



Consolidating Gains and Building Momentum



Knowledge, transformation and the human legacy of the Africa Adaptation Programme



Africa Adaptation Programme



AFRICA ADAPTATION PROGRAMME

The Africa Adaptation Programme was launched in 2009 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) and with US\$92.1 million support from the Government of Japan.

PARTICIPANTS: 20 AFRICAN COUNTRIES

Twenty African countries joined the Africa Adaptation Programme to strengthen their abilities to mount effective climate resilient development strategies. Projects to build these capacities were implemented by a National Team, led by the host government and assisted by the UNDP Country Office, with technical support provided by the AAP Regional Team in Dakar, in each of the following countries:

- | | | | |
|----------------|-------------|--------------|-------------------------|
| • Burkina Faso | • Ghana | • Morocco | • Rwanda |
| • Cameroon | • Kenya | • Mozambique | • Sao Tome and Principe |
| • Congo | • Lesotho | • Namibia | • Senegal |
| • Ethiopia | • Malawi | • Niger | • Tanzania |
| • Gabon | • Mauritius | • Nigeria | • Tunisia |

PATHS: Five Transformative Capacities

The AAP has provided support in strengthening capacities in five core areas:

1. Data and Information Management

- Strengthening long-term planning and evidence-based decision making through access to information

2. Institutions and Leadership

- Building effective leadership and institutional frameworks for enhanced coordination and cohesion of programmes

3. Analysis and Implementation

- Supporting the piloting of adaptation initiatives in the field as a means of informing policy and planning

4. Knowledge Management

- Building knowledge management systems and promoting information sharing

5. Innovative Finance

- Identifying a range of financing options for sustained adaptation

KNOWLEDGE, TRANSFORMATION AND THE HUMAN LEGACY OF THE AAP



When the way forward is cluttered and unclear, and the advice received confusing and conflicting, you are unlikely to reach your destination in time, if at all.

This is the predicament in which many African countries find themselves when it comes to strengthening their climate resilience. They know that squeezing more *ad hoc* but well-intentioned adaptation projects into their already over-burdened systems won't help, at least not in the long-term. What is needed is the sustained ability to be able to inform decision-making and actions that will move them onto a strategic path towards resilient development.

This is why 20 African countries have found their experience with the AAP particularly productive. Over the past few years they have worked as individual national entities and as a broad regional coalition to lay the foundations necessary for building secure development agendas. They can now produce more effective results in the way they marshal information resources and draw from them the knowledge inputs they need; to access, analyse and apply climate risk and vulnerability data in support of policy and planning; to scan the climate and development landscape and map its actors; to pool their knowledge products with those of many others from which everyone can draw lessons and best practices; and to master the technology and hone the professional skills needed to excel in all these endeavours.

This is the suite of capacities that can make a real and lasting difference in the abilities of national governments to harness the power of knowledge in the challenge of charting and pursuing a strategic path to greater climate resilience. And this is what makes the AAP a truly transformational programme.

Knowledge is the key, because the crucial transformation is the one that takes place in the minds of pivotal people in and around governments, enabling them to consider options outside the comfort zones of the familiar status quo, and confidently construct achievable critical paths to those new possibilities.

Yes, funding is an important ingredient, but it is not just about the money—it is about the people, the systems they work in and the partnerships they nurture. My team and I have had the privilege of working with many hundreds of the most amazing people across this extraordinary continent over the past few years. As we consider the legacies of the AAP that have much to offer to any future work in strengthening climate resilience in Africa, the greatest, of course, is these people, the AAPeople.

*Ian Rector,
Programme Manager, AAP*

Navigating the uncharted waters of transformational capacity development, the AAP has been dubbed a UNDP flagship

After four years of engagement in the AAP, 20 countries across Africa have established strong foundations in the management of their national climate adaptation agendas that, with time and continued effort, will transform them from an *ad hoc* to a strategic approach.

This means they will be much better able to access and analyse data in assessing vulnerabilities and risks specific to their own countries. They will have greater capability in marshalling knowledge resources needed in the drive to greater levels of climate resilience. And they will have the professional skills and institutional capacities to design and implement holistic, multi-sectoral adaptation programmes aligned with national development priorities.

In short, they will have much greater prospects of putting their national development plans on inherently resilient paths that will achieve a higher rate of return of development gains on the investment of resources.

The significance of this first step cannot be overstated.

The crucial question is how can the gains of the AAP be consolidated and the momentum increased in the continuing drive towards climate-resilient development in Africa?

We hope that in the pages that follow you will find the beginnings of an answer in the form of the strengthened capabilities of AAP alumni to bring knowledge to bear on the decision-making, policy formulation and programme planning processes.

DEEPENING DATA ACCESS AND ANALYSIS CAPACITY FOR INFORMED DECISION MAKING

Having access to the best available data on climate variability and its impacts, as well as the ability to analyse it and apply it in support of dynamic, long-term national planning and decision-making, is fundamental to a government's ability to pursue a climate-resilient, sustainable path of development.

Strengthening resilience to any threat – whether of a climate or non-climate origin – starts with identifying and understanding the risks.

The AAP has supported governments in their development of infrastructure and capabilities needed for data access, analysis and application through the procurement of computer hardware, the use of data and content management software, and training in the operation of both.

Deepening Data Access and Analysis Capacity for Informed Decision Making

'Currently, our department does not have a server or a central storage unit for data. With this new unit, data will be stored in a central location, be readily available in any format a user may need and be used to support climate modelling and predictions. This equipment will help us share data with all sectors and readily and easily incorporate issues of climate change into national development plans.'

**Mookho Monnapula,
Meteorologist with Lesotho
Meteorological Services**

Equipment such as supercomputers, weather monitoring stations, early warning systems and/or geographic information mapping technology has been procured in 16 countries. Training in the use of this technology has been provided to 450 people. Through partnerships with universities, research institutes and scientific organisations, the AAP has increased the availability of data to participating countries, and the use of models for long-term climate predictions, as well as cutting-edge tools for adaptation decision making in the face of climate uncertainty.

Participating countries have established climate change units, created data collection systems and trained experts on how to access and process data to assess vulnerability and risk, and develop adaptation strategies and policies. Crucial knowledge tools such as climate modelling studies, risk assessments, and vulnerability and hazard maps have been produced.

A number of AAP countries have already made great advancements as a result of studies undertaken using technology procured by the AAP. This is pivotal work

in the scheme of building adaptive capacity and, ultimately, resilience.

As policy makers get access to the best available data they become better informed not just on the magnitude of the challenge they are facing and the consequences of inaction, but also the windows of opportunity currently open to them. They become both encouraged and enabled to secure their development agendas.

Yet many countries still lack the necessary technical and professional capacity to acquire and apply up-to-date data and information, and among those that do there is still work to be done in bridging the gap between having information available and having the most senior officials use it to inform their decision making. With hundreds of key stakeholders recently trained by the AAP in harvesting knowledge through their use of technologies installed under the auspices of the AAP, it is imperative that the rollout of this critically enabling technology, and the application of the knowledge it generates, continues across the African continent.

'With the HPC servers and the training we'll now be able to better organise our database and create a comprehensive set of high resolution climate scenarios. We'll also be able to create a set of climatological maps of recent climate activity, improve the meteorological bulletins we issue for the agricultural sectors and facilitate the exchange of information between institutions.'

**José Sequeira, Meteorologist
with Mozambique's National
Meteorological Institute**



Meteorologists and IT staff from Congo learn how to configure data servers that will dramatically enhance forecasting and planning capabilities.



An early warning system established by AAP Rwanda was reported in the AAP's newsletter, *The Baobab Coalition Journal*.

Deepening Data Access and Analysis Capacity for Informed Decision Making

'We generated a lot of information; a lot of data was compiled and analysed in order to be able to give the message to the highest level of decision- and policy-makers that climate change is a reality in Mauritius. Impacts have been measured and predicted—the island is really vulnerable in a very concrete way. Even the financial impact has been measured and estimated. This information speaks to decision makers and makes it possible to pass big activities such as climate change legislation.'

Jayraj Peroo, Coordinator for Projects, AAP Mauritius



Enhanced metrological capacity established by the AAP in Burkinal Faso was reported in *The Baobab Coalition Journal*.

'The benefits of the AAP will be seen in three, four or five years. A concrete example of this is the deep-water harbour in Mayumba. The AAP allowed us to show that climate hazards would have a significant impact on the environment where this harbour was to be developed. It led to a re-assessment of the choice of sites and the proposal made in the original study.'

Bernard Panzou, Coordinator, AAP Gabon

On the ground: Congo



AAP Congo recognised that the country's aspiration of becoming an 'emerging' nation by 2025 was threatened by out-dated technical infrastructure that provided limited climate-related data and information. The AAP updated this network to enable acquisition of raw data by installing and training staff on the use of AWS and an HPC server with associated communications networks. The analytical data collected through the new system ranges from sectoral vulnerability assessments to high risk and extreme weather mapping. Academic and legislative technical committees have been established and are working together to ensure the data generated is used appropriately by policy makers, and the expansion of the system with an additional 12 weather stations and the creation of a climate change analysis centre is planned.

On the ground: Kenya



AAP Kenya's application of a simulation modelling tool contributed to strengthening the country's adaptation agenda. The tool was customised to present a perspective of Kenya's economic and decision making system in a multi-sectoral and multi-disciplinary manner. Insights drawn from the tool's outputs were used in the creation of the Government's recently adopted 'Climate Change Action Plan, 2012', which has instituted the perspective of climate change as a cross-cutting issue to be mainstreamed in all the planning processes at both national and county levels.

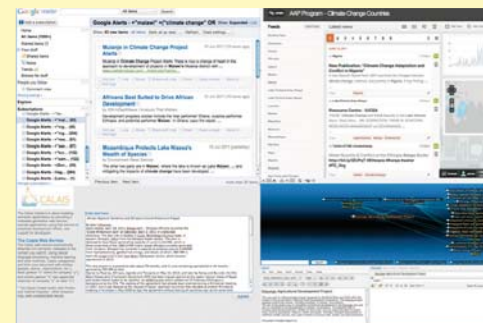
CLIMATE ACTION INTELLIGENCE

The wealth of climate change-related projects, programmes and policies being implemented by a multitude of actors at national, sub-national and local levels makes it increasingly difficult for countries to make sense of this fast-changing landscape.

Understanding and utilising this network was a natural priority of the AAP and its efforts to help countries coordinate between various actors and activities. To help countries decipher and draw on the mass of information and activities found around and within them, the AAP provided the Climate Action Intelligence (CAI) component.

CAI is an institutional mapping tool that offers a pragmatic means of compiling, reviewing and analysing multiple sets of data to help countries 'map' the complex institutional landscape in which they operate. It uses free online tools and applications to generate useful information and visualise the relationships between people, policies, programmes and projects, which can then be used to channel collaborative action, spur advocacy and inform policy. This puts newfound technological power within easy reach of climate change practitioners everywhere, providing a richer, more complete understanding of 'who is doing what, where and when' about climate change.

CAI supports and contributes to evidence-based policy-making by helping governments understand patterns of relationships, trends in resource and funding flows, inter-dependencies and overlapping activities. It can help identify under-served work areas, duplication of activities, and opportunities to consolidate existing work or create synergies between future projects.



On the ground: Senegal



In Senegal, CAI was launched in October 2011 with a workshop on methods for the collection, organisation and interpretation of data and on the use of the digital tools for information visualisation. A second workshop in July 2012 developed participants' abilities to analyse, synthesize and communicate—in a form that can be used to influence decision makers—the data that had been collected in the eight months since the first workshop. A number of outputs created through CAI, namely a database of actors and actions, and dynamic visualisation databases, contributed to coordination efforts between stakeholders working in adaptation in Senegal.

On the ground: Congo



In Congo, CAI was principally undertaken to identify areas of mutualised efforts or duplication so that the effectiveness of cross-sectorial projects could be enhanced. Four students were engaged as a research team under the guidance of the AAP. Their data was utilised at a national workshop, which brought together 45 people including ministerial climate change focal points. During and following the workshop the data was collated, organised and visualised under six priority sectors: agriculture, forestry, fishing, transportation, water and energy. These data sets are now available to Congo's climate change practitioners.

BUILDING KNOWLEDGE MANAGEMENT SYSTEMS AND KNOWLEDGE CAPTURE AND SHARING PRACTICES

Responses to both climate and non-climate threats to development in Africa are generating a vast and rapidly growing body of knowledge.

But for countries to take full advantage of the opportunity this knowledge presents, they must be able to capture it and add it to a shared pool from which they can extract high-quality, comprehensive information relevant to their development needs.

Harnessing the power of African knowledge presents enormous potential in the design and implementation of resilience-boosting strategies across the continent.

Building Knowledge Management Systems and Knowledge Capture and Sharing Practices



'The biggest obstacle was the understanding of climate change itself because the concept is still very new despite the fact that we are already seeing the impacts. So capacity and understanding was very low across the board, from the top to the grassroots level. This was the major obstacle when trying to convey information on climate change and how to address it, but I am happy to say that we are getting there because the level of awareness is now high and capacity is being built across the institutions.'

Faraja Ngerageza, National Coordinator, AAP Tanzania



Through the AAP, countries have been able to benefit from three forms of assistance in the development of their capacity in knowledge management:

- promoting sharing platforms, such as existing electronic or traditional platforms for knowledge sharing, including UNDP's Teamworks website
- promoting the generation of content by developing knowledge, codifying it for easier access and disseminating it through appropriate channels
- providing technical assistance in response to specific needs that may arise in the implementation of national programmes.

Many countries have now developed the means to ensure that relevant information and knowledge they generate is documented, codified and disseminated in ways practitioners

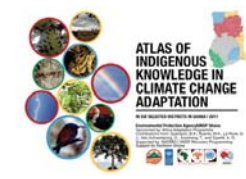
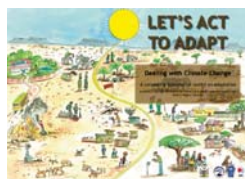
and decision makers can use. This work has gone far towards the creation of region-wide knowledge and learning mechanisms that raise awareness, engage stakeholders, inform decision-makers and promote exchange and cooperation among countries.

The uptake of knowledge management practices has led to wide-range of outcomes, from strengthened staff capacity and access to knowledge platforms to the roll-out of communications strategies and public information campaigns, the publication of a huge range of knowledge products including climate change manuals and guidebooks with project management sections, and the creation of knowledge centres and web portals to store and coordinate access to climate and development-related materials.

'Climate change concerns all sectors, and the information generated has to be shared and we have to ensure that everyone is able to speak the same language, so that the strategies elaborated can be sustainable.'

Babacar Diouf, AAP Senegal Project Manager

AAP teams produced an enormous amount of knowledge and information products designed to inform communities of practice about the programme's work and ensure its lessons and achievement can be built on and continued.



Building Knowledge Management Systems and Knowledge Capture and Sharing Practices

On the ground: Ghana



AAP Ghana developed a wealth of data and knowledge products to inform decision makers, including an atlas of indigenous knowledge in climate change adaptation, flood and drought hazard maps from five pilot areas and climate risk assessments. Through their strong connections with high ranking bureaucrats and Government staff the team saw these products influence decisions and policy making. Sustainability of the programme's work has been pursued through the training of climate change policy educators, the continuation of a high level working group on climate change and the creation of a five-year climate change implementation schedule.

On the ground: Morocco



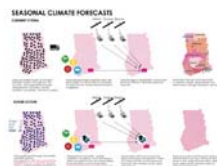
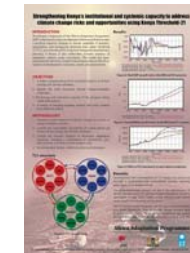
AAP Morocco's Project of Adaptation to Climate Change for Resilient Oases is a territorial and multi-sectoral approach for integrating climate change into planning and development processes linked to the country's oases. Knowledge management constitutes an important outcome of the project as the information and experience gained will be used to train and educate partners and other projects. To achieve this AAP Morocco developed a comprehensive communication plan with communal and focal groups and in consultation with key national stakeholders. Key documents and information products were widely publicised and made available through a project website.

On the ground: Mozambique



AAP Mozambique spearheaded the creation of the Knowledge Management Centre for Climate Change, a hub for knowledge-based activities from which strategies to prepare a critical mass of the country's people for climate change will be developed. Along with climate change research, the Centre will undertake awareness-raising, offer a master's programme on climate change and disaster risk reduction (DRR), and provide advisory services on climate change and DRR.

AAP Mozambique contributed to the creation of the Centre in three ways: it developed a business model and undertook analysis of knowledge centres elsewhere to help identify design and function; it founded a stakeholder working group to provide ongoing advice during the development process; and it drafted the curriculum for the masters programme, which will be offered to Government technical staff and taught in partnership with Eduardo Mondlane University.



IDENTIFYING A RANGE OF FINANCING OPTIONS FOR SUSTAINED ADAPTATION

The consistent message that has been ringing in the ears of AAP teams is that funding is not the solution to resilience problems—it is simply the means to the end. Without concentrated efforts to improve the way climate change impacts are identified, analysed and interpreted, and the way information derived from this process is accessed and utilised to inform policy and planning, there can be no assurance that the adaptation strategies invested in will lead to greater levels of protection and resilience.

Funding is part of the planning process and ensuring that financing options are available to meet adaptation costs has been fundamental to achieving the AAP's objective of having countries adjust their national development plans to incorporate climate change risks and opportunities. To this end the AAP has worked to help countries identify what funding options are available and to strengthen their capacities to access, manage and deliver on them, as well as to identify internal funding priorities.

Under the AAP, 18 countries have worked to establish new financing options. They have been informed and inspired to do this through a multitude of regional and national workshops on climate financing, which were held with the support of the Cross Practice and Regional Office teams and informed by content sourced by those teams' discussions with national stakeholders. These workshops were designed to enhance national capacities to mobilise funds and incorporate such mobilisation in current projects and programmes.

These countries have now documented their budgetary needs and objectives through national climate change adaptation investment plans, strategies and frameworks. They have trained specialists, developed funding partnerships and undertaken cost analyses of vulnerable sectors. And as a result of AAP coordination, eight countries have integrated adaptation measures in their national budgets and six have received funds (totalling more than \$30 million) from sources such as the Global Environment Fund and the Adaptation Fund, while others have submissions pending.

Additionally, through consultations at and with information and knowledge generated by the many national and regional workshops, the Cross Practice Strategy team was able to summarise the climate finance needs of 17 AAP countries, knowledge that was used to finalise a UNDP HQ policy brief on climate finance readiness in Africa.



On the ground: Ghana

A climate financing workshop that exemplifies the regional cooperation enabled by the AAP was organised and hosted by AAP Ghana in March 2012. This regional workshop on Leveraging Climate Finance for Resilient Development presented a framework for understanding climate finance readiness and the capacities and activities needed to plan for it. The Cross Practice Strategy and Regional Office teams were heavily involved in developing the workshop's content and also presented two sessions. This knowledge was shared with 30 representatives from 10 AAP countries.

FIELD TESTING ADAPTATION INITIATIVES TO IDENTIFY POLICY-RELEVANT BEST PRACTICES

An important element in the AAP's efforts to help generate policy-relevant knowledge has been support for pilot projects, which enable countries to identify best practices that can influence long-term development planning and policy.

The AAP recognised that ad hoc small-scale adaptation projects offer little long-term benefit.

To succeed they must be designed to inform a specific policy agenda, recognise the needs of local communities and carry a commitment from governments to replicate and expand positive results.

Field testing adaptation initiatives to identify policy-relevant best practices

'One of the big problems we have in Sao Tome is deforestation, which is mainly caused by over 95% of dwellings being made from wood. We also want to protect our coast from erosion problems, which are exacerbated by people extracting sand to build their houses. So we developed a construction pilot project using alternatives to wood and sand. Now, the Government wants to adapt its housing policy to promote these alternative materials, with the Public Works Department looking to disseminate it at national level.'

Laurent Ngoma, Programme Manager, AAP Sao Tome and Principe

Using a procedural approach based around identifying the problem, the people involved and the climate, development and socio-ecological context, AAP countries have piloted adaptation initiatives with clearly formulated objectives, activities and expected outputs, backed by knowledge management strategies. The sectors most commonly targeted were agriculture, food security, forestry, energy, water and education, with projects ranging from mangrove restoration and erosion prevention to education outreach through primary school children.

There is now a great opportunity for the lessons from these projects to be replicated and up-scaled based on revised policy. With effective implementing practices now institutionalised in many countries, harnessing the lessons learned from current initiatives and the projects that will follow in their wake offers enormous potential for informing climate-resilient development

'The most important work in Morocco is that done on the oases. The oases are threatened by several factors including climate change, affecting close to a million-and-a-half Moroccans that live in these regions. The AAP has studied their vulnerability and proposed viable actions to promote the sustainability and resilience of the oases, such as improved water management and water harvesting, in terms of irrigation, such as using drip-feed systems, in terms of underground water and water pollution regulations, and in terms of biodiversity by introducing renewable energy in the oases.'

Brahim Jaafar, National Coordinator, AAP Morocco



A range of AAP Niger pilot projects addressing localised climate vulnerability were reported in *The Baobab Coalition Journal*.

On the ground: Senegal



In Senegal, dual priorities of protecting lucrative stretches of tourism-friendly coastline and contributing to strategies for preventing coastal erosion elsewhere spurred the creation of a project to build a seawall in the resort town of Saly. A comparatively major construction project developed in-line with the national coastal management plan, the pilot is now being extended and replicated through Government- and privately-funded projects.

On the ground: Tanzania



With rising sea-levels affecting water catchments around the country, AAP Tanzania supported the implementation of a water-supply adaptation pilot project in Nungwi village. The pilot's formulation was informed by indigenous knowledge, studies from the Government's coastal management plan and reports from the state water authority. As planned in its design, the project provided lessons on securing water infrastructure against rising sea levels, with secondary outputs for informing infrastructure planning, climate change awareness and gender issues.

On the ground: Nigeria



In collaboration with UNICEF, AAP Nigeria selected three schools in three regions to host a pilot project on climate change and adaptation outreach. The project had the schools incorporate climate change in their curriculum and carry out awareness-raising projects on topics such as climate-sensitive farming. Working closely with the three regional administrations, the AAP team saw the successful pilots up-scaled and has pursued changes to national school curricula. Lessons learned from the project have been captured in a document on the role of youth in climate adaptation, which is being presented and distributed through workshops.

THE CROSS PRACTICE STRATEGY

The Cross Practice Strategy provided the AAP with additional expertise from across UNDP's core practice areas—capacity development, poverty reduction, gender mainstreaming, governance, knowledge management, and policy and planning—to give the Regional Team access to a suite of technical assistance. This enhanced professional capacity was deployed to help National Teams pursue an 'Integrated Approach' to producing long-term resilience-building strategies that could be enshrined within national development frameworks.

Cross Practice Strategy expertise was engaged to assist with the vast array of needs associated with national project implementation, and in doing so helped advance and disseminate global best practices. The UNDP Gender Team, for example, provided a wide range of analytical support and training to 11 AAP countries to help them address the adaptation needs of women and men equitably. The Poverty Group initiated and piloted the Climate Change and Poverty Reduction toolkit, which supported governments in integrating climate vulnerabilities and risks in development planning, budgets and frameworks. The Policy Team led the development of the Integrated Planning Framework, a systematic process for aligning and simplifying support and management processes across a number of in-country projects, as well as the Climate Change Readiness Framework, which helped countries take advantage of the range of funding options available and outlined the capacities needed to plan, access and report on the use of climate finance. And the Knowledge, Innovation and Capacity Group helped produce the Capacity Development Needs Assessment, which ensured national teams were equipped with the knowledge, skills, and country-specific methodologies and tools they needed. The KICG also provided indispensable support in the rollout of Teamworks through training and direct assistance to national teams.

On the ground: Lesotho



The Cross Practice Strategy's ambition of having government planning take into account the multitude of sectors affected by climate change is exemplified in Lesotho, where the AAP has been working to institute a coordinated policy framework under which all ministries and stakeholders can operate.

After extensive consultations were held with government representatives and an agreement to support an integrated approach obtained, the Climate Action Intelligence initiative was implemented in Lesotho to map its institutional landscape and provide socio-cultural data to complement existing scientific and economic data. Second, a toolkit on climate change and poverty policy-making, which provides a methodology for formulating associated national and sectoral plans and policies, was piloted in the country. Additionally, support for seeking innovative climate adaptation financing was provided and a strategic guidance note identifying the cost of 'climate-proofing' specific

Millennium Development Goals has been developed and its recommendations are being applied. Finally, the AAP developed a crisis mapping and communication platform in Lesotho that 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 for Lesotho's planning needs. To make this information available to decision-makers and the public, a climate change information portal was created within Lesotho Meteorological Services' website.

STRENGTHENING PROFESSIONAL SKILLS, LEADERSHIP AND INSTITUTIONS FOR TRANSFORMATION

The most critical thing is to work with high-level persons who are decision makers. If you get them to understand and assimilate the issues it's easy to change almost all other things.

Winfred Nelson, Project Manager, AAP Ghana

The long road to greater climate resilience begins with people. Along the way it involves building better databases, forging links between institutions, and bridging gaps between research and policy. But ultimately success depends on the knowledge, skills, dedication and leadership of the people involved.

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

This is why the AAP has been working to strengthen the professional capabilities of people working in national development throughout the 20 participating countries. As they improved their skills, knowledge and leadership, they increased 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 **Professional Development Programme** worked with participants pivotal to programme success, helping them develop management skills immediately relevant to the effective and efficient implementation of projects, as well as to their own long-term personal development. The PDP was

based on four themes:

- Optimising the effectiveness of project implementation
- Leadership of the climate change agenda
- Development of technical knowledge and skills, and
- Personal effectiveness and growth.



Staff from AAP Niger, Mauritius and Cameroon undertake a problem solving exercise at a the first Professional Development Programme workshop in Morocco in 2011.

The challenge is to get people to work together. It is not easy, because people are used to sticking to their own fields—weather people in their stations, university researches in their laboratories—and we had to get these people to understand that climate issues are cross-sectoral. This is a challenge we have managed to overcome thanks to political support.

Alain Ky-Zerbo, Coordinator, AAP Burkina Faso

The **Leadership for Results Programme** was a pilot initiative that targeted three countries and trained 240 mid-level managers—drawn from government, academia, the private sector, voluntary organisations and the UN—to develop their capacity and confidence to provide leadership in transformational change. Among the practical benefits gained by participants were:

- 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 and mobilisation of funding, and
- Greater potential to make a significant impact on national climate change priorities.

TELLING THEIR STORY

The difference that an informed, analytical press corps can make to the climate adaptation agenda in Africa is enormous. Along with the critical need to inform citizens about threats that could constrain theirs and their country's future, media outlets have the capacity to set the agenda for actions to protect development and to monitor and assess governments' adaptation activities and spending.



MCBP participants like Emmanuel Muwumba of Malawi learned how to identify and contextualise climate and development-related stories. Emmanuel went on to become a climate journalism trainer.

The outcome was enhanced capacity of the media in each AAP country to investigate, interpret and report on the intersection of climate change and development, and the prospect of better-informed public debate and policy making as a result.

The Media Capacity Building Project supported the professional development of journalists in each of the 20 AAP countries. Through 20 national workshops, four regional workshops and a 'training-of-trainers' more than 400 reporters from all over the continent were equipped with the facts and skills needed to identify and cover climate-related issues effectively.

The overarching purpose of the MCBP was to equip journalists to overcome obstacles in their coverage of the climate story, whether by improving their knowledge of climate science, building their skills to provide audiences with context and analysis, informing their understanding of climate change as a cross-sectoral threat rather than merely an environmental issue, or in exploring ways to tell the story with fresh

human interest angles that will appeal to editors. The outcome was enhanced capacity of the media in each AAP country to investigate, interpret and report on the intersection of climate change and development, and the prospect of better-informed public debate and policy making as a result.

TELLING OUR STORY

The Baobab Coalition Journal was the community newspaper of the Africa Adaptation Programme. It was created to provide a channel of communication between AAP participants and build mutual reliance among AAP countries in their efforts to advance climate resilient development in Africa.

Taking its name from the baobab tree—a distinctly African symbol of resilience—its articles told of AAP teams' work in strengthening the capacities within their teams, their governments and their countries to integrate adaptation into development, as well as the challenges they encountered along the way, their efforts to overcome obstacles, the lessons learned and the progress achieved. Through its readership and approach it envisioned the broad coalition of actors—governments, civil society, business, academia, the media, donors and the UN—whose collective effort is needed to shift African countries onto resilient paths of development.

A 12-page tabloid, The BCJ was shipped to AAP and UNDP offices in all participating countries with notifications and updates for its digital counterpart on the AAP website shared by email and social media via a database of more than 3500 subscribers.



