

Shaping Climate Resilience for Transformational Change



*Key Lessons from the
Pilot Program for Climate Resilience*

World Bank PPCR Team

Outline of Presentation

- Purpose/Motivation for this knowledge product
- Process Applied to Identify and Distill Lessons
- Drill down of Select Top 10 Lessons
- Applying these lessons

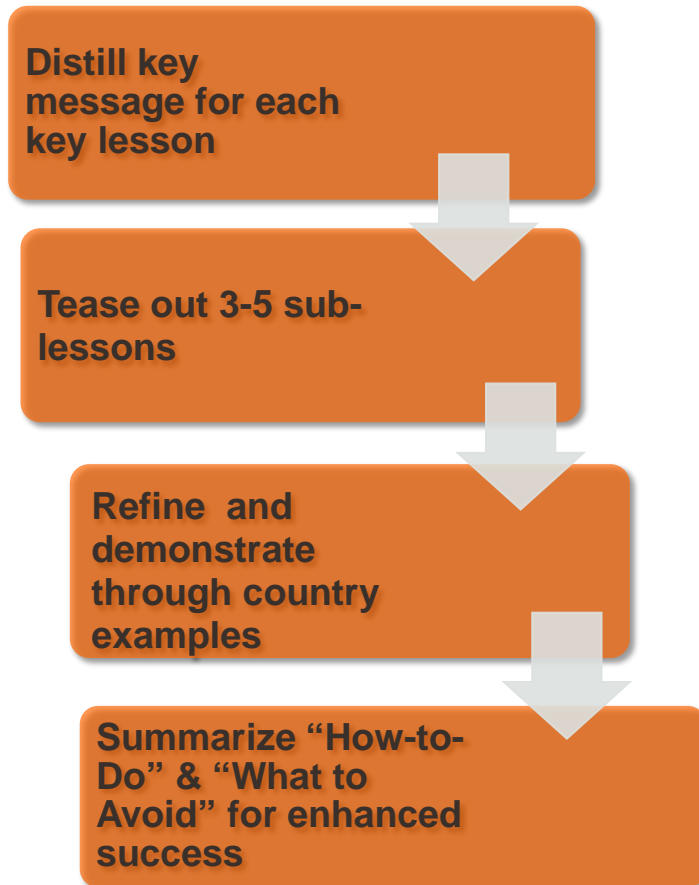
Purpose of Knowledge Product

Distill, sharpen, & frame for dissemination, lessons learned from the design and early implementation of the PPCR to demonstrate relevance to mobilizing climate resilience (through IDA-17 multi-sector plans, current (and new) PPCR country programs) to initiate transformation at scale.

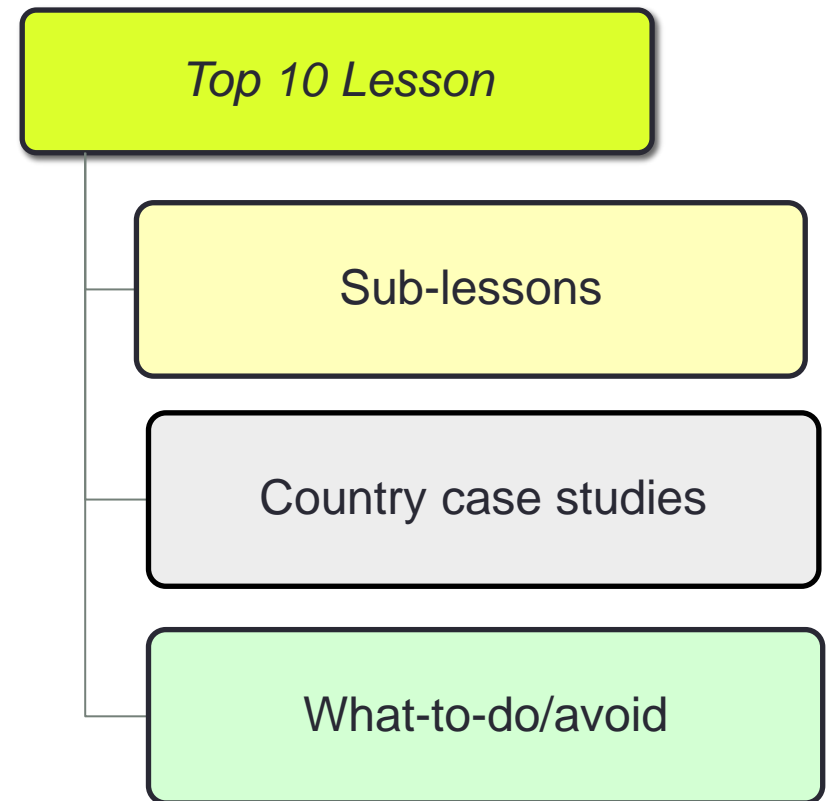
PPCR: Objective is to mainstream climate resilience into core development planning; with an overall goal to support transformation at scale.

Process and Product: cascading approach

Methodology





Outputs



** Iterative process with consultations and validations throughout*

Top 10 lessons from the first phase of the PPCR

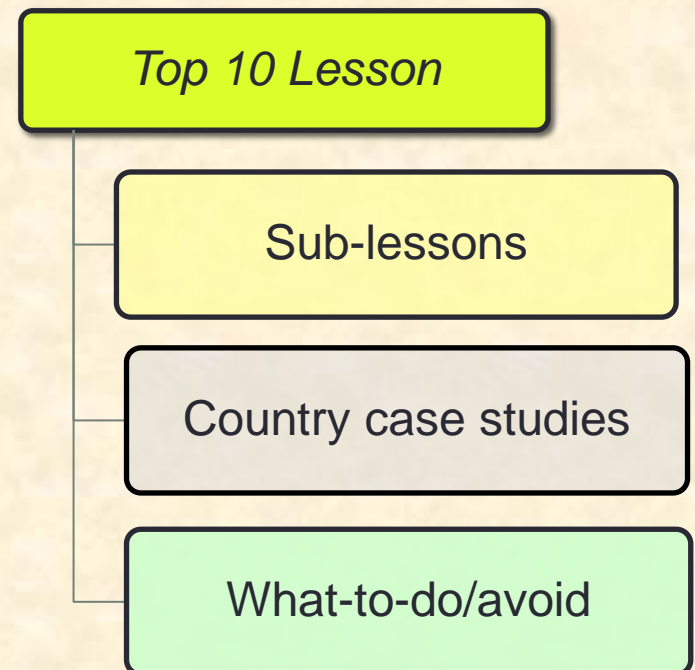
Coordination across multiple sectors 	Assessing climate vulnerabilities and risk
Linking and leveraging investments 	Transformational investments and policy reforms
Stakeholder engagement	Learning and exchange fora
Engaging the private sector	Monitoring & reporting
Responsive country-based approach	Regional approaches

Lessons from design and early implementation stages of the PPCR which have enhanced uptake of climate resilience in pilot countries



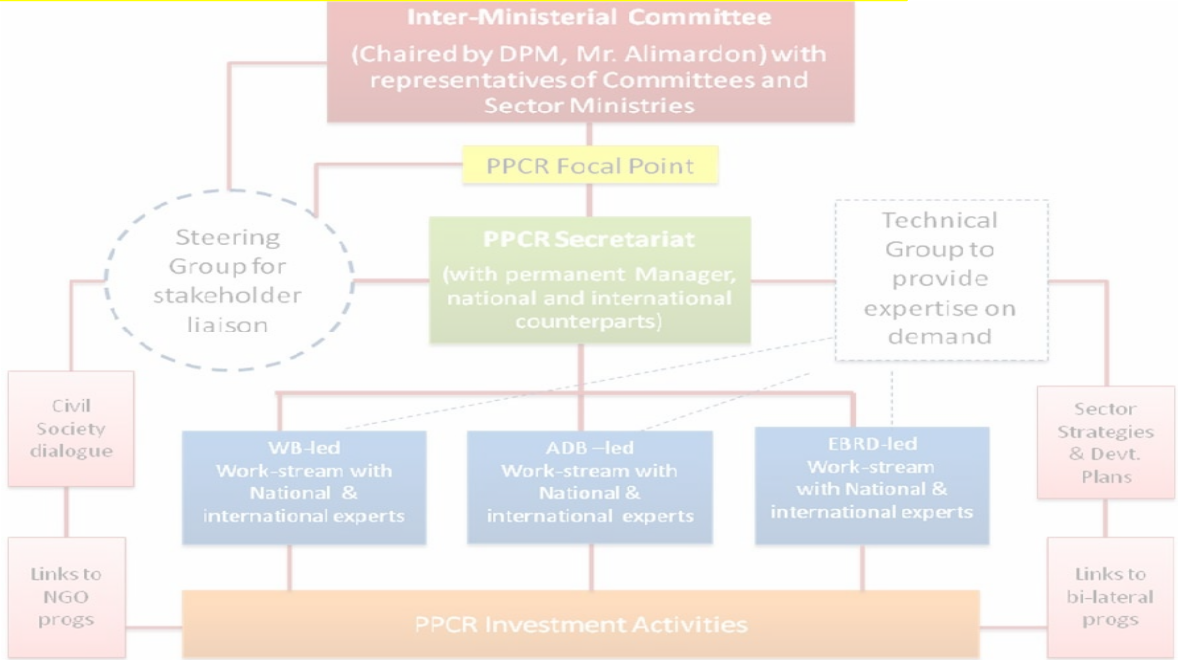
Focus of presentation

Drill Down of Key Lessons



Cross-Sector Coordination

Coordination across multiple sectors supported at the highest levels of government was the most effective approach for shaping a program of resilient investments, and is promising for implementation effectiveness and anticipated scaling up.



PPCR Modalities for Cross-Sector Coordination

Basic approach to inter-agency coordination	PPCR Countries using this approach
Climate Change Committee or Council	Grenada, Nepal, Saint Lucia, Samoa, Tajikistan*, Tonga, Yemen*, Zambia*
Environment, Sustainable Development, Planning Committee or Council	Dominica, Haiti, Mozambique, Niger
PPCR Steering or Coordination Committee	Caribbean Region*, Grenada*, Jamaica*, Nepal*, Niger*, Saint Lucia*, Saint Vincent & the Grenadines*, Samoa*, Tajikistan
Technical team or working group	Cambodia, Dominica*, Grenada*, Jamaica, Nepal*, Papua New Guinea, Tajikistan*, Tonga, Zambia*

Countries denoted with * did not have an interagency mechanism for climate resilience before the PPCR

PPCR Lessons on Cross-Sector Coordination

- Best when leadership for developing multi-sector approaches rests with the Ministry of Finance or comparable institution given influence at highest levels of Government, authority over major sector ministries, and experience dealing with MDB finance (e.g. Zambia; Samoa, Cambodia)
- Leadership by Environment ministries with responsibility over natural resources or water infrastructure can be effective (e.g. Bolivia MoEW); but more challenging without such responsibilities.
- Climate change councils, climate adaptation project implementation units, and similar structures can accelerate planning process if strongly supported by senior Government officials (e.g. Niger; Yemen; St. Lucia).
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- Integration is still key at National level for programmatic delivery though implementation of investments follow the normal route through relevant line Ministries.

Zambia on Cross-Sector Coordination through Ministry of Finance

Organizational structure vis-à-vis senior officials and sector ministries	<ul style="list-style-type: none"> • <u>Ministry of Finance</u> had proven experience in working and influencing investments across-sectors. • <u>Early recognition</u> of transformative nature of PPCR and influence on development planning
Why did it work for planning?	<ul style="list-style-type: none"> • Preparation of investment plan overlapped <u>timing</u> with the national development planning cycle. • Experienced in-place cross-sector coordination mechanism recognized positive influence of investment \$ in Phase 2
Will it work for implementation?	<ul style="list-style-type: none"> • Promising since PPCR structure is being utilized to target future GCFs
What was Bank/MDB role?	<ul style="list-style-type: none"> • <u>Advisory and facilitation</u> on establishing and strengthening the new institutional arrangements and coordinating mechanism • <u>Technical assistance and capacity building</u> to strengthen decentralized (national, province and district) implementation and coordination across sectors
Other points?	<ul style="list-style-type: none"> • <u>Strong political buy-in</u> led to three-fold additional budget allocation in FY15 compared to FY14
Other countries with comparable structures?	<ul style="list-style-type: none"> • Yemen – where PPCR pulled together disaster/food risk • Niger, Samoa and Cambodia; where PPCR supported mainstreaming in national/sub-national development plans

Other examples presented in the toolkit

- Bolivia on Cross-Sector Coordination through Ministry of Environment & Water
- Niger on Cross-Sector Coordination through National Council for Sustainable Development
- Mozambique on Cross-Sector Coordination – transition from Planning to Environment Ministry

How To Do: Effective Cross-Sector Coordination

- ✓ Find and empower the champion at the highest level of government; one who can see across sectors and directly influence development planning.
- ✓ Maintain their interest past planning and into implementation; signal of forthcoming resources was key.
- ✓ Try to avoid “program capture” by Ministries who lack direct engagement with investments in need of strengthened resilience (e.g. water, agriculture, energy, transport, and development).
- ✓ Build trust and buy-in by existing climate and sustainable development coordinating groups, capacity-building efforts, etc.
- ✓ Seek opportunistic timing of resilience plans and national and sub-national investment plans.

Linking and Leveraging Investments

The expectation of linked and leveraged funds at scale through formal MDB collaboration and Phase 2 grants and concessional loans was pivotal for country buy-in.

Planning grants alone would have been insufficient. Both linked and leveraged financing was instrumental in advancing and catalyzing countries resilience pathways.



PPCR Lessons on Linking and Leveraging Investments

- Expectation of significant resources for dedicated investments in Phase 2 ensured and sustained a high level commitment from countries.
- Required formal linkage of MDBs through SPCR process greatly leveraged institutional strengths, reduced country burden of donor coordination, and enhanced high-level visibility (e.g.: Tajikistan, Zambia; Yemen).
- Maintaining donor coordination during the investment phase is still challenging in some countries but has been useful.
- Formal linkages with MDBs and engagement with other development partners ensured a more strategic approach to pipeline investments (e.g. Yemen, Niger).

The Caribbean: Horizontal Adaptable Program Loan (APL) instrument to scale up disaster vulnerability reduction efforts in 4 OECS countries

Linked or leveraged or both?	<ul style="list-style-type: none"> The Disaster and Vulnerability Reduction Project for OECS countries (Grenada, Saint Vincent and the Grenadines, Saint Lucia, Dominica) leveraged US\$122 million as co-finance through IDA financing for \$90M PPCR resources. These 4 DVRP projects are linked through a horizontal Adaptable Program Loan (APL) and are being implemented as a series.
Leverage factors?	<ul style="list-style-type: none"> Dominica: 0.88; Grenada: 0.56; Saint Lucia: 1.5 Saint Vincent and the Grenadines: 3.3
How leverage/linking influenced the larger sector mainstreaming?	<ul style="list-style-type: none"> IDA leverage allowed for scaled up actions to addressing current vulnerabilities, while integrating longer term climate resilience considerations into the project interventions.
Did it influence reform?	<ul style="list-style-type: none"> PPCR funded DVRPs are providing an opportunity to transform the business-as-usual approach to address disaster risks in the short term to systematically taking into consideration long-term climate impacts and resilience measures.
Other	<ul style="list-style-type: none"> Haiti: US\$50 million IDA resource was leveraged through US\$8 million PPCR grants to support the development of the Centre Artibonite Loop region, primarily by enhancing all-weather connectivity and logistics for producers, and the region's resilience to climate change

Tajikistan: Building on Relative MDB Strengths

Development Partner	Established focal area/pipeline investment	Benefits from SPCR and Phase 2 funds
World Bank (IDA)	<ul style="list-style-type: none"> Rural agriculture and poverty reduction Regional knowledge on weather and climate 	<ul style="list-style-type: none"> Demonstrate and disseminate more resilient agricultural methods and technical norms Major upgrading of HydroMet equipment, services and delivery mechanisms Target interventions to rural population at-risk
ADB	<ul style="list-style-type: none"> River basin management 	<ul style="list-style-type: none"> Major improvement in weather forecasts and climate modeling Demonstrate improved flood resilience (Pyanj Basin pilot)
EBRD	<ul style="list-style-type: none"> Hydropower improvement (semi-private sector) 	<ul style="list-style-type: none"> Assessment of sector-wide climate risks Implement practical resilience measures at major dam subject of EBRD co-financed upgrades
UK DFID	<ul style="list-style-type: none"> Accelerate attention to climate resilience by Government and donors 	<ul style="list-style-type: none"> Provided financing for PPCR Secretariat and international experts at crucial stages

Mozambique: Leveraging resources and linking complementary activities to scale up good practices across sectors

Linked or leveraged or both?	<ul style="list-style-type: none"> Linked and leveraged financing across sectors and thematic areas: roads, urban, hydrometeorological services
Leverage factors?	<ul style="list-style-type: none"> PPCR Roads project with highest leverage factor of 1 : 6, including IDA, borrower and DfID/GFDRR resources.
How leverage/ linking influenced the larger sector mainstreaming?	<ul style="list-style-type: none"> US\$ 15.75 million PPCR finance leveraged US\$ 94 million, including US\$39.4 million in IDA and US\$ 40 million in government funds, for roads investment. PPCR investment of US\$ 15 million on hydrometeorological services has leveraged US\$6 million from the Nordic Development Fund to improve weather and climate services delivery. US\$15 million PPCR project on Cities and Climate Change PPCR AF is linked to a larger Cities and Climate Change project (US\$120 million in IDA) All PPCR projects are linked to Mozambique Climate Change Development Policy Operation (DPO series; US\$150 million in IDA) and are influencing and also benefiting from the DPO activities.
Did it influence reform?	<ul style="list-style-type: none"> The PPCR supported development of national/sectoral design standards for resilient roads as well as mandatory risk screening requirements for all road projects, which will contribute to long term sustainability of the investments.
Other	<p>Haiti:</p> <ul style="list-style-type: none"> US\$50 million IDA resource was leveraged through US\$8 million PPCR grants to support the development of the Centre Artibonite Loop region by enhancing all-weather connectivity and the region's resilience to climate change. Strengthening Hydro-Met Services project (US\$5 million) coordinated strongly with other donor (IDB, WMO, EU, USAID, UNDP) financed activities to converge on a common approach for supporting the modernization of hydromet services.

Zambia: Leveraging Funds and Reducing MDB Transaction Costs in River Basin Management

Established focal area	Benefits from SPCR and Phase 2 funds
<ul style="list-style-type: none">• Climate resilience, agriculture, and poverty reduction• Weather and climate information dissemination• Integration of climate risk into development planning	<ul style="list-style-type: none">• World Bank and African Development Bank shared project preparation documentation to reduce transaction costs in fast-paced PPCR.• Institutional coordination structures set up at national and district level across multi sector for implementing all climate resilient related projects (3-4 projects involved).• Strong government political evidence in increased government budgetary allocation from to \$2M in FY15 (from \$0.5M in FY14)• Planning in place to seek eventual GCF funding; scaling up of PPCR investment using the same implementation model.

Other examples

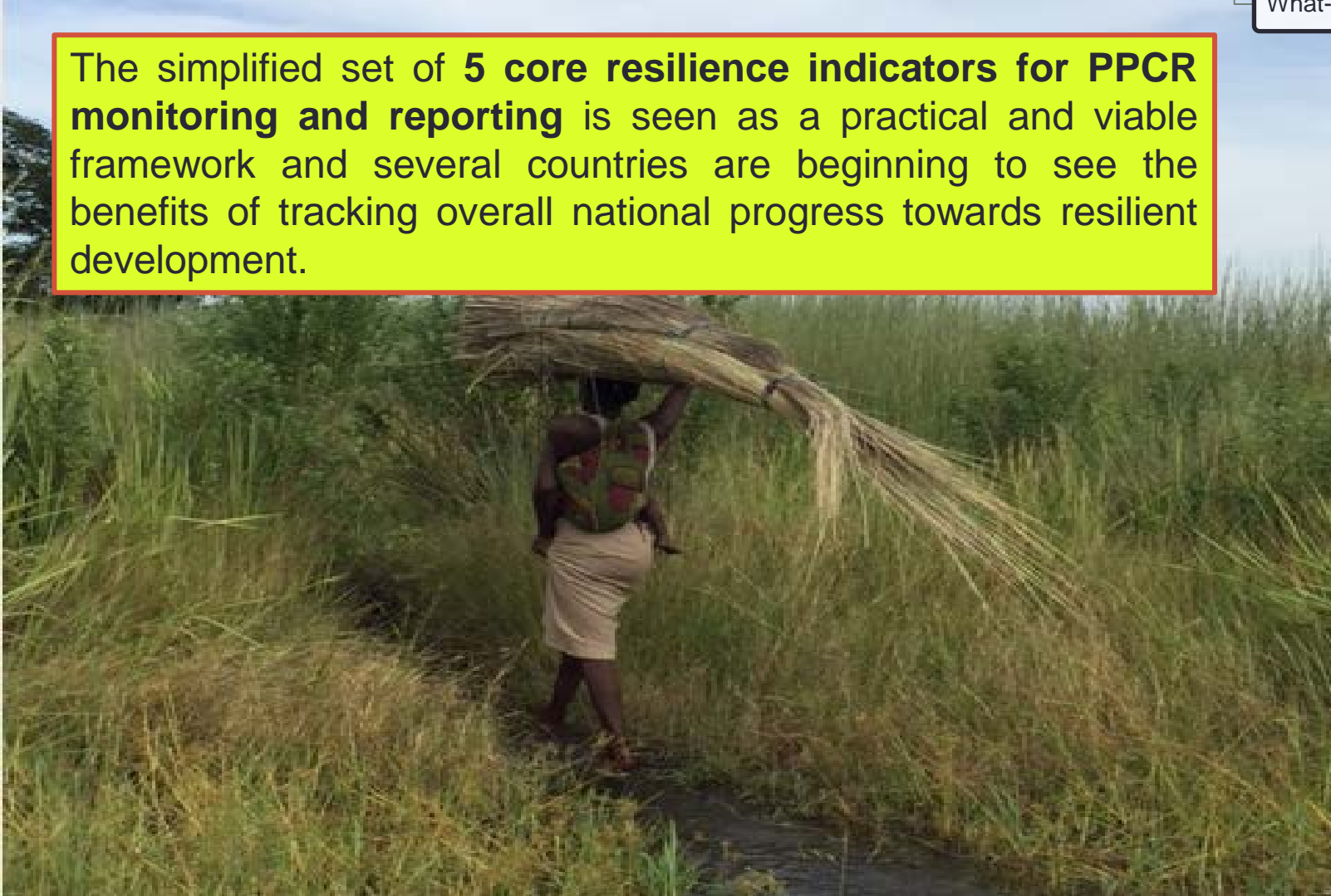
- Zambia: Leveraging Funds and Reducing MDB Transaction Costs in River Basin Management
- Yemen: Leveraging comparative advantages between MDB and development partners
- Niger: Linking complementary activities and initiatives with a focus on food security and sustainable land management
- The Caribbean: Horizontal Adaptable Program Loan (APL) instrument to scale up disaster vulnerability reduction efforts in 4 OECS countries

How-to-Do: Linking and Leveraging Investments

- ✓ Begin shaping multi-sector resilience investment plans in close cooperation with MDBs and development partners.
- ✓ Identify as early as possible opportunities for linking and leveraging of financing, looking for opportunities of comparative advantage, efficiencies, and scale-up for resilience programming.
- ✓ Consider a formal program of partnership; it's extra work but can be extremely effective in leveraging institutional strengths and funding.
- ✓ Seek to streamline efficiencies in MDB processing and decision-making to reduce transaction costs and help meet overall program objectives in a timely fashion.

PPCR Early Lessons on Monitoring & Reporting

The simplified set of **5 core resilience indicators for PPCR monitoring and reporting** is seen as a practical and viable framework and several countries are beginning to see the benefits of tracking overall national progress towards resilient development.



PPCR Early Lessons on Monitoring & Reporting (1)

- PPCR, through its flexibility, continuous learning has 5 concrete indicators that provides a practical and viable framework for countries to track their progress on resilience at a national level.
- The consultative and country driven processes to track annual progress of these core indicators, against self defined baselines are successfully providing a base for national consultation, dialogue and action (e.g. [Zambia](#), [Nepal](#), [Mozambique](#), [St. Lucia](#)) for resilience.
- Common criteria for scoring each indicator, building on the work of one country (Grenada), are being applied across the countries to ensure a consistent and robust basis for scoring progress of indicators against baselines.
- Inclusive and targeted stakeholder consultation can increase the ownership, and utility of monitoring indicators (e.g. [Nepal](#), [St. Lucia](#)).
- Dedicated and targeted financial and human resources has been vital to build initial capacity in countries on M&R for climate resilience and undertake these processes annually.

For [How-to-Do: Effective Programmatic M&R to Track Climate Resilience](#) click [Here](#)

Nepal: Broad Participation Yields National Programmatic M&R Framework

Key aspects of programmatic M&R	<ul style="list-style-type: none"> • Climate Change Program Results Management Framework (RMF) includes non-PPCR projects • The RMF was developed in a participatory manner with consultation with executing agencies responsible for PPCR and non PPCR climate change related projects, National Planning Council, key line ministries including Ministry of Finance, and development partners • Climate Change Projects Coordination (CCPC) was set up to facilitate collaboration across ministries and development partners and information flow
How did it help?	<ul style="list-style-type: none"> • A combined RMF to measure progress across programs (PPCR, NAPA) means a single monitoring system is used • The RMF combined an indicator based approach with qualitative and consultative lessons learnt approach • Government taking on a programmatic response to managing Climate Change adaptation through CPCC's efforts
How will it sustain?	<ul style="list-style-type: none"> • The RMF is country owned, developed through a national consultative process • CCPC led by Ministry of Science, Technology and Environment (MOSTE) also has responsibility as Designated National Authority to UNFCCC
Other countries?	<ul style="list-style-type: none"> • Mozambique has a National M&R process with PPCR embedded into it.

Other examples

- Saint Lucia: Extensive Stakeholder Engagement for Shaping a National M&R Framework
- Mozambique: Embedding Resilience Indicators into the National Monitoring and Evaluation Framework
- Zambia: Programmatic M&R Building on National System

How-to-Do: Effective Programmatic M&R to Track Climate Resilience

- ✓ Consider strengthening the existing national climate resilience M&R system, by incorporating five PPCR core indicators to ensure coordination and avoid duplication (e.g. Zambia, Mozambique).
- ✓ Sustainability of core indicators relies on the national M&R and not the other way around (e.g. Nepal, Mozambique).
- ✓ Establish a consultative process to engage with key stakeholders--line ministries, MDBs, bilateral partners, etc.--to set the baselines and targets for climate resilience and the scoring criteria for annual progress and to report on resilience indicators annually (e.g. Nepal, Mozambique, St. Lucia).
- ✓ Consider reaching out to broader stakeholder groups--NGOs, CSOs, private sector, other relevant agencies--in the programmatic M&R process to guarantee ownership at all level and ensure flexibility (e.g. St. Lucia).
- ✓ Embed resilience indicators in high level strategic national processes and policies to strengthen in-country institutional and technical capacity (e.g. Mozambique, Nepal).

“What to Avoid” & Recognizing Constraints

Summary: “What to Avoid” for Effective Resilience Planning

- ❖ Impatience -- integrating climate and disaster risk into development is a process that takes time, from the initiation of new pilots and coordination structures, to scaling up from lessons-learned.
- ❖ Reliance on an intra/inter-ministerial coordination mechanism without a track record for fostering cross-sector dialogue, influencing investments, and fostering substantive change.
- ❖ Barring a mandate through a multi-donor process, an expectation that all development partners will fully coordinate their efforts, especially without a “champion” from the country.
- ❖ Assuming that stakeholder consultation is only required at the early stages; it needs to be sustained.
- ❖ Expecting that countries will fully embrace resilience M&R without their full understanding of the benefits for integration into broader development planning.
- ❖ Expectations that the private sector will engage if the sector is nascent and/or resilience benefits are not presented clearly.

Critical constraints for the PPCR to date

- Attention at senior-most levels of Government can be hard to maintain going into Phase 2, though capable line ministries can advance mainstreaming.
- Formal leveraging with other development partners can take considerable time and patience. Differing MDB project preparation processes and timeframes hard to overcome.
- MDBs challenged by meeting additional expectations stemming from overall CIF/PPCR governance structures.
- Overall expectations for private sector engagement were overly optimistic.
- Considerable time and effort lost with initial overly ambitious M&R framework (11 core indicators); but countries moving forward now more consultatively on the framework of 5 core indicators, but need support on this.
- Modalities and benefits for regional approaches still unclear.

Applicability of PPCR Lessons-Learned & “How to” takeaways

- ✓ Within WBG: Multi-Sector planning under IDA-17 (WBG), Reimbursable Advisory Services (MICs)
- ✓ Enhancement of ongoing SPCR implementation in existing PPCR countries;
- ✓ Application to “new” PPCR countries
- ✓ Development of SPCRs/NAPs in other countries
- ✓ New horizons: Green Climate Fund

Key Lessons from the Pilot Program for Climate Resilience

A practical resource for all involved with
strategic planning processes and mainstreaming
of climate resilience



TOP 10 Lessons

of the PPCR are clear, and not only relevant to resilience programs but reflect the essence of good development.



1. **Coordination across multiple sectors supported with leadership** from the highest levels of government was the most effective approach for shaping a program of resilient investments, and is promising for implementation effectiveness and anticipated scaling up.



2. **All countries were able to shape investment plans and priorities based on their experiences and evidence with current climate variability and impacts.** The PPCR continues to be instrumental in bolstering the evidence base of knowledge for future impacts; a critical factor for accelerating resilient development.



3. The expectation of **linked and leveraged funds at scale** through formal MDB collaboration and Phase 2 grants and concessional loans was **pivotal for country buy-in.** **Planning grants alone would have been insufficient.** Both **linked** investments and **leveraged** investments were **instrumental in advancing and catalyzing countries resilience pathways.**



4. Many SPCRs are fostering **transformational investments and policy reforms** going beyond Phase 2 investment funds. This advanced partnering with bilateral and country-based funding sources, **spurred policy reforms,** and furthered the **incorporation of resilience** at the national, regional and local levels.



5. **Mandatory and documented stakeholder engagement built ownership and support for the planning and investment selection process.** The PPCR built new pathways in some countries and enhanced existing structures in others;

already enhancing positive relationships during implementation of specific investments.



6. The periodic **dedicated learning and exchange fora** among PPCR pilot countries have proven especially valuable. These help **build credibility and professionalism** of participants while **sharing practical experiences** and engendering shared South-South experiences.



7. Upfront **technical assistance and targeted advisory services** has been **critical for overcoming barriers to engaging the private sector** on climate resilience. This includes piloting new modalities of climate adaptation, validating their commercial viability, and creating an enabling environment for successful investments.



8. The simplified set of **5 core resilience indicators for PPCR monitoring and reporting** is seen as a practical and viable framework and several countries are beginning to see the benefits of tracking overall national progress towards resilient development.



9. The program's **ability to evolve and be responsive to country capacities, political structures, and overall development regimes** was pivotal for acceptance. The PPCR played a catalytic role in countries whose adaptation planning was nascent.



10. **Regional approaches** have the potential for **bolstering country-based programming with implementation synergies.** National-level strategy linked with concrete investments ensured sustained engagement with countries.

The lessons reflect common themes across all PPCR countries and there is complementarity among lessons which include both public and private sector experiences.

For a full display of all the lessons, sub-lessons and case studies visit:
<http://www.climateinvestmentfunds.org/cif/learning-and-events/Publications>

Sample pages of lessons



THANK YOU

For further information contact:

Kanta Kumari Rigaud

Kkumari@worldbank.org