

Institutions and Leadership

People and Change



Africa Adaptation Programme

Most countries in Africa recognise the need to address vulnerabilities to all manner of risks to their development agenda from climate change and other threats. Overcoming these vulnerabilities and creating resilience is a common goal, but it is an extremely challenging process. It requires strategic changes to institutions, systems, technology and to the way finances are allocated. It also requires transformation in the perceptions and attitudes of the many actors in the process, as well as demanding higher levels of leadership. Success ultimately depends on the effectiveness of the people involved: their managerial skills, their knowledge and understanding, and their ability and willingness to lead.

Transformation begins with new perceptions and attitudes, before new behaviours and systems can take hold.

The AAP is working with 20 countries across Africa to build the professional capabilities of key individuals involved in national development. The programme also supports 'focal points' – individuals working within the governments of each country and the UNDP country offices. As they improve their skills, knowledge and leadership these people are improving their ability to overcome challenges, build momentum, influence outcomes 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 their countries' development agendas.

The AAP's strategic regional support to participating governments in building the professional skills, knowledge and leadership of their AAP staff has three main components:

1. 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 Leadership for Results Programme (LRP) develops the capacity and confidence to lead these changes among 80-to-100 mid-level managers in each country. These multi-sectoral leaders are drawn from government, academia, the private sector, NGO/voluntary organisations and the UN.

Experiencing intensive four-day workshops, held three times over six months, participants practice new ways of thinking and behaving while developing new skills. In applying their learning, participants have an opportunity to envision and implement a 'breakthrough project' that is designed to support organisational and national climate change goals. These projects are intended to be innovative, important, visible, measurable and results-oriented.

By learning and collaborating with people from different sectors, participants see familiar challenges from different angles, gain insight from the experiences of others and build their mutual reliance. Most importantly, leaders develop the capacity to deal with complex issues using a more comprehensive approach.

Benefits

Among the practical benefits gained by participants are:

- deepened commitment and stronger leadership competencies to achieve meaningful results and innovation;
- strengthened abilities in the areas of 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, and public health and disaster risk management.

Costs

The investment required from each country has the following elements:

- **Facilitator fees:** the cost of engaging the expert consultants will be around US\$50,000-100,000 plus travel expenses to cover workshop facilitation, along with in-country preparation with UNDP country office task teams, engagement meetings and breakthrough project team coaching.
- **Workshop costs:** includes venue hire, travel for all participants, DSA and ancillary expenses: this is estimated to be in the region of US\$35,000-50,000 per workshop.

The total investment budgeted from the AAP is approximately US\$200,000-250,000 for the entire seven-month programme. Detailed estimates for each country can be provided after discussion with the Regional Team.

2. Climate Action Intelligence Programme

A wide array of stakeholders and decision makers, institutions, conferences, research findings and policy statements accumulated over years form the contextual landscape on which the AAP national teams are now building the resilience of their countries' development agendas. The AAP's Climate Action Intelligence (CAI) component helps equip national teams working collaboratively with government counterparts, research institutions or universities and the UNDP country office, together forming an enlarged CAI team to:

- gather and link information on the critical players, processes and documents on the national scene;
- analyse the relationships among these elements; and
- ensure the national AAP project derives maximum benefit from existing knowledge and aligns with the realities of national processes and development priorities.

An introductory training workshop that encourages mutual team learning launches the CAI process in each country. In-country missions from the external consultants and the regional team support implementation and provide coaching to the national teams that undertake the 'action research'.

CAI is an analytical process that makes use of free online tools and applications to generate useful information. Participants are coached to develop innovative means of visually displaying the relationships and dynamic interplay between actors and actions in the social landscape. This ground evidence thus becomes an advocacy tool to spur collaborative action in climate change interventions.

This new, visually-oriented analytic perspective helps to:

- compare and explain differences in emphasis between intended policy and grounded 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, opinions, etc., related to local climate change issues; and
- link to geo-spatial displays of climate change activities.

Benefits

Among the practical benefits gained by CAI users are:

- evidence-based information to help national governments and other governance 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/climate change agenda more effectively;
- intelligence to identify avenues for further research and help identify gaps or under-served aspects of climate change;
- application of intelligence to identify opportunities for consolidating existing work or creating synergies for future projects;
- tangible support for developing evidence-based decision-making and policy development; and
- intelligence to help evaluate the impact and incremental value of potential projects.

Costs

The investment required from each country has the following elements:

- **Facilitator fees:** the cost of engaging the expert consultants will be in the range of US\$45,000-65,000 to cover remote data analysis, workshop design and facilitation, conducting one or two in-country visits to work with the country CAI team and on-going remote coaching and mentoring for the team. This fee also includes dedicated support over the duration of the CAI project for an agreed number of days from a designated CAI expert in the regional team.
- **Travel and accommodation for facilitators:** the cost will depend on the number of in-country visits from the expert consultants that have to be included in the CAI programme plan. The budget estimate is US\$7,000 if one consultant visit is included or US\$14,000 two are.
- **Workshop costs:** venue hire, travel for all participants, DSA and ancillary expenses: this is estimated to be in the region of US\$6,000 for a basic kick-off workshop up to US\$26,000 if a large scale multi-stakeholder workshop is included to share the CAI results.

The total investment to be budgeted from the AAP budget is therefore approximately US\$60,000-100,000 for the entire programme. Detailed estimates for each country can be provided after discussion with the Regional Team.

3. Professional Development Programme

The AAP's Professional Development Programme (PDP) helps 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 strengthen their capacity to implement the national projects effectively. Through a series of intensive learning modules offered through 2011 and 2012, participants design and follow their own personal growth and development plan tailored to their circumstances and needs. Someone relatively new to climate change may choose to focus on gaining a greater understanding of the technical aspects of the field. More experienced practitioners might want to develop their people skills or capacity to manage stakeholder expectations. Participants put their personal plan into action back at work, with ongoing support and coaching provided by the regional team.

The core themes of the PDP are:

1. Optimising the effectiveness of project implementation
2. Leadership of the climate change agenda
3. Development of technical knowledge and skills
4. Personal effectiveness and growth

The learning and development materials in each module will deepen and expand learning under each of these themes. The detailed design of each module will be largely based on evaluation feedback and recommendations from participants in earlier modules.

Benefits

Each participant can expect to benefit in the following ways:

- acquire a deeper understanding of the range of professional development opportunities available to them;
- agree to a development plan that suits their circumstances;
- implement a personalised programme of at-work development and learning;
- gain increased knowledge and skills in critical areas;
- exploit the membership of a dynamic learning community across Africa as a long term resource for their learning; and

- present personal achievements and successes to a wider audience and learn from feedback.

Costs

The following items need to be included in the AWP and budget for the AAP in each country:

- the Regional Team will arrange hotel and conference accommodation at an advantageous rate, with each participant will be responsible for booking and paying for their travel on the confirmed module dates;
- each country team will be responsible for arranging and paying DSA at a rate to be defined based on country practices and the actual accommodation provided; and
- during 2012 a 'course fee' of approximately US\$400 per person per module will also be charged to cover the costs of facilitation and workshop materials.

Partners

UNDP Bureau for Development Policy (BDP): The Strategic Policy and Planning Group within the Bureau is at the forefront of global discussions on climate change policy and negotiations. It supports the regional team in several areas, including providing analysis on climate change that can be used by programme participants and supporting Climate Action Intelligence.

UNDP Capacity Development Group: Based in New York, Johannesburg and Dakar, the Group has access to a wide range of tools and techniques to strengthen institutions. Working with the AAP Regional Team, the Group helped to design the Professional Development Programme and plans to develop other capacity-building tools to support the AAP.

Intelligence for Humanity: A consultancy based in Geneva, Intelligence for Humanity specialises in applying socio-cultural research and analytic methods to gather intelligence in the field of climate change. Drawing on its expertise in social and computer sciences and using visual analytic and mapping tools the organisation worked with the regional team to deliver Climate Action Intelligence. www.intelligenceforhumanity.org

For more information on Strengthening Institutions and Leadership, please visit:
www.undp-aap.org/institutions-leadership

