



Leading and Coordinating the Strategic Program for Climate Resilience

BEST PRACTICES

- Involve the central finance agency in the decision making process in order to assess resource and budget implications
- Clarify roles and formalize coordination guidelines and processes for:
 - Convening decision-makers
 - Raising awareness and communications
 - Donor coordination
 - Engaging civil society and private sector
 - Information sharing and knowledge management
 - Monitoring, reporting, and evaluation.

*When a country joins the Climate Investment Funds' **Pilot Program for Climate Resilience (PPCR)**, one of the first decisions it makes is to assign a lead agency (or agencies) to coordinate the strategic planning phase. This decision must be made carefully because experience shows that the lead agency in the strategic planning phase typically retains its coordination role in the program implementation phase.*

LESSONS ON LEADING

To make the most effective decision on leading and coordinating the Strategic Program for Climate Resilience (SPCR) under the PPCR, a country must consider which agencies have 1) legal and policy mandates for coordinating climate resilience programs, 2) authority to ensure that climate resilience is integrated in national and sectoral development plans, 3) technical capacity and operational experience in climate risk management

and resilience, and 4) fiduciary and administrative capacity to execute operations, including procurement, financed by multilateral development banks (MDBs).

Many governments decide to assign the lead agency role to their planning or finance agency, which ensures that there is leadership to take decisions that may have resource implications for the public sector. Other governments have assigned lead agency functions to environment ministries, which often have a broader mandate for managing climate change policy, regulations, or investments. In several cases, governments have split the lead agency role between two agencies—typically between planning or finance and environment—with one agency taking on the responsibilities for fiduciary management and administrative oversight and the other taking on the responsibilities for broader coordination functions.



COUNTRY EXAMPLES

In **Tonga**, the Ministry for Lands, Environment, Climate Change and Natural Resources and the Ministry of Finance and National Planning both have responsibility for integrating climate risk into development under the country's Joint National Action Plan for Climate Change Adaptation and Disaster Risk Management. In the context of the PPCR, they share lead agency responsibilities according to their respective strengths, with the central finance and planning ministry taking responsibility for financial management and administrative oversight, and the environment ministry taking responsibility for overall PPCR coordination and monitoring.

In **Yemen**, the SPCR is coordinated under the guidance, leadership, and oversight of the Inter-Ministerial Committee on Climate Change, which is chaired by the Minister of Planning and International Cooperation and administered by a technical secretariat. The committee meets regularly and includes high-level representatives from all line ministries to ensure inter-sectoral coordination of project activities as well as mainstreaming of climate change into core development planning.

In **Zambia**, the National Climate Change Secretariat within the Ministry of Finance has the lead coordination role for the SPCR. The Secretariat is mandated to coordinate all climate change activities across sectors and projects in Zambia. It is also responsible for facilitating stakeholder consensus and development of Zambia's Climate Resilient and Low Emissions Development Program, and facilitates Zambia's role at international climate negotiations.

INTER-AGENCY COORDINATION MECHANISMS	COUNTRIES
Climate change committee or council	Cambodia, Grenada, Nepal, Saint Lucia, Samoa, Tajikistan*, Tonga, Yemen*, Zambia*
Committee or council on environment, sustainable development, planning, including climate change	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*

LESSONS ON COORDINATING

Once a lead agency has been selected, a coordination mechanism must also be put in place to facilitate collaboration among institutions and stakeholders throughout the management and implementation of the SPCR. Coordinating the planning and implementation of climate resilience programs has presented challenges for nearly all pilot countries in the PPCR.

In response to their unique challenges, countries have developed various interagency mechanisms designed to facilitate ongoing collaboration. These differ in their scope, level of authority and formality, and composition. At a high level, common forms include national climate change committees, councils on environment or sustainable development, PPCR steering committees, and technical working groups. These mechanisms are often chaired by a convening agency and administered by a secretariat.

In order to reduce the potential for institutional conflicts, PPCR countries have found that it is important to formalize agreements for collaboration among partnering agencies on specific programs or projects and define specific roles and responsibilities at the outset. Countries also have formalized agreements on the

institutional arrangements for coordination, including who takes the lead on what, how interagency coordination happens, and who leads that process.

In countries where institutional frameworks were not as well defined, such arrangements were formalized through ministerial decrees, national policy or legislation, or memoranda of understanding, while others are still operating on an interim basis. In PPCR countries where such agreements were already in place when the planning process started, the PPCR is helping to increase the capacity of coordination institutions and mechanisms with resources to execute their formal roles in the planning and implementation of the SPCR.

As shown in the table above, most countries rely on multiple mechanisms, reflecting in part the tendency to keep political and technical coordination roles in separate mechanisms. Countries with an asterisk did not have an interagency mechanism in existence prior to participating in the PPCR.

THE \$1.3 BILLION PILOT PROGRAM FOR CLIMATE RESILIENCE (PPCR) IS HELPING DEVELOPING COUNTRIES INTEGRATE CLIMATE RESILIENCE INTO DEVELOPMENT PLANNING AND OFFERS ADDITIONAL FUNDING TO SUPPORT PUBLIC AND PRIVATE SECTOR INVESTMENTS FOR IMPLEMENTATION.