARED
Burkina Faso	33	363
Cameroon	25	564
Congo	23	726
Ethiopia	15	322
Gabon	43	672
Ghana	20	413
Kenya	14	298
Lesotho	12	285
Malawi	27	308
Mauritius	63	486
Morocco	64	607
Mozambique	42	341
Namibia	18	466
Niger	40	462
Nigeria	20	313
Rwanda	18	360
Senegal	64	756
Sao Tome and Principe	34	405
Tanzania	16	256
Tunisia	63	617
TOTAL	**306**	**2035**



The number, in total, of AAP staff registered with Teamworks.

ANNEX 10
USAGE OF THE AAP WEBSITE

Site traffic was relatively constant. There were generally between 250 and 600 site visits per week, with dips at the start/ end of the calendar year.

Number of visits per African country is illustrated on the above map. The colour gradient shows the total number of visitors, which peaked at 2300 in Kenya.

Empowered lives.
Resilient nations.