

M&E: CC Leadership Capacity Building

AfriCLP

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Rationale of AfriCLP?

Overall objective of the program is

“to **develop leadership capacity** of African researchers, policy advisers and practitioners for advancement **in current climate knowledge, long-term adaptation, decision-making and climate action** thus improving the effectiveness of science-policy-practice interface for positive impact in society”

Rationale of AfriCLP?

Specific Objectives are:

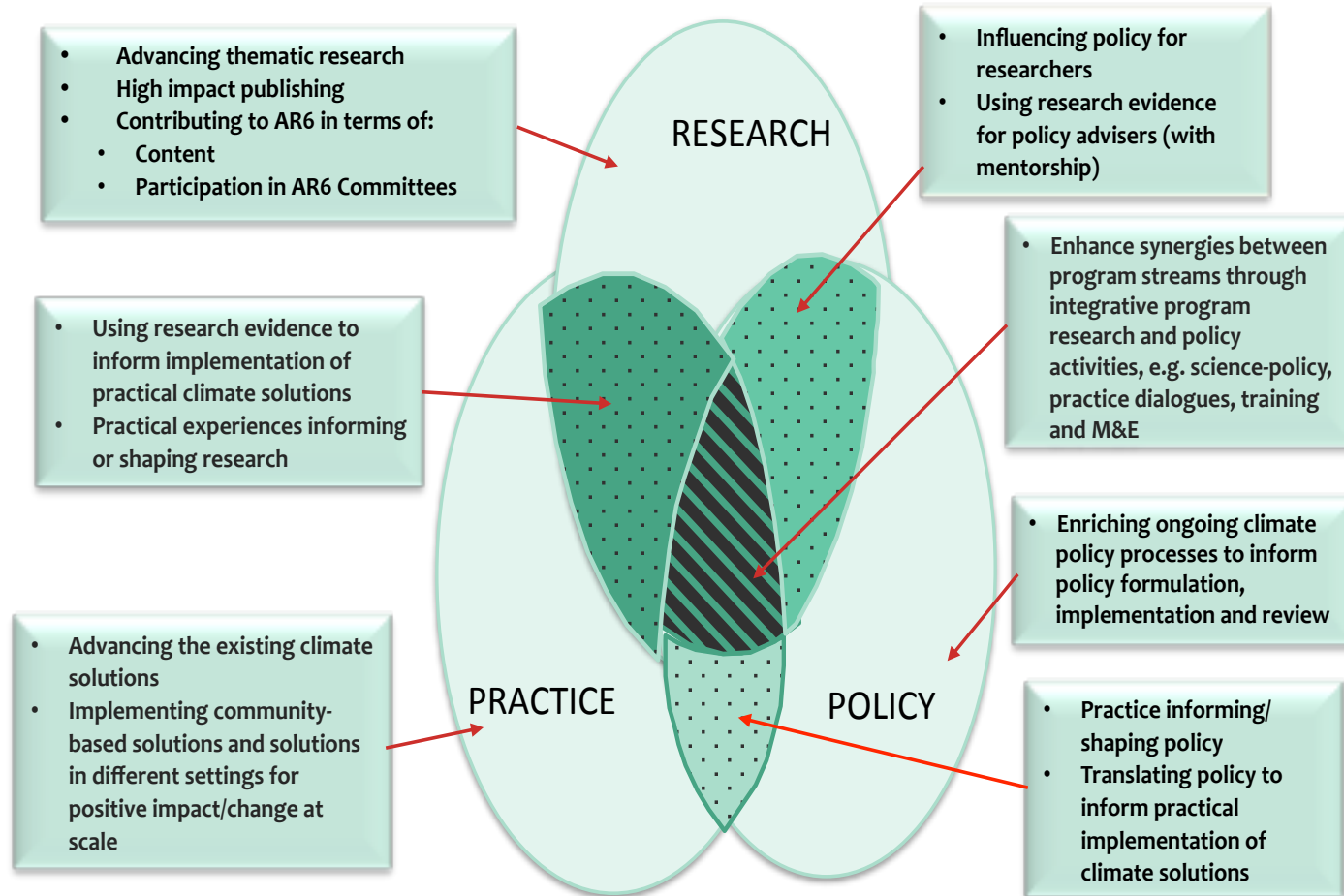
1. To **strengthen the capacity** of national and regional mid-career to senior climate change policy advisors/analysts to understand how to interpret and apply climate model projections, inject the best available scientific research/empirical knowledge/data into policy processes and decision-making
2. To **engage** the science and policy communities and **develop a shared vision of research and assessments** needed to serve climate change decision-making needs

Rationale of AfriCLP?

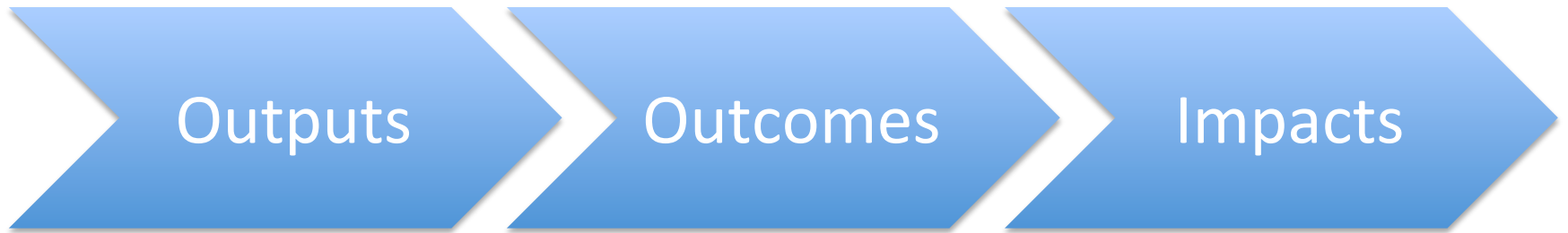
Specific Objectives are:

3. To **advance** national and **regional climate change assessments and research** on Vulnerability, Impact and Adaptation (VIA) on thematic areas informed by the gaps identified from key sources (e.g. 5thARs, IPCC, AfDB, AU and IGAD) that can **contribute to the future rounds of IPCC's Assessment Reports** and **enhance regional and national planning** for climate change
4. To further **improve and implement innovative climate solutions** that are relevant and have the highest potential for building resilience to climate change and for large scale **impact in the communities or organizations in which they are implemented**
5. To **enhance synergies** between program streams **through integrative** program research, practice and policy activities.

AfriCLP – conceptual framework



What does success look like?





- Policy briefs
- Peer reviewed journal papers and book chapters
- Working papers on climate change assessments and implementations
- Increased contribution to AR6 both in terms of content and membership of AR6 Committees
- Curricula on climate change policy planning and implementation
- Dissemination reports
- Fellow reports
- Graduates of the leadership program
- M&E reports

Outputs

Outcomes

Impacts

- a) Enhanced capacity in national and regional agencies in climate change to formulate, implement, monitor and evaluate policies
- b) Enhanced national and regional climate change policies
- c) Sustainability of Policy Advance Institute – An integral part of the ACCFP Fellowship Program, Adaptation Policy Advanced Training Institute (AI) will be sustained through continued support of leadership program fellows. It is expected that fellows will benefit from already existing research materials, mentors, and policy publications. It should be noted that the Policy Advanced institute is existing.
- d) Increased fellows influence in policy planning and implementation by being consulted for advice or taking part in climate change planning and implementation
- e) Increased use of research evidence to shape climate solutions
- f) Enhanced impact of climate solutions
- g) Increased partnerships and collaborations between fellows in research, policy and practice
- h) Enhanced skills, knowledge and confidence in climate change information
- i) Enhanced and sustainable climate change leadership capacity

M&E Focus



M&E Framework

- What is being evaluated? How do we evaluate it?
 - Leadership
 - What is leadership? Who is a 'good' leader? What of in the CC context?
 - Capacity building
 - What is capacity? what are its characteristics?
 - Whose capacity?
 - Capacity to do what?
 - Capacity vs. Capacity building
 - How do we evaluate capacity and capacity building?
 - How do we evaluate CC leadership capacity and CC LCB?

M&E Framework

- Definition of leadership [De Lisle, 2000]
 - What is leadership? What does it take to become a good leader?
- Capacity building evaluation framework [Cooke, 2005]
 - Whose capacity?
 - Principles of capacity building?
- CC leadership capacity [Meijerink & Stiller, 2013]
 - What kind of leadership do we need for climate adaptation?

Leadership

“Leadership is the ability to influence others, with or without authority. It is the ability to develop a vision that motivates others to move with a passion towards a common goal” Peter De Lisle (2000).

- Becoming a person of influence **is a process** that engages the individual in critical **self-reflection**, **personal growth** and **skill development**.

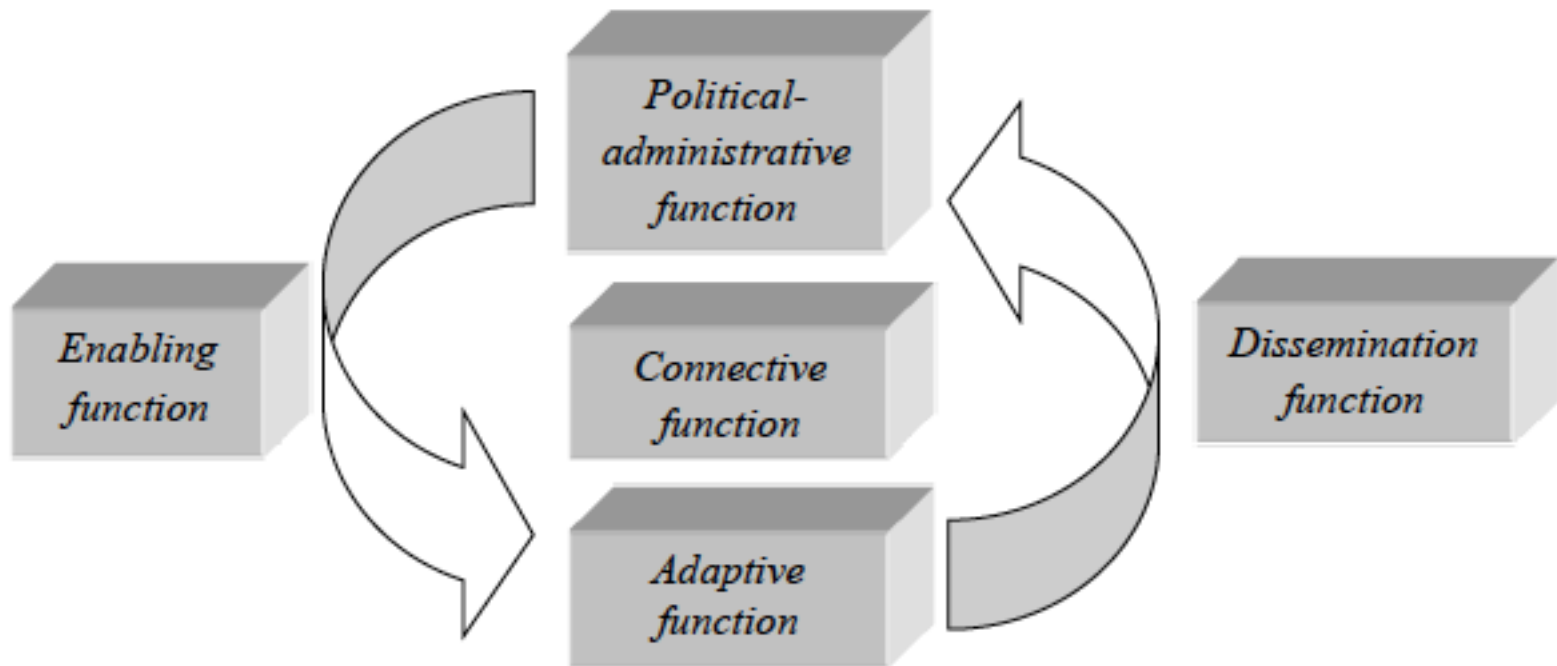
Two aspects to leadership

1. The core of the individual
2. Influencing others (team, institution and network)

Cooke's Capacity Building Framework

- Whose capacity? Identifies 4 structural levels of capacity building
 - Individual, Team, Organization and Network
- Six Principles of capacity building
 1. Building skills and confidence
 2. Developing linkages and partnerships
 3. Ensuring the research is 'close to practice'
 4. Developing appropriate dissemination
 5. Investments in infrastructure, and
 6. Building elements of sustainability and continuity

Meijerink's Integrative framework for CC leadership



What kind of leadership do we need for climate adaptation?

CC LCB Framework

3 Structural Levels

1. Individual
2. Institutional/Regional
3. Network (AfriCLP)

CC LCB Framework: 3 Structural Levels

1. Individual

- The core of the individual
 - Skills and Confidence Building
 - Elements of Sustainability and Continuity
- Influencing/leading others
 - Adaptive, Connective, Enabling, Dissemination and Administrative Functions

2. Institutional/Regional

- Developing institutional and regional CC leadership capacity
 - Sustainability and Continuity
 - Investments in LCB Infrastructure

3. Network (AfriCLP)

- Fostering collaboration
 - Development of linkages and collaborations
 - Appropriate dissemination

Indicators

- We considered:
 1. Different types of capacities
 - Functional vs. Technical
 2. Different types of indicators
 - Output/Outcome vs. Process vs. Performance

Evaluation Matrix

- Measure capacity – outputs, processes, performance
- Distinguish between capacity and performance
- Ratings of Low, Med or High