Key Lessons from the Pilot Program for Climate Resilience

Shaping Climate Resilience for Transformational Change

WORLD BANK GROUP

CLIMATE INVESTMENT FUNDS

PPCR PILOT PROGRAM FOR CLIMATE RESILIENCE

Table of Contents

I Introduction

1 Purpose and Approach
2 PPCR Basics
3 Relevance
4 FAQ's

II Top 10 Lessons

1 High-Level Coordination across Multiple Sectors
2 Assessing Vulnerability to Climate Risks and Hazards
3 Linking and Leveraging Investments
4 Transformational Investments and Policy Reforms
5 Stakeholder Engagement
6 Learning and Exchange
7 Private Sector Engagement
8 PPCR Early Lessons on Monitoring & Reporting
9 Responsive Country-Based Approach
10 Nurturing Ownership in Regional Programs

III Summary

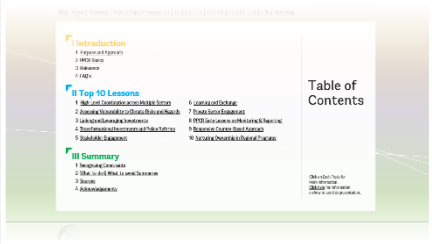
1 Recognizing Constraints
2 What-to-do & What-to-avoid Summaries
3 Sources
4 Acknowledgements

Click on Each Topic for More Information.
Click here for information on how to use this presentati on.

Using This Presentation

This is a comprehensive resource, with multip
le
case studies for each lesson. One can access t
he
slides flexibly by using the navigation system.
Underlined items are links.

Please see navigational information to left.
Click here or below to return to the TOC.



Click here or below to proceed to
the Introduction.

1 **BACK** arrow moves back one slide; (back arrow on keyboard also works.)

2 **'NAV'** Links to main presentation sections

3 **COLOR** Scheme

TABLE OF CONTENTS

INTRO

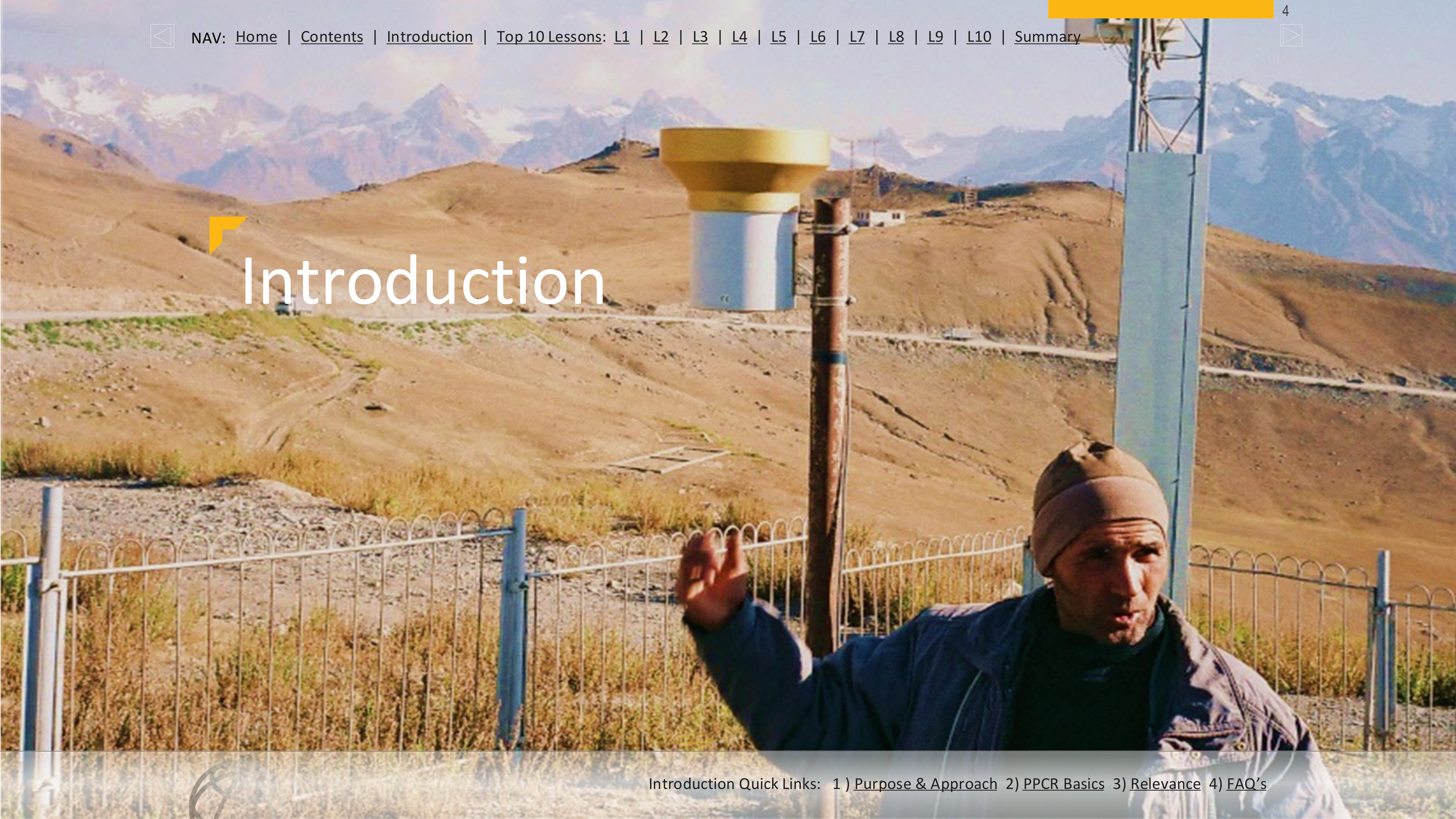
LESSONS

SUMMARY

4 **NEXT** arrow moves forward one slide (forward arrow on keyboard also works.)

5 **SLIDE NUMBERS** Top right

6 **LINKS IN FOOTER** Sub-navigation for each section



Introduction

1

Purpose & Approach of this 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 existing, new, and emerging programs and instruments to initiate transformation at scale.

Learn more

How the Lessons Were Distilled

1. Reviewed material from evaluations, documents and through interviews
2. Teased out key lessons and sub-lessons
3. Country examples extracted, and validated
4. Highlight operational and practical aspects through "what-to-do" and "what-to-avoid"
5. Top 10 lessons and case examples to mainstream climate resilience & influence transformation at scale

Iterative process with consultations and validations throughout

Cascading Approach to Present Lessons

- Iterative process with consultations and validation throughout.
- Lessons can be added to and refined

Lessons, Action Steps	Target Audience
Top 10 Lessons From the PPCR	Senior Decision Makers, Program Managers, Project Leaders
Sub-Lessons	Program Managers, Project Leaders
Country Case Studies	Project Leaders
What-to-do/avoid	Project Leaders

PPCR Basics 2

Learn more

"The PPCR business model has proven itself to be an effective framework for resilience planning and implementation. Its value will increase as development projects incorporate resilience in response to climate change and the relevance of these top 10 PPCR lessons has application for multiple audiences— countries, MDBs and climate financing entities like the GCF."

— **James Close,**
Climate Group Director for Policy and Finance,
World Bank Group

PPCR within the Climate Investment Funds

Clean Technology Fund

Finance scaled-up demonstration, deployment and transfer of *low carbon technologies*

Investment Plans

- Support country and regional development strategies
- Leverage financial products of Multilateral Development Banks
- Stimulate private sector engagement

$5.5 billion

Strategic Climate Fund

Targeted programs with dedicated funding to pilot new approaches with potential for scaling up

Pilot Program for Climate Resilience (PPCR)	Forest Investment Program	Scaling Up Renewable Energy in Low Income Countries
Mainstream climate resilience into core development planning	Reduce emissions from deforestation and forest degradation	Create economic opportunities and increase energy access through renewables
(**$1.2 billion**)	($639 million)	($551 million)

$ 2.5 billion

PPCR Objective For Targeted Pilot Countries/Regions:

Objective

The **objective** is to mainstream resilience into core development planning

Goal

With a **goal** to support transformation through innovation at scale

Key Features of the PPCR

2 Stage Process Country-led: with Implementation Support through MDBs	Shared Learning & Knowledge Exchange Fora	Governance
PHASE 1: Preparation of Strategic Program for Climate Resilience & Investment Plan (SPCR) **PHASE 2:** Implementation of investments with programmatic results reporting.	• Pilot Countries Meeting—annually • CIF Partnership Forum—biannually • Annual Reporting on results at program level—baseline and targets	• Equal representation of contributor and recipient countries • For recipient countries—pilot countries rotate • Civil society and private sector observed groups

Participating Countries (18)

- Bangladesh; Bolivia; Cambodia; Mozambique; Nepal; Niger; Tajikistan; Yemen; Zambia
- *Caribbean Regional Program*: Dominica; Grenada; Haiti; Jamaica; Saint Lucia; and Saint Vincent and the Grenadines
- *Pacific Regional Program*: Papua New Guinea; Samoa; and Tonga

10 New Countries**

- Approved in May 2015
- Bhutan, Ethiopia, Gambia, Honduras, Kyrgyzstan, Madagascar, Malawi, Philippines, Rwanda, Uganda

PPCR Key Tasks under Phases 1 & 2

Key Tasks	Year 1	Year 2	Year 3	Year 4	Year 5+
Analytical work, TA & planning					
Knowledge & awareness					
Capacity building					
Formal Endorsement of Strategic Program by Governance Committee					
Initiation of specific investments					
Monitoring & Reporting of core indicators to track progress on resilience					
Sharing of lessons and results					

Phase 1

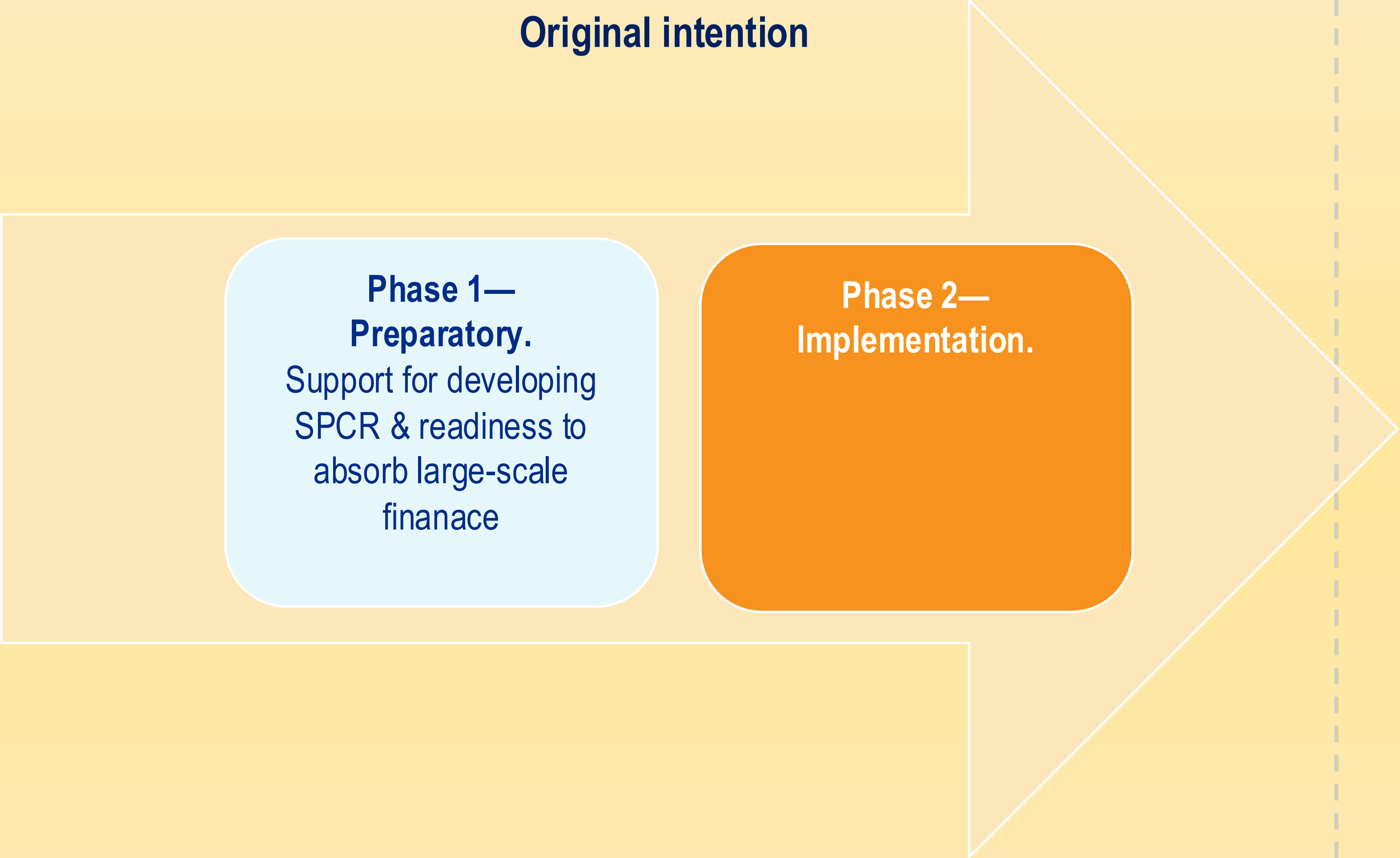
Phase 2

Phase 2 begins after endorsement of Strategic Program for Climate Resilience; but multiple activities and processes (analytical work, knowledge management, awareness raising and capacity building) have continued across the two phases.

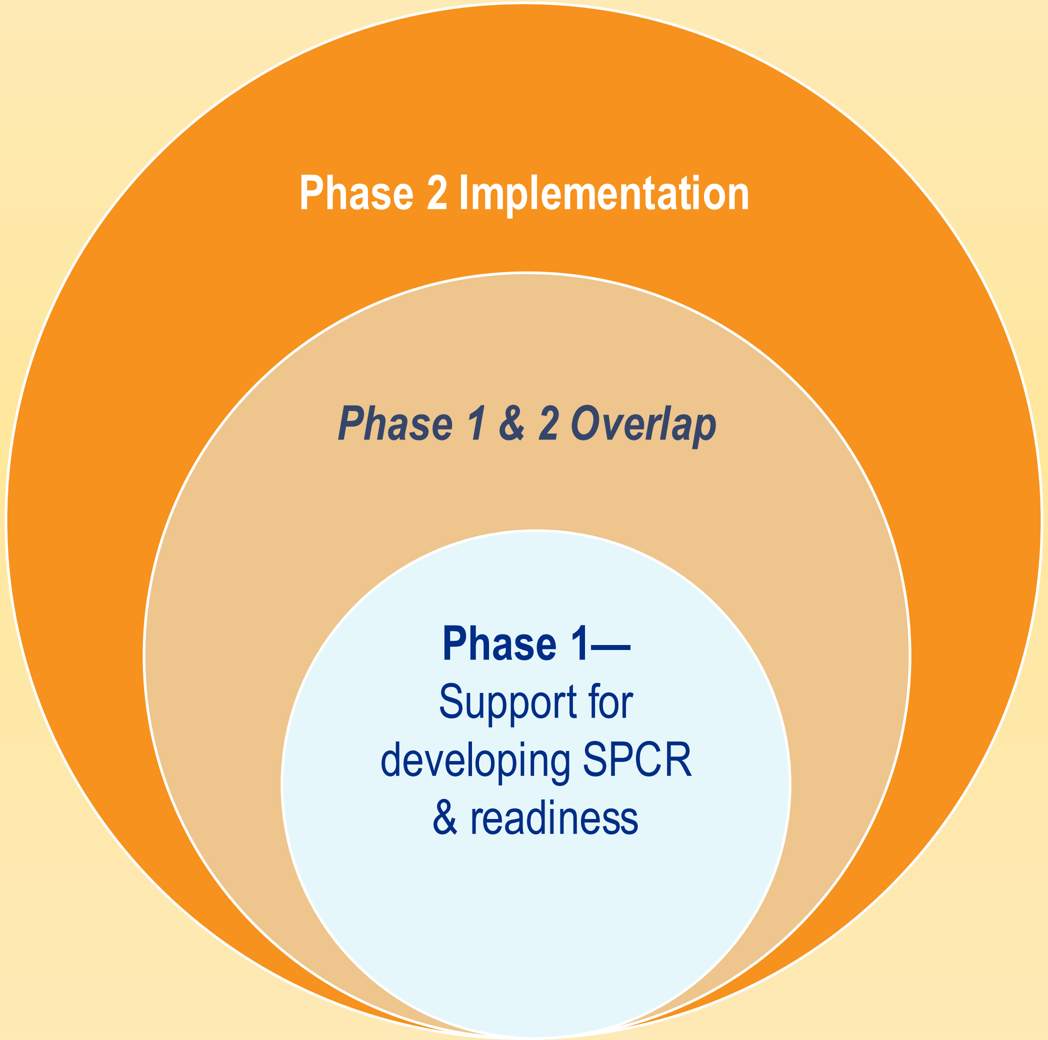
PPCR Phase 1 and 2—Evolving Relationship

Evolution of Phase 1

Original intention



Evolution of Phase 1 into a "bridge mechanism"



Long term vision; critical role of Phase 1, SPCR development

PPCR Facts at a Glance

$ 1.3 billion
pledged to date

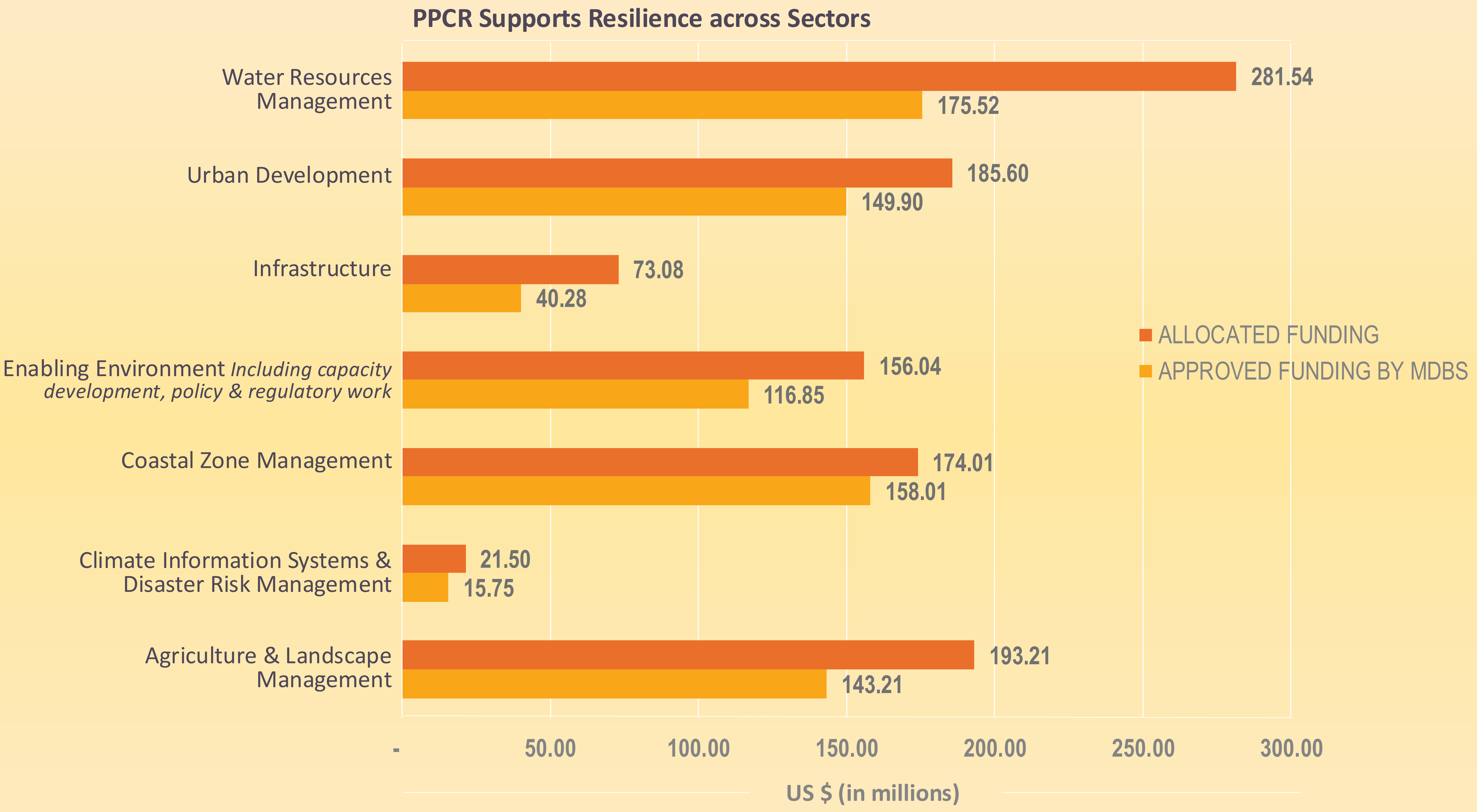
PPCR Countries
Bangladesh, Bolivia, Cambodia, Mozambique, Nepal, Niger, Tajikistan, Yemen, Zambia, The Caribbean Region (Dominica, Grenada, Haiti, Jamaica, St. Lucia, St. Vincent and the Grenadines), The Pacific Region (Papua New Guinea, Samoa, Tonga)

47 Projects Approved = $ 779 million (PPCR Financing) = $ 1,048 million (Co-Financing)

3.5 million
People expected to benefit
From Bangladesh's project to enhance climate resilience of coastal infrastructure in 12 rural districts, supported by $30 million from PPCR

8,000
Farming families expected to benefit
From Mozambique's Baixo Limpopo Irrigation and Climate Resilience Project, supported by $15.8 million from the PPCR

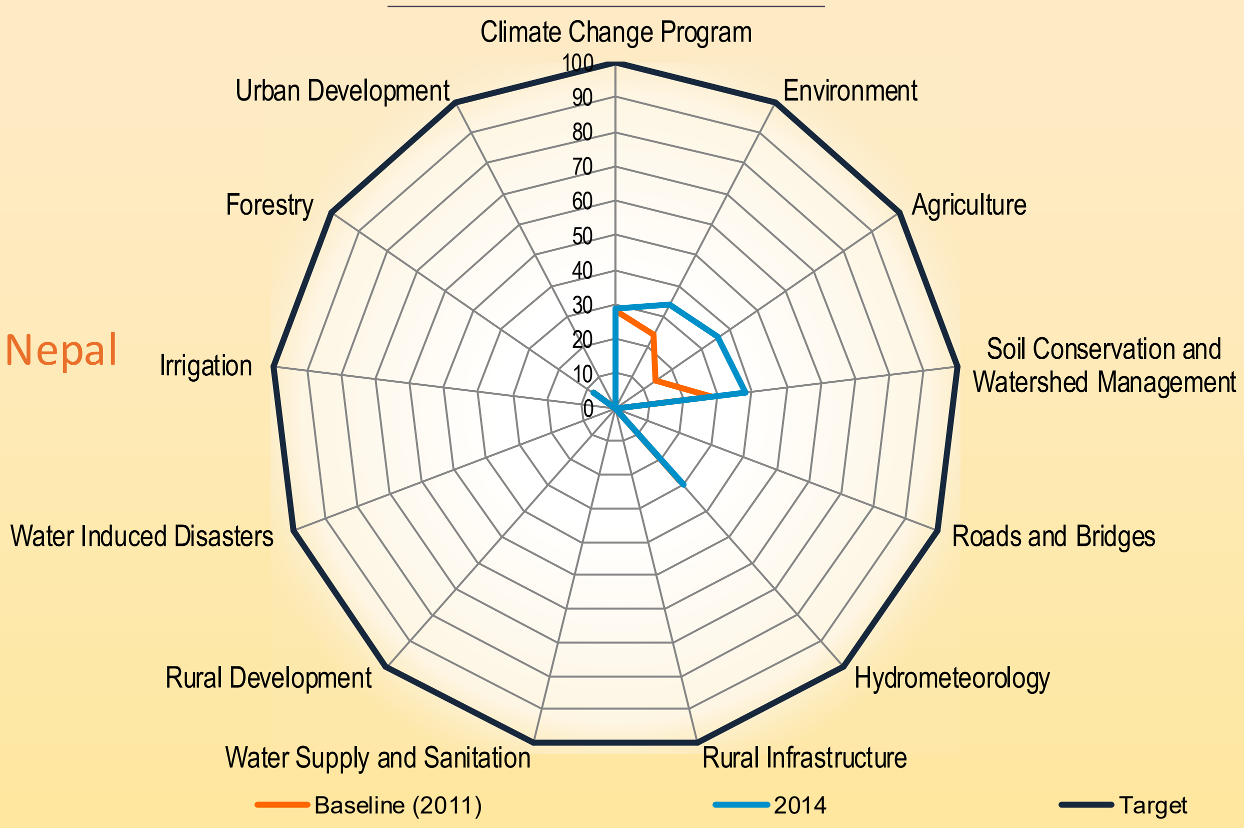
708, 000
People expected to benefit
From Niger's project to sustainably manage and control water resources for increased food production in 10 rural districts, supported by $2.2 million from the PPCR



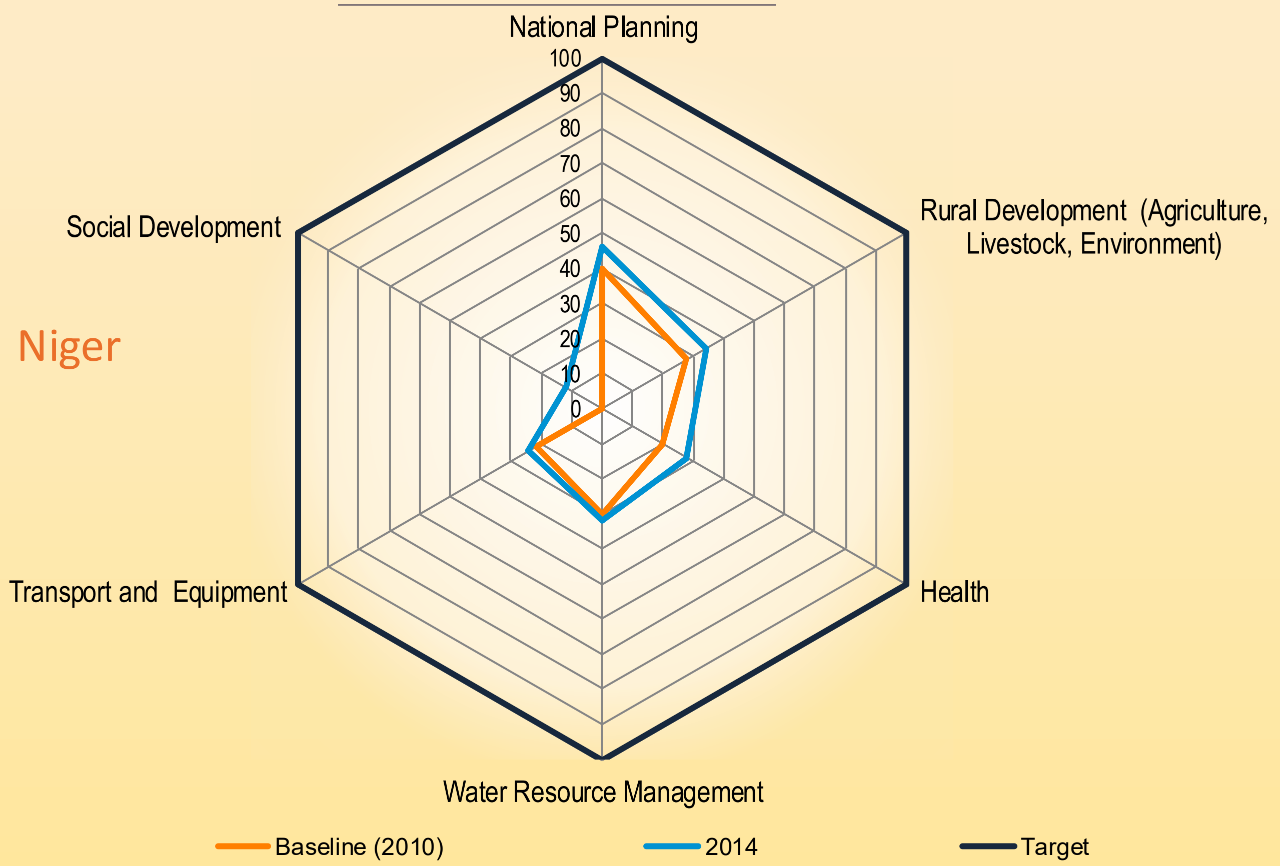
Data as of December 31, 2014. Source: PPCR Semi-annual Operational Report, May, 2015

Setting Targets and Monitoring Progress on Integration of Climate Change into National & Sector Planning

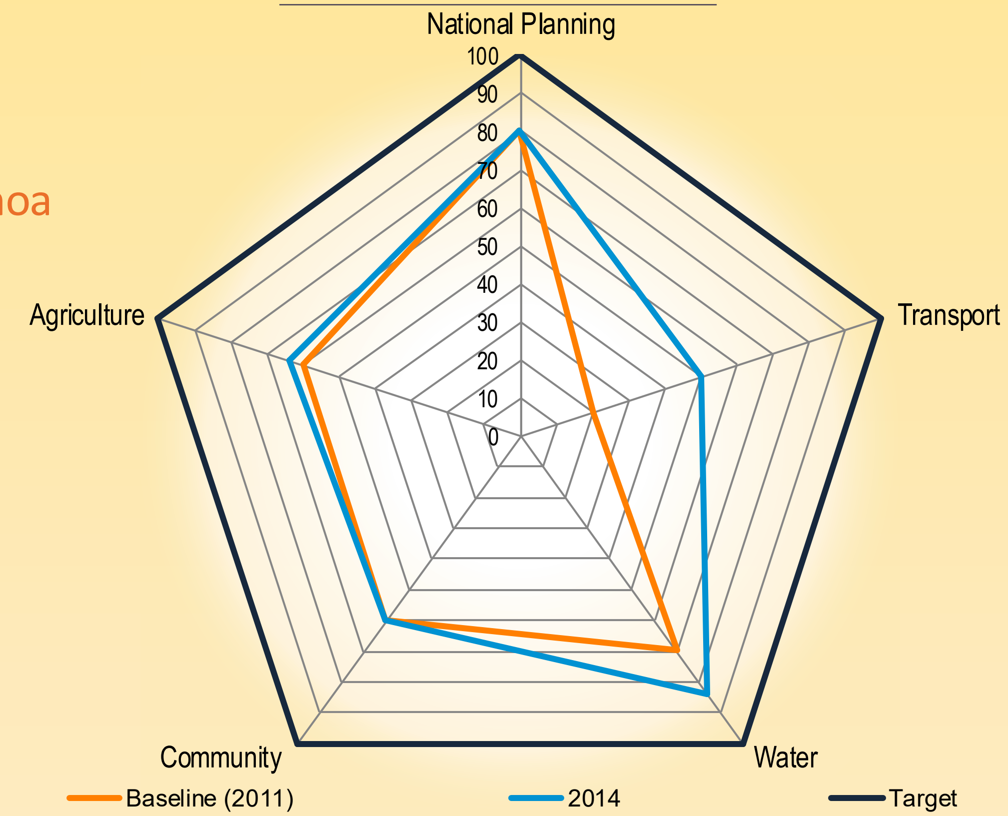
Nepal



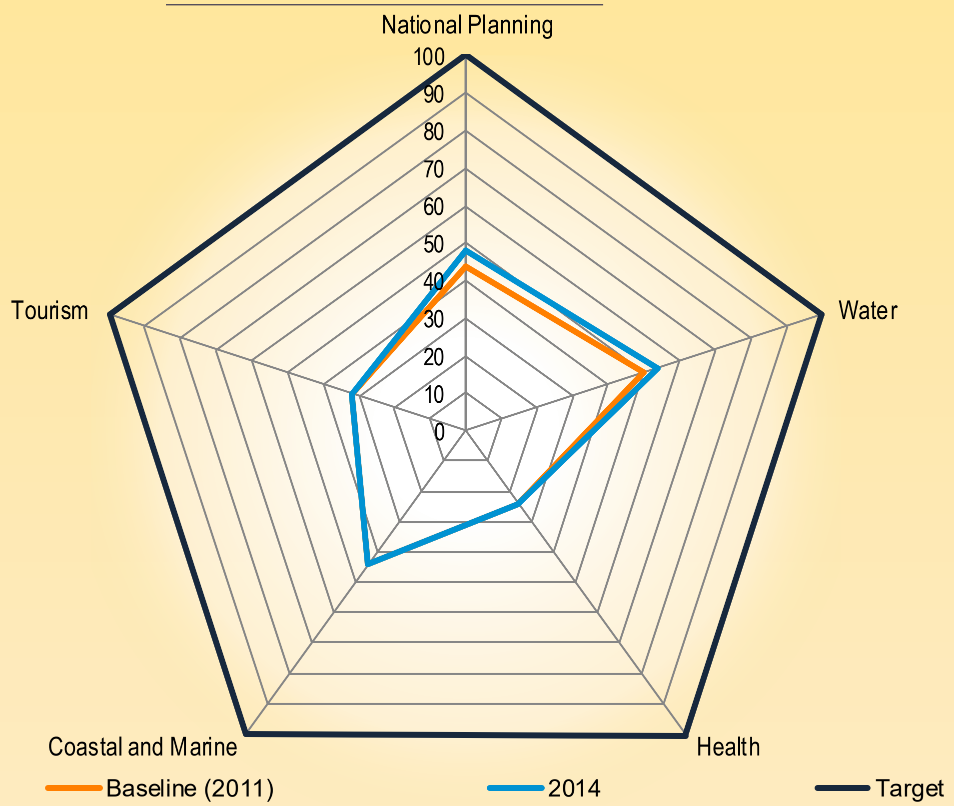
Niger



Samoa



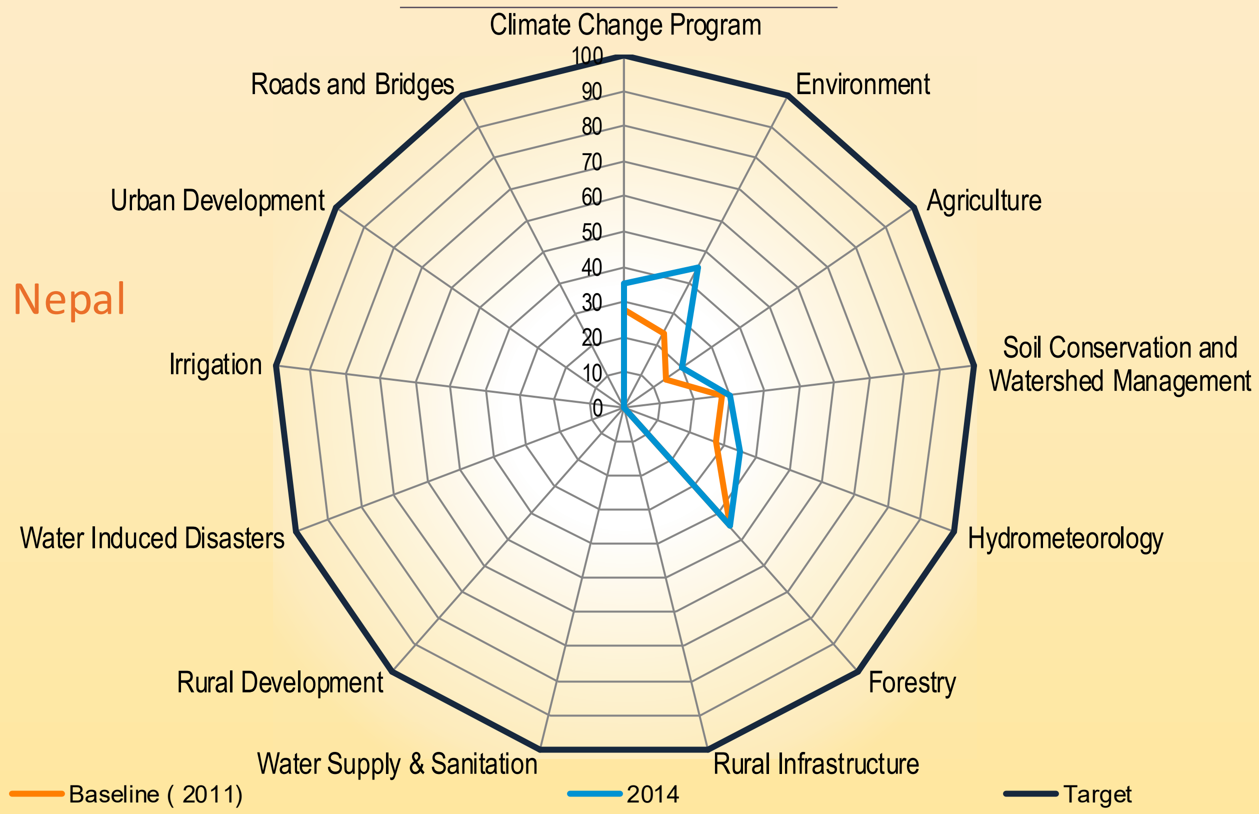
Saint Lucia



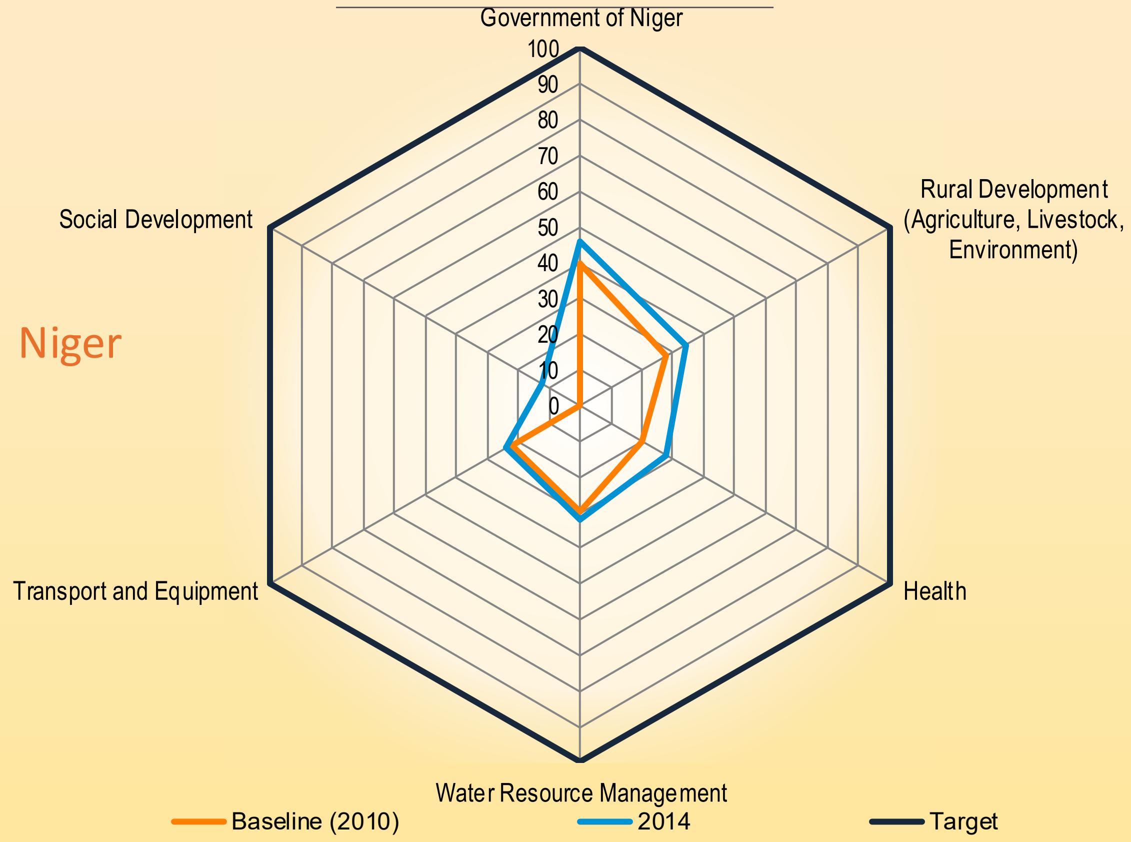
Source: *PPCR 2014 Results Report*

Setting Targets and Monitoring Progress on Strengthened Government Capacity

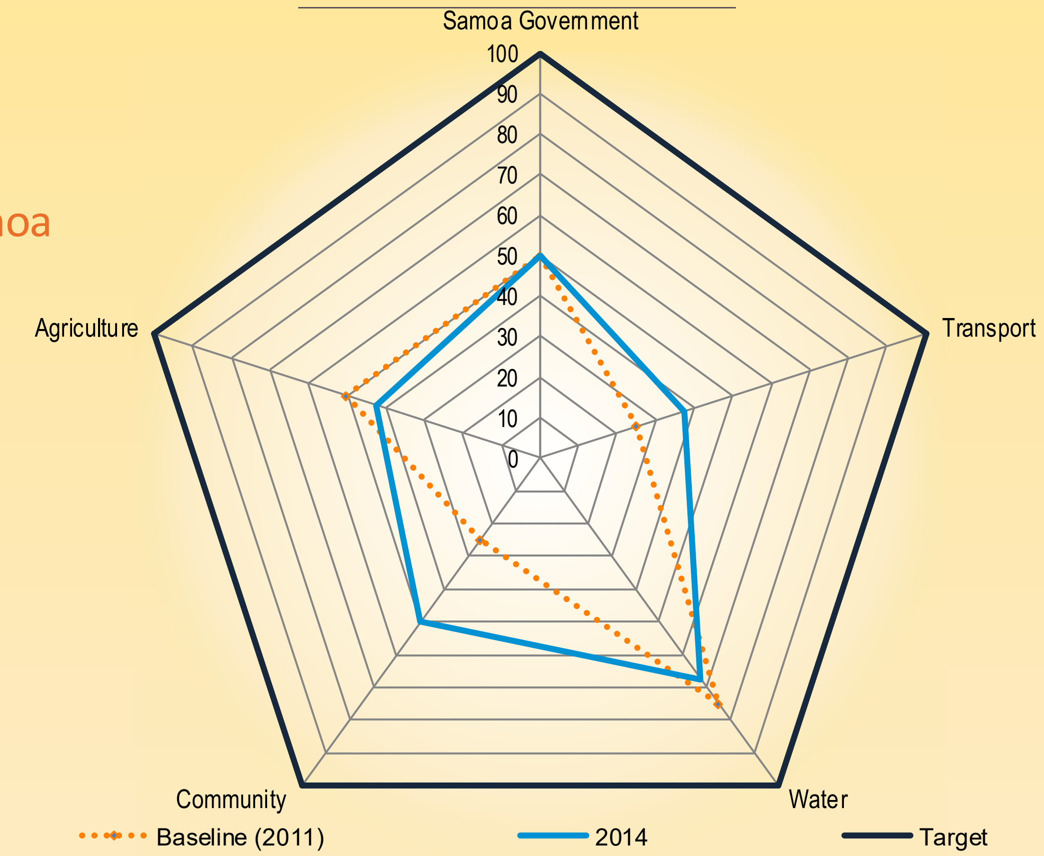
Nepal



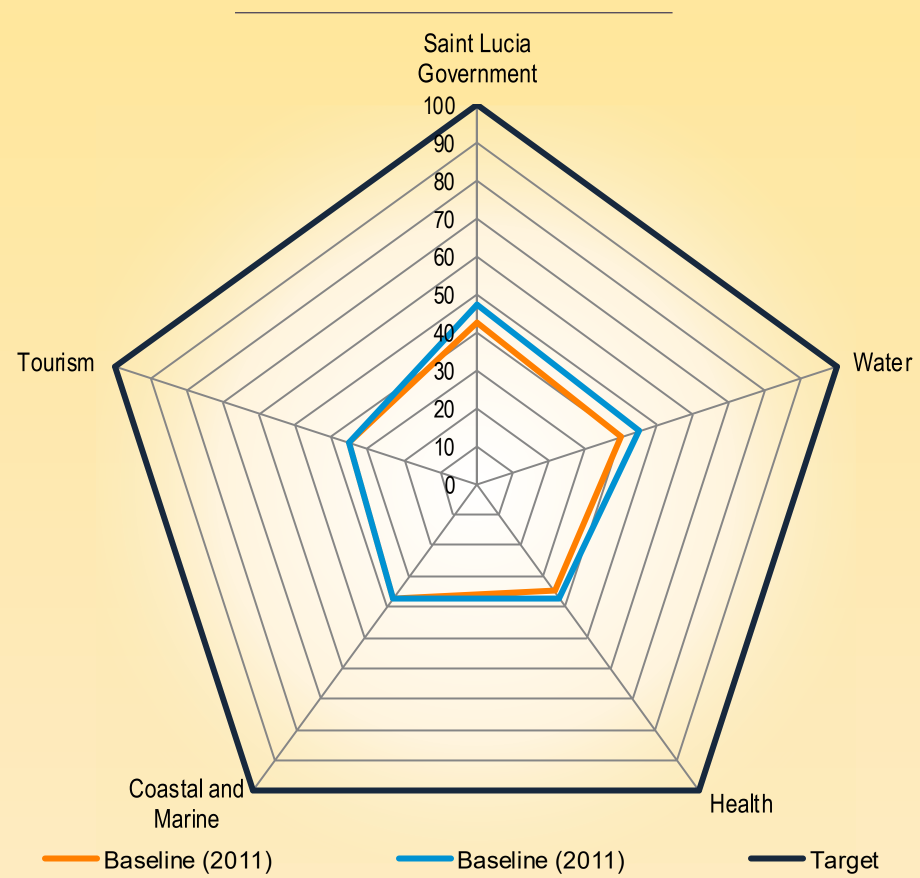
Niger



Samoa



Saint Lucia



Source: *PPCR 2014 Results Report*

Relevance of PPCR Lessons to Other Resilience Efforts

3

> *"In Zambia, the leadership from the Ministry of Finance coupled with inclusive stakeholder engagement has shown how complementary bottom-up and top-down approaches through PPCR are making a real difference in resilience planning and action."*
>
> **— David Kaluba,**
> *Principal Economist, Ministry of Finance and National Planning, and National Coordinator of the Interim Inter-Ministerial Climate Change Secretariat,* Zambia

Learn more

Relevance: PPCR Lessons Can Inform other Resilience Efforts

- Good basis for uptake of PPCR lessons in **Multi-Sector Plans under IDA-17**
- **Inform preparation of SPCRs** for new PPCR Pilot Countries
- Showcase experiences in **Reimbursable Advisory Services on Climate Resilience and Sector TA**
- Inform Bank sector **investment projects & Development Policy Operations (DPOs)**
- Bolster resilience efforts of **Bank and Country** portfolio
- Inform new horizons: **Green Climate Fund**

Opportunity: Support and Influence IDA-17's Broader Resilience Commitments

Key climate related commitments under IDA-17:

- All **Country Partnership Frameworks to incorporate climate and disaster risk** considerations into the analysis of the country's development challenges and priorities and, when agreed with the country, incorporate such considerations in the content of the programs and the results framework.
- **Screen all new IDA operations** for short- and long-term climate change and disaster risks and, where risks exist, integrate appropriate resilience measures.
- Scale up support to IDA countries to develop and implement country-led, **Multi-sectoral Plans (MSPs) and investments for managing climate and disaster risk** in development in at least 25 additional IDA countries.

Note:
(i) IDA is the World Bank Fund for the Poorest Countries
(ii) MSP countries were seen as "additional" to PPCR countries

PPCR Comparison to IDA-17's Multi Sector Plans

Feature	Pilot Program for Climate Resilience Round 1	Multi-Sector Plans
Selected number of countries?	YES	YES
Strategic approach to climate resilience?	YES	YES
Direct financial support for planning & investments?	YES	More limited and for planning only
High-level Bank and partner country attention?	YES	Could be but not required
Formal partnerships with other development partners?	YES	Could be but not required
Formal investment plan design?	YES	NO
Comprehensive international and national stakeholder input?	YES	NO
Formal approval mechanism	YES	NO

Despite the differences, commonality of purpose between PPCR and MSPs provides good basis for shared learning and uptake of lessons.

Opportunity: To Inform Existing and New PPCR Countries

- New PPCR countries could **leap-frog into resilience pathways** and reduce transaction time through "lessons learned" and from country case examples.
- Existing countries could also **benefit from this shared learning**—both within countries to help scale-up effort, and through cross learning between countries.
- **Direct exchange** between current and new PPCR countries through dedicated learning fora (e.g., PPCR Pilot countries meeting) and other modalities **(South-South exchanges)** could escalate learning and success.

Frequently Asked Questions

4

Learn more

Frequently Asked Questions

1. What is the PPCR?
2. What is the SPCR?
3. What is so special about the PPCR and why is it so important to learn lessons from it?
4. How have these lessons been derived from the PPCR?
5. How have these lessons been structured?
6. Do I have to apply each lesson?
7. How applicable are these lessons to MSP development for IDA-17 and/or to any other resilience building investment programs?
8. How different are these lessons from good development practice?
9. Are these lessons relevant to the private sector?
10. Where can I access these PPCR lessons learned?

Frequently Asked Questions

1. What is the PPCR?

The $1.2 billion Pilot Program for Climate Resilience (PPCR) is a funding window of the Climate Investment Funds that assists developing countries to integrate climate resilience into development planning and investment. The PPCR delivers support to 18 highly vulnerable countries and two regional programs through a two-phase process: a preparation phase to undertake diagnostics and develop a strategic investment framework to strengthen climate resilience, followed by an investment phase to address climate-related risks. As of May 2015, an additional 10 countries will receive PPCR support to develop strategic plans for climate resilience.

2. What is the SPCR?

The strategic program for climate resilience (SPCR) is a country-owned and led framework identifying vulnerabilities and priorities for mainstreaming climate resilience into development planning and investment. The SPCR is developed through a participatory process that includes: identifying priorities and strategies, defining key agencies, allocating tasks among agencies, MDBs and other partners, and developing a results framework to track progress. The SPCR builds on policy and analytical work already underway in a country and is designed to attract other multi-lateral or bilateral development funding, including climate finance from the Green Climate Fund (GCF).

Frequently Asked Questions

3. What is so special about the PPCR and why is it so important to learn lessons from it?

The PPCR is currently the largest dedicated source of finance for adaptation initiatives in developing countries. Moreover, the PPCR is the only funding mechanism that both encourages and provides the significant resources needed to help countries develop and implement a programmatic approach through both planning and investment in its first phase. Because project-based activities alone have limited potential to effect national or sector-wide transformations, a programmatic approach entails a long-term and strategic arrangement of linked investment projects and activities aimed at achieving large-scale impacts, taking advantage of synergies and co-financing opportunities.

Lessons from the first round of PPCR countries can inform larger processes, including multi-sectoral resilience plans, country partnership frameworks, and even national development plans. As 10 new countries were extended funding to prepare SPCRs in May 2015, it is important that these countries benefit from the experiences and learning of the 18 countries that have preceded them.

4. How have these lessons been derived from the PPCR?

These lessons are derived from both the preparation of the SPCR and the implementation of PPCR investments. The top 10 lessons were distilled through an iterative process of consultation and validation with Bank task teams and country teams. They build on evaluations undertaken by the Climate Investment Funds and project and program documentation.

Frequently Asked Questions

5. How have these lessons been structured?

The lessons are structured in a cascading approach—starting with key messages targeted for higher level management that help frame the discussion with counterparts and provide strategic direction, then drilling down into progressively more detail relevant to task teams through sub-lessons, country case studies, and guidance on "how to do" and "what to avoid" for enhanced success.

6. Do I have to apply each lesson?

The lessons reflect common themes across all PPCR countries and there is complementarity among lessons. However, not all lessons may be equally relevant in every context. As each lesson is substantiated through a country case study, you can always start learning from the experience of countries that share similar climate risks, resources, and institutional capacities as your clients.

7. How applicable are these lessons to MSP development for IDA-17 and/or to any other resilience building investment programs?

This KP seeks to capture and share strategic, technical and operational lessons derived from the PPCR experience, emphasizing the "how" and "why" to inform practical action. As the PPCR embraces a multi-sectoral, programmatic approach, these lessons are highly relevant to the development of multi-sectoral plans (MSP) under IDA-17. More broadly, any program that aspires to address climate risks through a strategic approach linking planning and investment can learn from cross-cutting lessons on coordination across multiple sectors, risk assessments to determine investment priorities, and how to develop a national monitoring and reporting framework that tracks progress and informs decision making.

Frequently Asked Questions

8. How different are these lessons from good development practice?

Many PPCR pilot countries have adopted innovative approaches to good development practice such as stakeholder consultation and inter-agency coordination. The country case studies on innovative use of ICT in Zambia, consultations with the vulnerable groups in Yemen, and stakeholder coordination in Tajikistan demonstrate benefits beyond the PPCR process.

9. Are these lessons relevant to the private sector?

The key lessons include both public and private sector experiences. Lesson seven on Private Sector Engagement specifically focuses on the barriers, opportunities, and approaches to effectively engage private sector.

10. Where can I access these PPCR lessons learnt?

The set of 10 top lessons will be available on the CIF website.

Top 10 Lessons

Lessons Quick Links: i) List of Top 10 Lessons ii) Summary of Top 10 Lessons → Begin Lessons

Top 10 Lessons

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

1. High Level Coordination across Multiple Sectors
2. Assessing Vulnerability to Climate Risks and Hazards
3. Linking and Leveraging Investments
4. Transformational Investments and Policy Reforms
5. Stakeholder Engagement
6. Learning and Exchange
7. Private Sector Engagement
8. PPCR Early Lessons on Monitoring & Reporting
9. Responsive Country-based Approach
10. Nurturing Ownership in Regional Programs

Top 10 Lessons

L1: High-Level Coordination across Multiple Sectors: 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. (*Learn more*)

L2: Assessing Vulnerability to Climate Risks and Hazards: all countries were able to shape investment plans and priorities **based on their experience 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. (*Learn more*)

L3: 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 investments and leveraged investments were instrumental in advancing and catalyzing countries' resilience pathways. (*Learn more*)

Top 10 Lessons

L4: Transformational Investments and Policy Reforms: 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. *(Learn more)*

L5: Stakeholder Engagement: **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. *(Learn more)*

L6: Learning and Exchange: the periodic **dedicated learning and exchange fora** among pilot countries have proven especially valuable. These help build credibility and professionalism of participants while sharing practical experiences and engendering shared South-South experiences. *(Learn More)*

Top 10 Lessons

L7: Private Sector Engagement: 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. *(Learn more)*

L8: 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. *(Learn more)*

L9: Responsive Country-Based Approach to Climate Resilience Planning: 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. *(Learn more)*

L10: Nurturing Ownership in Regional Programs: 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. *(Learn more)*

Lesson 1: High-Level Coordination across Multiple Sectors

L1

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.

Learn more

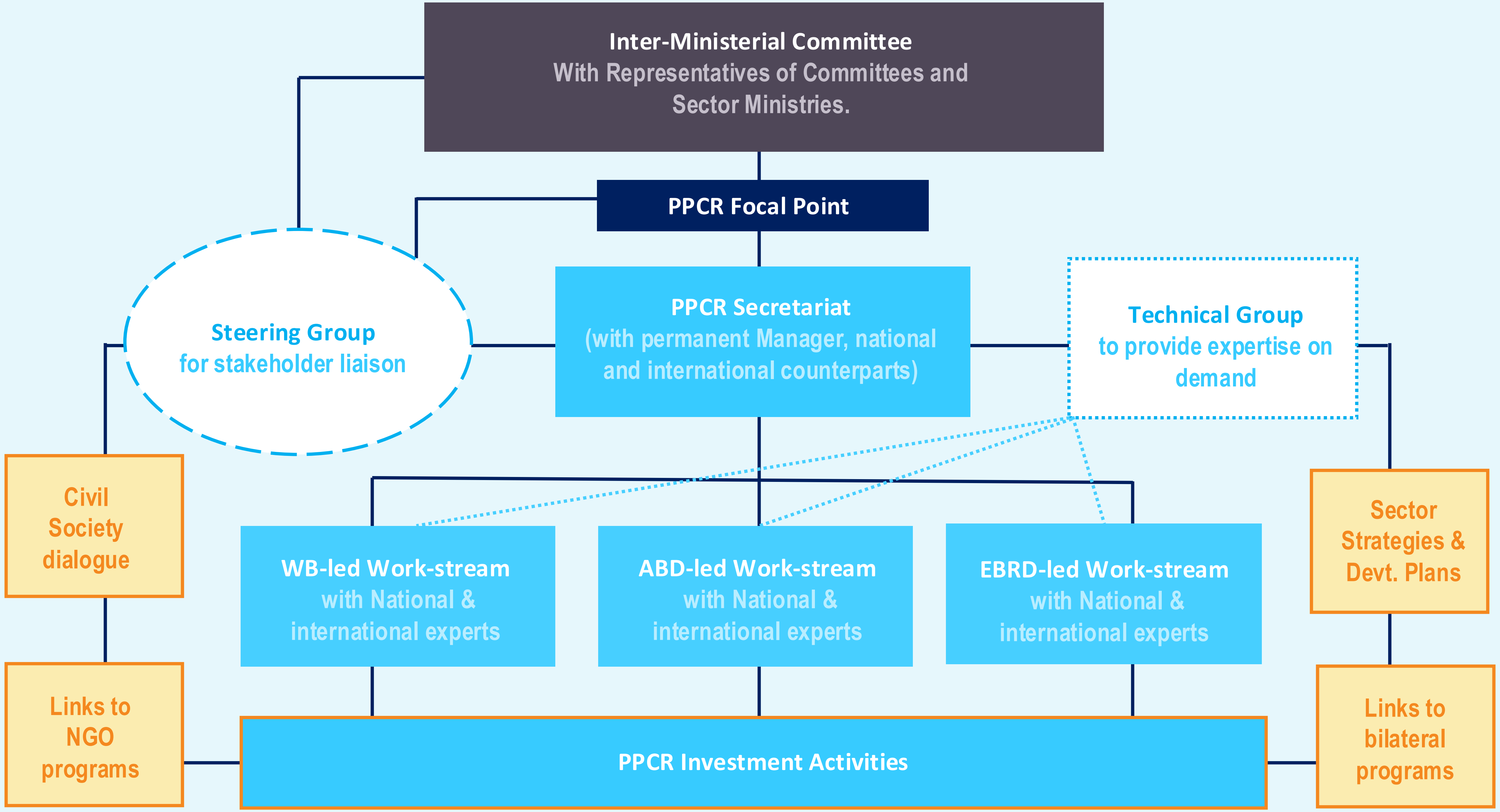
Overview of PPCR Modalities for Coordination Across Multiple Sectors

Basic approach to interagency coordination	PPCR Countries using this approach
Climate Change Committee or Council	Bangladesh, 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 before PPCR

Overview of PPCR Modalities for Coordination Across Multiple Sectors

Example from the Tajikistan PPCR



Lesson 1: A) Sub-Lessons *for* High-Level Coordination across Multiple Sectors

L1
Sub-lessons

Learn more

PPCR Sub-Lessons on High Level Coordination Across Multiple Sectors

- 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, Mozambique).
- Leadership by Environment ministries with responsibility over natural resources or water infrastructure can be effective (e.g., Bolivia); 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).
- While coordination and integration is key at National level for programmatic delivery, implementation of investments follow the normal route through relevant line Ministries.

For *What-to-Do* for High-Level Coordination across Multiple Sectors click here

Lesson 1: B) Country Case Studies *for* High-Level Coordination across Multiple Sectors

L1
Case Studies

Learn more

Zambia: on High-Level Coordination across Multiple Sectors through Ministry of Finance

Organizational structure vis-à-vis senior officials and sector ministries?	▪ CC Secretariat led by Ministry of Finance (MoF) as the cross-sectoral platform is being formalized. ▪ MoF had proven experience in working and influencing investments across-sectors. ▪ Early recognition of transformative nature of PPCR and influence on development planning.
Why did it work for planning?	▪ Preparation of investment plan overlapped timing with the national development planning cycle. ▪ Cross-sector coordination mechanism led by MoF quickly recognized positive influence of investment $ in Phase 2.
Will it work for implementation?	▪ Promising since PPCR structure is being utilized to access funds from GCF.
What was Bank/MDB role?	▪ Advisory and facilitation on establishing and strengthening the new institutional arrangements and coordinating mechanism. ▪ Technical assistance and capacity building to strengthen decentralized (national, provincial and district levels) implementation and coordination across sectors.
Other points?	▪ Strong political buy-in leveraged three-fold additional national budget allocation in FY15 compared to FY14 for PPCR specific investments.
Other countries with comparable structures?	▪ Samoa and Cambodia; where PPCR supported mainstreaming in national/sub-national development plans.

Bolivia: on Cross-Sector and Regional Coordination through Ministry of Environment & Water

Organizational structure vis-à-vis senior officials and sector ministries?	▪ Ministry of Environment and Water (MoEW) responsible for major irrigation and water supply infrastructure. ▪ Vice Minister of MoEW was strong champion and tenaciously advanced and protected PPCR ▪ Partnerships at regional and municipal levels.
Why did it work for planning?	▪ MoEW has responsibility for the key sectors impacted by climate change (water) at national and sub-national level. ▪ Solid links with regional and local planning and investment. ▪ Helpful to have smaller number of operations in limited sectors.
Will it work for implementation?	▪ The institutional set-up with the cross-sector competencies of the MoEW and an active integration of regional and municipal authorities ensures the participation of all main stakeholders. ▪ National stakeholders (MoEW and Ministry of Planning), and regional and local government are engaged in improving policies and planning instruments to mainstream climate resilience throughout the Project (ownership). ▪ Political dissonance between central and decentralized governments could hamper implementation.
What was Bank/MDB role?	▪ Strengthened the role of the MoEW who then had the weight to catalyze coordination across government and with international partners.

Niger: on Multi-sector Coordination through National Council for Sustainable Development

Organizational structure vis-à-vis senior officials and sector ministries?	▪ The National Council for Environment and Sustainable Development (CNED), an institution attached to the Prime Minister, serves as champion. ▪ Speech of the President of Niger on the importance of the program for the country resilience spurred engagement. ▪ Ministry of Planning taking on increasing leadership roles.
Why did it work for planning?	▪ Provided vehicle for earlier planning; Niger essentially “pre-funded” Phase 1 to submit their investment needs quickly and efficiently to target critical food security concerns. ▪ Built on the existing cross-sector coordination mechanism with support of Technical Secretariat of the National Commission on Climate Change and Variability.
Will it work for implementation?	▪ Promising; appears to be influencing technical and financial partners to take broad programmatic approach. ▪ CNED has mainstreamed resilience into development plans for more than 30 districts through consultative processes.
What was Bank/MDB role?	▪ Technical support on the PPCR implementation: Concept Note preparation, monitoring & reporting, capacity building, etc. ▪ Coordination and linkages with other Bank operations related to CC and DRM.

Mozambique: Multi-sector Coordination Transits from Planning to Environment Ministry

Organizational structure vis-à-vis senior officials and sector ministries?	▪ The Ministry of Planning and Development (MPD) provided strong leadership and took initial responsibility for implementation before transferring this to the climate change focal point—the Ministry for the Coordination and Environmental Affairs (MICOA).
Why did it work for planning?	▪ MPD (now incorporated with the Ministry of Economy and Finance) is responsible for planning across government. MPD's engagement was key for securing agreement between ministries and agencies over priorities and resource allocation.
Will it work for implementation?	▪ Implementation would have been more efficient had MPD retained overall management responsibility and with sectors, including environment, responsible for specific implementation tasks. ▪ Weak convening capacity at MICOA has constrained implementation.
What was Bank/MDB role?	▪ World Bank provided day-to-day support and guidance to Government throughout the process and continues in this role.
Other points?	▪ The final design of SPCR included a minimum of 7 investment projects (mostly blended to leverage larger investments from IDA and the African Development Fund). ▪ This proved reasonably successful in terms of leverage and sector mainstreaming, but introduced great complexity. ▪ Further, the allocation to support technical assistance has been constrained given capacity limitations. Investment projects have also taken a great deal longer to get underway than was anticipated at design. Hence, take into account the time needed to build preparation and implementation capacity on the ground.

Yemen: Pioneers High-Level Coordination through Inter-Ministerial Committee for Climate Change

Organizational structure vis-à-vis senior officials and sector ministries?	▪ Creation of Inter-Ministerial Committee on Climate Change (IMCCC) by Ministry of Planning and International Cooperation in leadership role. ▪ Building on the capacity of Environment Protection Authority on climate issue through its designation as the Technical Secretariat of IMCCC.
Why did it work for planning?	▪ Creation of cross-sectoral IMCCC early in the PPCR process facilitated engagement of key sectors on the preparation of the investment plan. ▪ Participatory process and numerous consultations were conducted in preparation of SPCR.
Will it work for implementation?	▪ The IMCCC continues to demonstrate strong ownership through an active role as Implementation Committee (IC) of the program. ▪ Strong commitment to the first cross-sectoral program under the leadership of IMCCC.
What was Bank/MDB role?	▪ Technical support on the PPCR implementation.
Other points?	▪ Achievement made in signing MOU among the Ministry of Agriculture and Irrigation, the Ministry of Transport and the Ministry of Water and Environment to ensure cooperation and facilitate exchange of key hydrometeorological and climate datasets.

Lesson 1: C) What-to-do/avoid *for* High-Level Coordination across Multiple Sectors

L1
What to do/Avoid

Learn more

What-to-Do: Effective High Level Coordination across Multiple Sectors

- Find and empower the champion at the highest level of government; one who can see across sectors and directly influence development planning and has covening power.
- Maintain interest of agencies past planning and into implementation
- Try to avoid "program capture" by Ministries who lack direct engagement with investments which need 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.

Lesson 2: Assessing Vulnerability to Climate Risks and Hazards

L2

Learn more

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.

Lesson 2: A) Sub-Lessons *for* Assessing Vulnerability to Climate Risks and Hazards

L2
Sub-lessons

Learn more

PPCR Lessons on Assessing Vulnerability to Climate Risks and Hazards

- Each PPCR country had a sufficient base of knowledge to inform the preparation of their investment plan to bolster climate resilience—from experience with climate related disasters, analytical work to projections of climate impacts on critical sectors.
- Countries with an advanced understanding of sector risk were best suited to identify truly transformational investments (e.g., Mozambique; Zambia; Samoa).
- Equally important: awareness of climate and other disaster risks in the general population, reflecting impact on key economic sectors. High-level awareness by government, and the response of donors to recent disasters, were key complementary factors (e.g., Samoa; Tonga).
- Countries where climate risks are already being felt at critical sectors were able to quickly target PPCR resources to those sectors (e.g., Niger for food security, Bangladesh on coastal embankments).
- All PPCR countries requested financing for strengthening of HydroMet services as a foundational element in refining their understanding and management of risks.

For *What-to-Do*: Assessing Vulnerability to Climate Risks and Hazards click here.

Lesson 2: B) Country Case Studies *for* Assessing Vulnerability to Climate Risks and Hazards

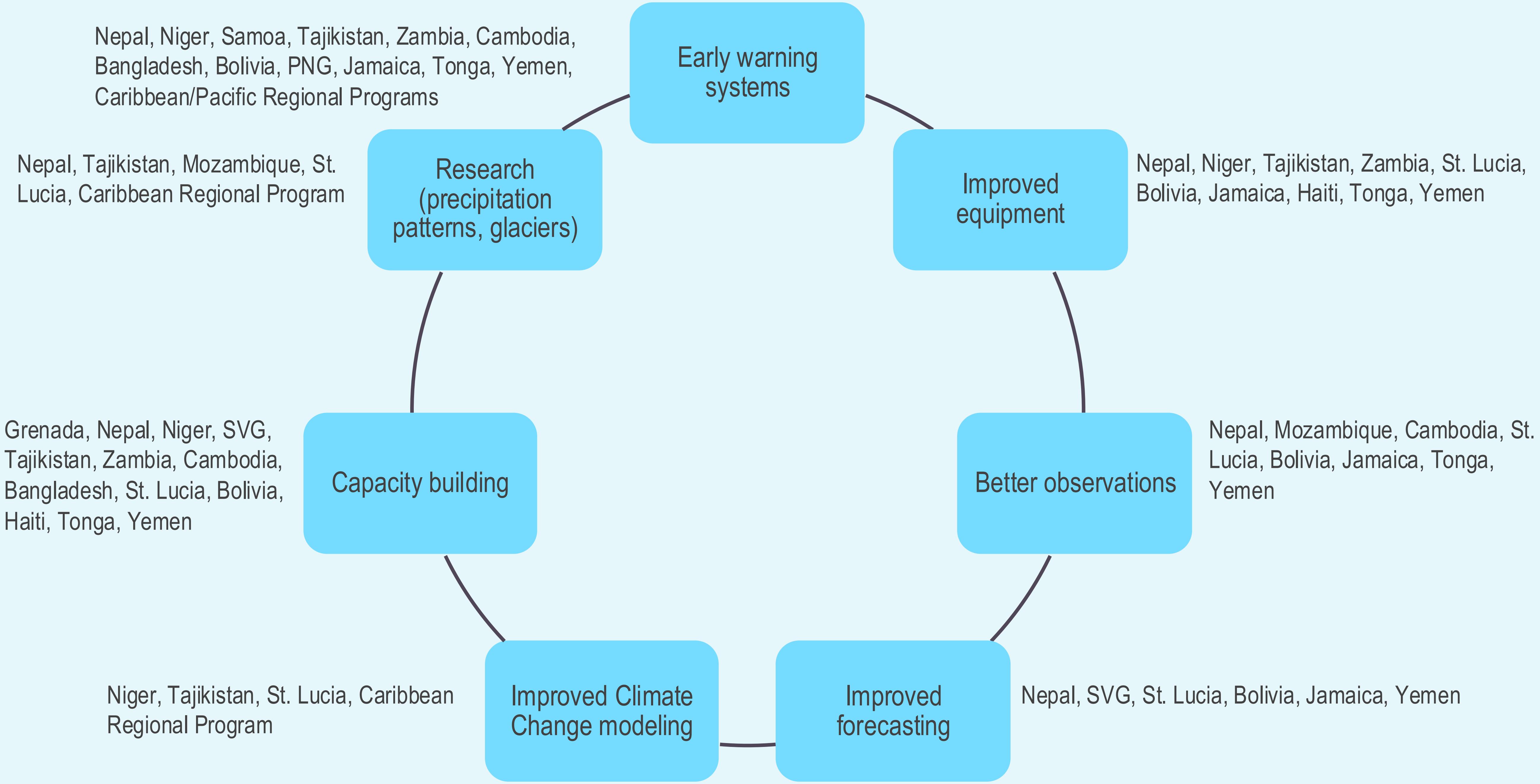
L2
Case Studies

Learn more

Mozambique: Experience on Assessing Vulnerability to Climate Risks and Hazards

Base of knowledge on climate risks and impacts	▪ Recurrent climate-related impacts from floods on transport, agriculture and other sectors—average $400 million annual losses.
Previous Bank support on complementary topics	▪ WB Economics of Climate Change report; additional analytical work and DPO preparation.
Targeted use of PPCR funds	▪ The roads sector comprises the largest recipient of public investment expenditure and regularly experiences high damage costs associated with severe flood cycles. PPCR provided the first support for addressing climate risks in infrastructure and is supporting surveys and inventories of climate risks to roads networks in vulnerable areas, will support piloting of climate resilient roads designs and is supporting the development of climate resilient national roads standards to achieve transformative impact at national level. Government has also introduced a reform that now requires mandatory screening of all new roads investments.
Transformational impact	▪ PPCR support for technical assistance and investments in Mozambique are complemented by a programmatic Development Policy Lending series which supports national level reforms that build resilience into development planning and investment in seven sectors. This has helped achieve significant transformative impacts.
Other points	▪ At the start of the PPCR process, there was limited understanding of the options available for building climate resilience into mainstream development planning and investment. Over time, dialogue on climate resilient planning combined with a strong focus on ensuring that climate financing was used to achieve tangible development outcomes, as changed attitudes and approaches. The roads sector in particular has shown real progress in responding to the climate change agenda in a progressive and practical way. A dedicated PPCR project on Transforming Hydrometeorological Services is under implementation, which aims to strengthen climate information services delivery.

Hydrometeorological Investments Identified as a Critical Pillar for Enhanced Resilience by all PPCR countries



Lesson 2: C) What-to-do/avoid *for* Assessing Vulnerability to Climate Risks and Hazards

L2

What to do/Avoid

Learn more

What-to-Do: Assessing Vulnerability to Climate Risks and Hazards

- Don't be dissuaded by a purported lack of data or models to assess risk.
- Recognize that the base of information on climate risks and vulnerabilities has advanced greatly in recent years and is contained in National Communications to the UNFCCC, and through many third-party organizations.
- Learn from the growing network of practitioners.
- Recognize that nearly all countries will benefit from investments and capacity building for improved weather and climate services, though staffing and maintenance of such infrastructure and generation of dedicated climate services remains a challenge.
- Empower/encourage decision makers to engage early on with service providers and the users of weather and climate data, information and services to ensure effectiveness of long-term investments in system improvement.

Lesson 3: Linking and Leveraging Investments

L3

Learn more

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.

Lesson 3: A) Sub-Lessons *for* Linking and Leveraging Investments

L3
Sub-lessons

Learn more

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. Phase 1 planning grants alone may not have sufficed.
- Both linked investments—through blended financing with PPCR dedicated funds; and leveraged investments—through collective financing and action have been instrumental in advancing and catalyzing countries' resilience pathways.
- 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.
- Formal linkages with MDBs and engagement with other development partners ensured a more strategic approach to pipeline investments (e.g. Yemen, Niger).

For What-to-do: Linking and Leveraging Investments click here.

Leveraged Finance

Country	PPCR Projects with Co-finance	PPCR Amount (US$ M)	IDA Co-finance (US$ M)	Other Co-finance (US$ M)	Borrower Co-finance (US$ M)	Total Co-finance (US$ M)	Total Project Finance (US$ M)
Bangladesh	Coastal Embankment Improvement Project	25.00	375.00			375.00	400.00
Bolivia	Climate Resilience - Integrated Basin Management	46.00			25.90	26.00	72.00
Dominica	Disaster Vulnerability Reduction Project	21.00	17.00		1.50	19.00	40.00
Grenada	Regional Disaster Vulnerability Reduction Project	16.00	10.00	1.00	3.00	14.00	30.00
Haiti	Center and Artibonite Regional Development	8.00	50.00			50.00	58.00
Mozambique	Climate Resilience: Transforming Hydrometeorological Services	15.00		6.00		6.00	21.00
Mozambique	Roads and Bridges Management and Maintenance Project APL2 - Additional Financing	15.75	39.40	15.00	40.00	94.00	110.00
Mozambique	Climate Change and Technical Assistance Project	2.00		0.52		1.00	3.00
Pacific Regional Program	Pacific Resilience Program	6.114	32.293	6.979		39.00	45.00
Saint Lucia	Saint Lucia Disaster Vulnerability Reduction Project	27.00	41.00			41.00	68.00
Saint Vincent and the Grenadines	Regional Disaster Vulnerability Reduction Project	10.00	10.92	1.00	1.00	13.00	23.00
Saint Vincent and the Grenadines	Additional financing to the Regional Disaster Vulnerability Reduction Program (RDVRP)	5.00	35.60			36.00	41.00
Samoa	Enhancing the Climate Resilience of the West Coast Road (Apia to Airport)	15.00			2.22	2.00	17.00
Tajikistan	Improvement of Weather, Climate and Hydrological Service Delivery	7.00	6.00			6.00	13.00
Tajikistan	Environmental Land Management and Rural Livelihoods	9.00		7.43		7.00	17.00
Tajikistan	Additional financing to Environmental Land Management and Rural Livelihoods	2.00	1.80	0.26		2.00	4.00
		231.00	**619.00**	**38.00**	**74.00**	**731.00**	**1,108.00**

- **Snapshot:** For the 16 blended projects, each dollar of PPCR investment leveraged US$3.2 in co-financing from IDA, government and other sources.

- IDA and governments are the most important sources of co-finance, which account for 85% (US$619M) and 10% (US$74M) of all PPCR co-financing, respectively.
- Other sources include: GFDRR, GEF, NDF, DfID, SCCF, JICA.

Linked Finance

Country	Project Title*	Total PPCR Amount (US$ M)	Linked Projects	Linked Finance
Mozambique	Cities and Climate Change PPCR AF	15.75	• Cities and Climate Change (P123201)	IDA: US$120 million
Mozambique	Climate Resilience: Transforming Hydrometeorological Services	15	• National Water Resources Development Project (P107350) • Mozambique Climate Change Development Policy Operation (DPO series) that contains two hydro-met Policy actions	IDA:US$70 million IDA: US$150 million
Mozambique	Roads and Bridges Management and Maintenance Project APL2 - Additional Financing	15.75	• Roads and Bridges Management and Maintenance Project APL2 (P083325) • Nacala road corridor project - Mozambique	IDA: US$100 million AfDB : UA 38.65 million; JICA: UA 49.34 million; NDF: EUR 3.8 million
Mozambique	Climate Change and Technical Assistance Project	2	• Mozambique Climate Change Development Policy Operation (DPO series)	US$150 million
Niger	Community Action Project for Climate Resilience (CAPCR)	64	• Community Action Program Phase 2 (PAC2) (P102354)	IDA: US$30 million; Borrower: US$6.6 million; Local Communities: US$3.7 million
Yemen	Climate Information System and PPCR Program Coordination Climate Resilience of Rural Communities	19 19	• Yemen-Water Sector Support (P107037)	IDA: US$90 million; Germany-KfW: US$60.7 million; Netherlands: US$48.75 million; Borrower: US$141.1 million
Samoa	Enhancing the Climate Resilience of Coastal Resources and Communities	15	• Enhancing Resilience of Samoa's Coastal Communities to Climate Change	UNDP and the Adaptation Fund: US$8 million
Haiti	Strengthening Hydro-meteorological Services Project	5	• Climate Services to Reduce Vulnerability in Haiti	Environment Canada/WMO: US$5 million

*The PPCR projects are linked with and informed by the ongoing and upcoming IDA initiatives and vice versa. PPCR projects are also informed and complemented by other donor funded activities and government initiatives.

Lesson 3: B) Country Case Studies *for* Linking and Leveraging Investments

L3
Case Studies

Learn more

Mozambique: Leveraging Resources and Linking Complementary Activities to Scale Up Good Practices across Sectors

Linked or leveraged or both?	• Linked and leveraged financing across sectors and thematic areas: roads, urban, hydrometeorological services.
Leverage factors?	• 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?	• 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?	• 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	Haiti: • 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.

Niger: Linking Complementary Activities and Initiatives with a Focus on Food Security and Sustainable Land Management

Linked or leveraged or both?	• Community Action Project for Climate Resilience (CAPCR) is a standalone PPCR project that builds on the lessons learned from an earlier IDA-funded project on Community Action Program (US$30 million in IDA; US$6.6 million from government financing; US$3.7 million from local communities). • Niger's 3N Initiative, "Nigeriens Nourishing Nigeriens" (Nigerians feed Nigerians) leverages and builds on CAPCR as continued response to food security due to increasing climate variability and change.
How leverage/ linking influenced the larger sector mainstreaming?	• Mechanisms to explore how CAPCR, 3N and other initiatives contribute to the overall national strategy for food security are underway. • The High Commissioner of the 3N Initiative participates in CAPCR M&R activities and supervision missions.
Did it influence reform?	• Scaled up attention and reform to address food insecurity and sustainable land management in the face of climate change.
Other	The OECS countries in the Caribbean: • thematic focus on measurable reduction of disaster and climate vulnerability in the Eastern Caribbean, using US$90 million PPCR resource envelope in the form of grants and loans.

The Caribbean: **Horizontal** Adaptable Program Loan (APL) Instrument to Scale Up Disaster Vulnerability Reduction Efforts in 4 OECS Countries

Linked or leveraged or both?	• 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, mostly through IDA financing, through IDA financing for $88 million PPCR resources. • These 4 DVRP projects are linked through a horizontal Adaptable Program Loan (APL) and are being implemented as a series.
Leverage factors?	• 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?	• 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?	• 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	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.

OECS is the Organization of Eastern Caribbean States

Tajikistan: Building on Relative MDB Strengths

Development Partner	Established Focal Area/Pipeline Investment	Benefits from SPCR and Phase 2 Funds
World Bank (IDA)	• Rural agriculture and poverty reduction • Regional knowledge on weather and climate	• Demonstrate and disseminate more resilient agricultural methods and technical norms • Major upgrading of HydroMet equipment, services and delivery mechanisms through a region wide program • Target interventions to rural population at-risk
ADB	• River basin management	• Major improvement in weather forecasts and climate modeling • Demonstrate improved flood resilience (Pyanj Basin pilot)
EBRD	• Hydropower improvement (semi-private sector)	• Assessment of sector-wide climate risks • Implement practical resilience measures at major dam subject of EBRD co-financed upgrades
UK DFiD	• Accelerate attention to climate resilience by Government and donors	• Provided financing for PPCR Secretariat and international experts at crucial stages

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

Established Focal Area	Benefits from SPCR and Phase 2 Funds
• Climate resilience, agriculture, and poverty reduction • Weather and climate information dissemination • Integration of climate risk into development planning	• 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 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.

Lesson 3: C) What-to-do/avoid *for*

Linking and Leveraging Investments

L3
What to do/Avoid

Learn more

What-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.

Lesson 4: Transformational Investments and Policy Reforms

L4

Learn more

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.

Lesson 4: A) Sub-Lessons *for* Transformational Investments and Policy Reforms

L4

Sub-lessons

Learn more

PPCR Lessons on Transforming Sectors

- Many SPCRs are fostering policy reforms through incorporation of resilience in national and sub-national development planning (e.g., Bangladesh; Zambia; Cambodia; Bolivia).
- Bank Development Policy Operations can support reforms both broadly and in key vulnerable sectors identified in the SPCR (e.g., Mozambique).
- Some SPCRs were successful at mobilizing significant regional and municipal co-funding within a country (e.g., Bolivia).

For *What-to-do*: Transforming Sectors click here.

Lesson 4: B) Country Case Studies *for* Transformational Investments and Policy Reforms

L4

Case Studies

Learn more

Bolivia: Transformation in the Rio Grande Basin

Critical PPCR investments	• Focus on improving integrated river basin management. • Strengthen institutional capacity. • Investments in infrastructure subprojects (main irrigation canals and flood protection). • Investments in watershed management subprojects.
Key factor spurring sector transformation	• National level policies that integrate climate change resilience translated into local level actions. • Linked in to regular pipeline and planning of water supply, irrigation and flood protection investments; co-financing at 50% and 30% local funds.
Spin-off effects	• PPCR has engaged the support of the Swiss, German and Japanese, among other donors. • Better understanding of the impacts of CC on the water sector will also foster resilient planning and design in other sectors like transport and energy.

Mozambique: A More Resilient Roads Sector

Critical PPCR investments	• Piloting planning approaches, designs and maintenance approaches that will strengthen the resilience of rural roads infrastructure and efficient integration for improved accessibility in the Zambezi valley. • The PPCR spurred the development of climate resilient national roads standards to achieve transformative impact at national level.
Key factor spurring sector transformation	• Recurrent climate-related impacts from floods on transport, agriculture and other sectors– average $400M annual losses. • An ***estimated $US2–11 million per year increase*** in maintenance costs of unpaved and paved roads from precipitation and temperature changes.
Spin-off effects	• Government has also introduced a reform that now requires mandatory screening of all new roads investments. • New climate resilient road standards. This was included as a policy reform in the Climate Development Policy Grant—and is triggering other sectoral reforms.
Other factors	• Ministry of Public Works and Housing is called for screening of all road operations.

Zambia: Mainstreaming Climate Resilience into Planning

Critical PPCR investments	• Investments in the Western and southern Provinces (Barotse and Kafue) to improve livelihoods of the poorest communities, and inform integrated development plans at district and provincial levels.
Key factor spurring sector transformation	• Bottom up proven climate resilient interventions designed through inclusive and rigorous stakeholder engagement with communities, NGOs, district and provincial planners.
Spin-off effects	• Local NGOs as 'Climate Resilient Adaptation Facilitator Teams' have been instrumental in raising awareness not just of communities but also district and provincial teams on the climate risks, and identification of climate resilience measures. • The enhanced capacity of districts, and the institutional arrangements with links to the Inter-Ministerial Climate Change Secretariat under Ministry of Finance has realized opportunities to inform and transform at scale.
Other factors	• See earlier slide (under Cross-sector coordination) for more information.

Lesson 4: C) What-to-Do/Avoid *for* Transformational Investments and Policy Reforms

L4
What to do/Avoid

Learn more

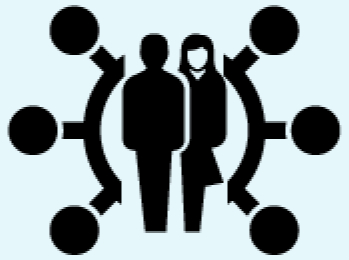
What-to-Do: Transforming Sectors

- Lay the groundwork through technical assistance, non-lending services and Development Policy Operations.
- Show the benefits for building sector resilience beyond pilot projects and response only to near-term disasters
- Move from projects to supporting improved sector regulations and design standards.

L5

Lesson 5: Stakeholder Engagement

Learn more



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.

Lesson 5: A) Sub-Lessons *for* Stakeholder Engagement

L5
Sub-lessons

Learn more

PPCR Lessons on Stakeholder Engagement

- Tailored and innovative approaches to engaging with stakeholders (e.g., Zambia through crowd-sourcing input; and Yemen by reaching out to women) have enhanced inclusiveness and representation within the program.
- Positive benefits of stakeholder engagement extend to setting priorities for Phase 2 and linked investments (e.g., Zambia, Bolivia).
- Mandating inclusive consultations and stakeholder engagement can yield positive results, especially where this may not be routinely applied (e.g., Tajikistan).
- Early engagement of stakeholders can generate opportunities for their continued engagement and evolving role both within and beyond the program (e.g., Zambia where CSOs engage in decision making forums and Monitoring and Reporting).

For *What-to-Do*: Stakeholder Engagement Click Here.

Lesson 5: B) Country Case Studies *for* Stakeholder Engagement

L5
Case Studies

Learn more

Zambia: Stakeholder Engagement through Crowd Sourcing Innovation

Key aspects of stakeholder engagement	• An innovative approach to stakeholder participation at the national, provincial, district and ward levels through "crowd sourcing" innovations in ICT during the program planning process. Showed clear links to early warning and disaster risk reduction needs. • Engaged private sectors and CSO representatives in the high level technical committee investment priorities in the risk prone areas. • Traditional leadership authorities (Barotse Royal Establishment) became engaged in the district level assessment committees and provided coordination support with local vulnerable communities.
How did it help?	• Greatly enhanced national ownership by linking to partners involved in mitigation, adaptation and disaster risk reduction. • Helped achieve consensus during the planning process, prioritized investments, and validated project design, with advances to Phase 2. • Under a multi-sectoral national framework, catalyzed coordinated actions amongst the stakeholders at the field level.
How will it sustain?	• Promising; appears to be providing a comprehensive goal and vision for all the stakeholders to harmonize their interventions. • It has sustained past the SPCR phase 1 and also perceived to be useful in shaping national thinking towards any potential GCF process.

Yemen: Stakeholder Engagement Reaches Women

Key aspects of stakeholder engagement	• A series of nationwide consultations throughout Phase 1 with an inclusive focus on women's role in climate-vulnerable sectors.
How did it help?	• Women play major role in the agriculture sector and are often under-represented. • Fostered understanding of shared interests among stakeholders, fostering ownership and momentum which is promising for larger scale activities in Phase 2. • Active engagement of the stakeholders also informed resilience priorities by highlighting the risks and vulnerabilities faced at the grass-roots level.
How will it sustain?	• The benefits of consultation enhanced engagement and communication among stakeholders and is expected to be continued at all levels of the resilience building program implementation. • Active involvement of women NGOs planned during program implementation.

Bolivia: Stakeholder Engagement Focuses on Water

Key aspects of stakeholder engagement	• PPCR process played a critical role in focusing attention by stakeholders on the highly vulnerable water sector. • This resulted in renewed partnerships ranging from local stakeholders to international donors.
How did it help?	• Engaged provincial and municipal institutions who have a major role in the planning, design and finance of infrastructure requiring greater resilience. • Mobilized stakeholders that have invested in agriculture and irrigation, and strengthened the national political will to safeguard the country's threatened water resources. • Highlighted donor contributions to address the impacts of climate change on water availability. • Mobilized investments from international sources (Japanese, German and Swiss) in the water sector.
How will it sustain?	• Linking the investment plans to sub-national investment priorities bodes well for the implementation phase and continued partnerships.

Tajikistan: Stakeholder Engagement Takes Hold

Key aspects of stakeholder engagement	• PPCR process took place in a country that rarely experienced true participatory stakeholder engagement, and has slowly but steadily increased the breadth and depth of participation.
How did it help?	• Served as first National forum for sharing and collaborating on the wide range in resilience-related studies and projects. • Helped create a new and more influential audience for grass roots organizations to share their perspective though limitation of funds means many worthwhile local projects are short of funds. • Built credibility of PPCR Secretariat
How will it sustain?	• Still needs nurturing, but momentum continues to grow, through the PPCR and through regional dialogue on climate adaptation and resilience.

The Caribbean: Multistep Approach to Stakeholder Engagement

Key aspects of stakeholder engagement	• Multistep approach proved to be effective in the Eastern Caribbean countries. • The engagement started with an initial broad stakeholder meeting, followed by multiple one-on-one in depth consultations on the SPCR program. • The summary was presented and validated in a concluding consultation meeting where all the stakeholders were present. • The approach allowed for stakeholder input into the progress update on the SPCR and at the same time, into the PPCR M&R, thereby integrating the PPCR monitoring into the dialogue at the national level.
How did it help?	• Ensured a common familiarity of issues across a wide group of stakeholders who had varying levels of knowledge and understanding about the PPCR program. • Allowed for depth in discussions through one-on-one engagement on key issues. • Raised the profile and increased interest in actions to mainstream resilience into development planning process
How will it sustain?	• Different Eastern Caribbean countries started with different capacity but the countries that had at least one champion with authority to bring issues to an appropriate forum progressed the most. • Eastern Caribbean countries are attempting to develop sustainable institutional mechanisms with support of the involved MDBs.

Samoa: Targeted Capacity Building for and Partnership with CSOs to Ensure Sustained Engagement

Key aspects of stakeholder engagement	• Increased support for and real partnerships with CSOs and private sector organizations in the SPCR development process, which continued at the implementation stage at the project level. • PPCR Steering Committee includes Samoa Umbrella for NGOs (SUNGO) and Chamber of Commerce as members to ensure information sharing, consultations and partnerships during the PPCR implementation.
How did it help?	• SUNGO has more than 100 members consisting of various organizations dealing with social issues, income generation, community development, climate change, special needs, church development. • CSOs' close relationships with communities through sustained engagement and on going capacity building are key in building resilient communities. • CSO engagement was built into the design of the Enhancing Climate Resilience of Coastal Resources and Communities project through participatory prioritization of adaptation options and opportunities for CSOs to implement sub-projects in 16 PPCR districts .
How will it sustain?	• Strengthening of civil society participation in climate resilience activities during project implementation in 16 PPCR districts. • Opportunities to empower CSOs in 25 additional districts under the Coastal Communities Project supported by UNDP and Adaptation Fund.

Lesson 5: C) What-to-Do/Avoid *for* Stakeholder Engagement

L5
What to do/Avoid

Learn more

What-to-Do: Stakeholder Engagement

- Identify stakeholders based on the priority sectors, their capacities and presence in geographically vulnerable areas. As needed galvanize greater buy-in since resilience building is everybody's business.
- Ensure representation of specific vulnerable groups such as women, farmers, and fishermen in order to enhance the effectiveness of the consultation process.
- Consider using social media and other existing ICT platforms as a tool for reaching out to larger set of stakeholders. Using ICT could greatly help in identifying risks and vulnerabilities through crowd sourcing.
- Engage stakeholders beyond the planning stages, and enhance their ownership through their involvement in monitoring and reporting of the program.

Lesson 6: Learning and Exchange Fora

L6

Learn more

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

Lesson 6: A) Sub-Lessons *for* Learning and Exchange Fora

L6
Sub-lessons

Learn more

PPCR Lessons on Learning & Exchange

- Regular Pilot Country Meetings which are a part of the PPCR business model have enabled governments and other stakeholders from all PPCR pilots to share knowledge, learn from experience and foster mutual trust and accountability and have empowered champions for the PPCR within the pilot countries.

- Where countries have multiple programs (e.g., two CIF programs—PPCR and SREP) these fora provide a space for cross-fertilization at an early stage of their planning and programming (e.g., in Nepal)

- South-south exchange among countries on targeted topics (e.g., Zambia-Bolivia on early warning systems for DRM; Tajikistan, Nepal and Bolivia study tour on climate risks in mountainous countries; Central Asia/Tajikistan and China on Hydromet) enabled learning across borders.

- Significant topical engagement and learning events with international experts (e.g., on climate services through workshops, international conferences, and an e-learning module) has built knowledge among both sector experts and policy planners/decision makers.

- Targeted webinars, events for civil society and private sector, monitoring and reporting training sessions have all shown value.

- To be most effective, knowledge and learning activities should be identified and adequately budgeted during the strategic planning and project design stages and must be properly incentivized.

Lesson 6: B) Country Case Studies *for* Learning and Exchange Fora

L6
Case Studies

Learn more

Zambia and Niger: Using Radio Programs and Social Media to Engage on Resilience

Key aspects of outreach and communication	• Based on the high use of social media, and wide use of radio in all parts of the countries, Facebook, Twitter and radio programs were used to communicate project related information to wider population. High numbers of posts and views demonstrate significant interest (Zambia). • In Zambia, through the Inter-Ministerial Climate Change Secretariat, Under Ministry of Finance, the program has developed an extensive social media strategy. • In Niger through the Program Coordination Unit, under Ministry of Planning, project and program related articles are routinely published in local newspapers and external websites. • Zambia successfully held the first ever Climate Change Media Awards where journalists were recognized for their accurate and quality reporting of climate change issues on the radio, TV and other forms of press media. • Radio and TV programs have live phone-in programs where people are able to discuss how climate change has impacted their daily lives and in Niger decision makers are also interviewed on the planned interventions. Radio shows journalists have been trained on climate change reporting.
How did it help?	• With social media and the radio different types of audience could be reached. • Media strategy has allowed for 100% coverage on replies to comments and posts, keeping audience more engaged in climate change topics. • District planners, project implementers, can share information and media material directly and instantly. • Impact of climate change and various coping mechanisms implemented in the projects are shared in form of talk shows, stories, photos and blogs. • The challenges faced while implementing a climate change related project is clearer and viewers and listeners have an avenue to share how climate change is affecting them. • There has been increased coverage of climate change in the media.
How will it sustain?	• The approach cultivates awareness and interest by allowing citizen journalism where ordinary members of the public can directly report on how climate change is affecting them. Part of this approach include community climate champion initiatives. • Media engagement has demonstrated increased appetite for climate change related information and appreciation for a platform to voice concerns on the topic.

Lesson 6: C) What-to-Do/Avoid *for* Learning and Exchange Fora

L6
What to do/Avoid

Learn more

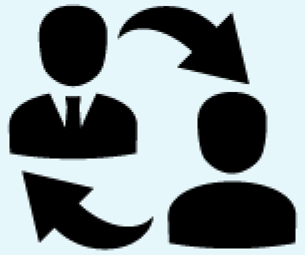
What-to-Do: Learning and Exchange

- ❑ Identify knowledge and learning objectives at the strategic planning and project design phases and carve out resources for knowledge and learning activities (including real-time learning from projects).
- ❑ Identify and put in place appropriate incentives (for task teams and country teams) from the outset for ensuring knowledge is disseminated and shared. Incentives could include "carrots" such as cash or other prizes and "sticks" such as reporting requirements.
- ❑ Coordinate with other task teams to identify opportunities for and pursue South-South exchange on targeted topics.
- ❑ Move beyond publication and the web as dissemination outlets and design and implement communications strategies to share knowledge through social media, radio, and other outlets accessible to beneficiaries.
- ❑ Consider from the outset the incorporation of approaches for real-time learning into projects and seek partners to carry this out (e.g., DIME).

Lesson 7: Private Sector Engagement

L7

Learn more



Upfront technical assistance and targeted advisory services have 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.

Lesson 7: A) Sub-Lessons *for* Private Sector Engagement

L7
Sub-lessons

Learn more

PPCR Lessons on Engaging the Private Sector

- Limited private sector capacity and difficult business environments in low income countries coupled with the novelty of adaptation can constrain private sector interest to invest. PPCR-funded advisory services/technical assistance projects have been demonstrated as essential to address these constraints by piloting new modalities of climate adaptation, validate their commercial viability, and create an enabling environment for successful investments. (IFC/PPCR in Niger, Bangladesh, Nepal, and Mozambique; and EBRD/PPCR in Tajikistan).

- Private sector operations timeframes are generally shorter than public ones. Consequently, the consultation process during PPCR Phase 1 was too long and therefore it did not match the private sector's needs. Nevertheless, private sector demonstrated interest to engage in and participate on multi-sector plans and discussions when the possibility of funding was available in the medium term.

- Assessments of climate risks to key economic sectors which are targeted to a private sector audience can be used to raise awareness and map concrete investment needs and opportunities in a country-specific context.

- Seek transferrable/replicable private sector investment experiences in climate resilience from high/middle-income countries, where the formal private sector has greater breadth and capacity to invest in climate resilience measures, adapted to address the needs of low-income country contexts. (EBRD in Tajikistan).

For *What-to-Do*: Engaging the Private Sector click here.

Lesson 7: B) Country Case Studies *for* Private Sector Engagement

L7
Case Studies

Learn more

Niger: Building a Market for Investments in Irrigation

Country/sector context	• Niger is one of the poorest countries in the world, and also one of the most vulnerable countries to climate change. • The country is dry and is predicted to get drier with changes in climate. • Increased access to improved irrigation will make Niger's agricultural sector more resilient and enhance food security for the country. It will enable Nigerien farmers to protect their crops and livelihoods despite longer dry seasons and unexpected weather events (such as heat waves). It will also improve productivity and promote more efficient use of the country's water resources. • Most irrigation schemes in Niger have typically been established through public interventions with little view toward financial viability and are not sustainable once donor-sponsored projects come to a close.
Market barriers	Currently, private sector has limited participation in irrigation in Niger and market conditions do not exist for fully commercial businesses to operate. Some key market barriers are: • Local banks are reluctant to provide financing for agriculture and irrigation because they perceive it as too risky. • Irrigation equipment finance requires collateral and good cash flows, which smallholder farmers are unable to provide. • Local irrigation equipment providers have limited access to finance and few distribution outlets. • Limited awareness of the benefits of improved irrigation and minimal capacity to operate the equipment.
Market transformation	The IFC-PPCR advisory services program aims to address the above market barriers by proving the commercial viability, adoption and sustainability of improved irrigation systems in Niger. The project will promote access to and use of affordable, efficient irrigation equipment by smallholder farmers and draw in an established irrigation company to enter or expand their presence in the Nigerian market. The program aims to provide clear evidence of the benefits from commercial, sustainable irrigation systems that are needed to encourage private sector interest to scale up and increase the impacts of the program.

Nepal and Bangladesh: Demonstrating the Economic Viability for Climate Smart Agriculture

Country/sector context	• Nepal and Bangladesh are among the most vulnerable to climate change in the world, and the agriculture sector accounts for 30% and 20% of the countries' respective GDP. • Agricultural productivity in these countries is expected to be highly affected by climate change and contribute to serious food security risks. • Climate-smart agriculture (CSA) can reduce climate risks and increase profitability offering opportunities to farmers and agribusiness to sustainably adapt to climate change.
Market barriers	Although there are emerging business opportunities and proven CSA technologies globally, the private sector in Bangladesh and in Nepal has not yet tapped into these opportunities nor built the capacity to offer CSA technologies and services to farmers due to some key barriers: • Private sector has been generally risk averse to invest in CSA due to the lack of demonstrated demand, high risk and high operational costs entailed in adopting new technologies/new business models; • Farmers lack access to CSA products and extension services; • Limited access to weather related information and early warning systems; • Limited access to finance and available financial products for farmers and agribusiness companies.
Market transformation	IFC-PPCR advisory services programs aim to address the barriers listed above by working with key agribusiness companies, farmers, and supply chain members. The goal of the programs is to increase farmer productivity and revenues through the adoption of climate smart agribusiness technologies and practices. The programs are demonstrating the business case for CSA that can be scaled up with private investments and help increase the agriculture sector' capacity to cope with climate change.

Tajikistan: Targeted Climate Change Impact Assessment to Promote Investments in Key Economic Sectors

Country/sector context	• Tajikistan is the most vulnerable country to the impacts of climate change in the Europe and Central Asia region. The Tajik economy is fundamentally dependent on the use of highly climate-sensitive resources—water, energy and land—that face considerable challenges due to climate change and poor management. • Agriculture employs two-thirds of the working population and generates one-quarter of GDP. It is adversely affected by insecure supplies of water and power, and by land degradation. • Water infrastructure is in a deteriorated state, particularly agricultural irrigation, which accounts for 91% of total water consumption. • The Tajik private sector (i.e., businesses, farmers and households) is adversely affected by variable, low-quality supplies of water, energy and land, and by their inefficient use of these resources. • Businesses and manufacturing companies are badly impacted by severe power shortages that lead to foregone revenues, lower quality outputs and damage to equipment.
Barriers	• Knowledge gaps and lack of awareness about improved technologies, lack of skilled specialists. • High cost of medium term financing. • Low energy and water tariffs create limited incentives for private companies to invest in resource efficiency.
Market transformation	• Market and sector studies on climate change risks were used to design EBRD-PPCR program—a financing facility for the private sector to adopt and implement adaptation measures in key economic sectors. During the pilot stage, the facility will be supported by a comprehensive technical assistance for partner financial institutions and end-used (sub-borrowers). • The EBRD will also undertake policy dialogue in the area of water and energy pricing reforms, and work with the Government to integrate climate resilience into energy and water infrastructure planning.

Tajikistan: Adopting Private Sector Adaptation Experiences to Build Climate Resilience in Tajik Hydropower Sector

Country/sector context	• Tajikistan's hydropower (HP) plants depend on river basins fed by glacial melt water and snowmelt. As the climate warms, most climate models predict significant changes in the dynamics of the Tajik precipitation patterns as well as alterations to the country's glaciers. • These impacts have serious implications for power generation capacity as well as management of peak supply and peak demand. • 98 percent of Tajikistan's electricity originates from hydroelectric sources; however the country's HP sector is in a state of crisis—during winter months, approximately 70 percent of the population suffers from extensive electricity shortages. This results in economic losses of approximately US$200 million per year, or three percent of the country's GDP. • The social impacts include severe indoor air pollution from burning coal and wood in homes and health impacts from extreme winters.
Barriers	• Weak financial capacity of HP operators. • Climate change considerations not incorporated in business planning. • Hydrological and metrological data not well recorded and limited in scope – this makes modelling future climate trends more difficult.
Market transformation	• International best practice from HP operators from an OECD country are being used to inform the design and implementation of the EBRD-PPCR project. • EBRD resources blended with PPCR resources include investments and technical assistance/advisory services targeted at integrating climate resilience into hydropower plants' operations. It includes: (i) delivery of technical workshops for the private sector about climate diagnostics, climate risk assessment and seasonal forecasting, (ii) adoption of technologies and practices to maximize energy production, minimize spills and optimize dam safety; and (iii) facilitation for data management and information sharing.

Lesson 7: C) What-to-Do/Avoid *for* Private Sector Engagement

L7
What to do/Avoid

Learn more

What-to-Do: Engaging the Private Sector (1)

Assess key national conditions for viable climate change adaptation in the private sector:

- Data and Information (e.g., free and easy access to climate and hydrological projections).
- Institutional arrangements (e.g., multi-stakeholder coordinating agencies for climate change adaptation in private sector).
- Policies (e.g., building standards and/or codes and local zoning rules);
- Economic incentives (e.g., access to public and/or private financing instruments and mechanisms).
- Communication, technology and knowledge (e.g., climate change adaptation technologies and/or process innovation are produced, sold and/or promoted in the private sector).

What-to-Do: Engaging the Private Sector (2)

- Develop climate risks assessments of key economic sectors targeted to a private sector audience—to raise awareness and map concrete investment needs and opportunities in a country-specific context.
- Seek transferrable/replicable private sector investment experiences in climate resilience from high/middle-income countries; adapt these to address the needs of low-income countries.
- Consider the need to provide upfront and ongoing technical assistance/advisory services to the private sector—pilot new modalities of climate adaptation, validate their commercial viability, promote awareness in collaboration with trade associations and leading companies, and create an enabling environment for successful investments.
- For more information on a comprehensive Index Framework to assess a country's level of favorable conditions that should be in place for climate change adaptation in the private sector, click here.
- Reference: Stenek, Vladimir; Amado, J. C; Greenall, D. 2013. Enabling Environment for Private Sector Adaptation: An Index Framework. International Finance Corporation.

Lesson 8: PPCR Early Lessons on Monitoring & Reporting

L8

Learn more

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.

Lesson 8: A) Sub-Lessons *for*

PPCR Early Lessons on Monitoring & Reporting

L8

Sub-lessons

"Having a nationally owned monitoring and reporting system for resilience has helped us to organize different processes, and more importantly, streamline monitoring of all climate change adaptation actions in Nepal to facilitate continuous learning."

— **Mahendra Man Gurung,**
Joint Secretary, Ministry of Science, Technology & Environment, Nepal

Learn more

PPCR Lessons on Monitoring and Reporting

- PPCR, through its flexible, continuous learning has 5 concrete indicators that provide a practical and viable framework for countries to track their progress on resilience at the 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 have been vital to build initial capacity in countries on M&R for climate resilience and undertake these processes annually.

For *What-to-Do*: Effective Programmatic M&R to Track Climate Resilience click here.

PPCR Lessons on Monitoring and Reporting

The five core indicators to track programmatic progress on resilience are:

1. Degree of Integration of climate change in national, including sector, planning.
2. Evidence of strengthened government capacity and coordination mechanism to mainstream climate resilience.
3. Quality and extent to which climate responsive instruments/investment models are developed and tested.
4. Extent to which vulnerable households, communities, businesses and public sector services use improved PPCR supported tools, instruments, strategies and activities to respond to climate variability or climate change.
5. Number of people supported by the PPCR to cope with the effects of climate change.

Lesson 8: B) Country Case Studies *for* PPCR Early Lessons on Monitoring & Reporting

L8
Case Studies

Learn more

Zambia: Programmatic M&R Building on National System

Key aspects of programmatic M&R	• PPCR programmatic M&R mechanism building on the country's national monitoring and reporting system. • Consultative approach to determine baselines and targets on PPCR core indicators; reporting on these indicators on an annual basis. • Dedicated resources. • Key vulnerable sectors are clearly identified for the purpose of tracking progress for integration of resilience.
How did it help?	• Supported strengthening of national M&R processes to avoid parallel M&R systems only for PPCR. • Cultivated ownership at all levels within the country through targeted workshops, including representatives from Government, Private Sector and Civil Society Organizations (CSOs). • Helped clarify the roles and responsibilities related to programmatic M&R from the Inter-ministerial Secretariat to provincial officers to NGOs and Private Sector to beneficiary communities. • Provided a platform to collect and track progress in climate change activities beyond PPCR.
How will it sustain?	• The fact that Zambia is strengthening its own national M&R system, introducing the capability to monitor and report on PPCR core indicators, the system is likely to continue to support country-level M&R on resilience beyond the duration of the PPCR program. • Improved communication between actions occurring at multiple geographic levels—a framework that will make it reliable and useful for all. • Continued support to improve quantitative robustness
Other countries with comparable structures?	• Mozambique: building on national M&R system. • Saint Lucia: broad based consultation at the local level

Mozambique: Embedding Resilience Indicators into the National Monitoring and Evaluation Framework

Key aspects of programmatic M&R	• M&R as a clear government priority, which is reflected in concrete actions beyond the PPCR in terms of Climate Change DPO series. • Establishment by the National Sustainable Development Council (CONDES) of dedicated Climate Change Unit (UMC) with clear roles and responsibilities for monitoring and reporting. • Development of a national climate change M&E framework for PPCR, fully integrating with the national development M&E framework, which is under development by the Ministry of Planning.
How did it help?	• Reinforced national processes to strengthen capacity for PPCR M&R and other national and international-level reporting. • Likely to improve formulation of future policies and programs in the longer-term by learning from past implementation.
How will it sustain?	• Integrating the national-level M&R framework for climate change with national development M&R framework. • Expected to improve access and accountability in use of domestic and international climate finance, including GCF.
Other countries with comparable structures?	• Zambia: Building on national M&R system. • Nepal: expected to allow for M&R beyond the PPCR projects.

Nepal: Broad Participation Yields National Programmatic M&R Framework

Key aspects of programmatic M&R	• 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?	• 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 learned approach. • Government taking on a programmatic response to managing climate change adaptation through CPCC's efforts.
How will it sustain?	• 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 with comparable structures?	• Mozambique has a National M&R process with PPCR embedded into it.

Saint Lucia: Extensive Stakeholder Engagement for Shaping a National M&R Framework

Key aspects of programmatic M&R	• Establishment of baselines and targets on core indicators and reporting on an annual basis. • Guidance through training workshop on PPCR M&R in Saint Lucia, targeting all PPCR countries in the Caribbean. • Ensuring broad participation by stakeholders in finalizing the scoring criteria and completion of the PPCR Scorecards—e.g., ministries of finance, agriculture, fisheries, forestry, infrastructure, transport, housing, water, sustainable development and environment, education, labor, trade, aviation, health, and gender relation; as well as met services, insurance council, public utilities, and National Emergency Management Organization. • Development and implementation of the national M&R framework, aligned with WB and PPCR M&R processes.
How did it help?	• Initiated a participatory process for consultation across large and diverse stakeholder base at the country level which helped increase the ownership of programmatic M&R process and appreciate the utility of monitoring indicators at the program level. • Reinforced existing multi-sector National Climate Change Committee (NCCC), comprising governmental and non-governmental organizations, which coopted additional members from Civil Society during the PPCR scoring process.
How will it sustain?	• NCCC is well established (in operation since 1998) and recognized by relevant agencies, and as such, participation of members (including co-opted) at meetings is high. • Validation mechanism by local stakeholder groups will ensure broad-based support for the M&R framework.
Other countries with comparable structures?	• Nepal: broad consultation with line ministries and development partners.

Lesson 8: C) What-to-do/avoid *for* PPCR Early Lessons on Monitoring & Reporting

L8
What to do/Avoid

Learn more

What-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 levels 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).

Lesson 9: Responsive Country-based Approach to Climate Resilience Planning

L9

Learn more

Program implementation allowed for consistency in goal and outcome within a flexible and responsive framework considering country capacities, political structures, and overall development regimes.

Lesson 9: A) Sub-Lessons *for* Responsive Country-based Approach to Climate Resilience Planning

L9
Sub-lessons

Learn more

Responsive, Country-based Approach to Climate Resilience Planning

- Program implementation allowed for consistency in goal and outcome (e.g., SPCR) within a flexible and responsive framework considering country capacities, political structures, and overall development regimes.
- Countries with advanced adaptation planning before the PPCR were able to move more quickly to Phase 2 (e.g., Bangladesh).
- The PPCR played a catalytic role in countries where adaptation planning was nascent (e.g., Tajikistan).
- Countries even outside the PPCR program found the e-framework helpful for advancing national resilience (e.g., Belize).

Lesson 9: B) Country Case Studies *for*

Responsive Country-based Approach to Climate Resilience Planning

L9
Case Studies

Learn more

Belize: Shaping National Resilience by Following PPCR Business Model

Key aspects	• Belize was not selected in the first round of PPCR countries under the Caribbean regional program but experiences similar disasters (hurricanes, floods, landslides) and was keen on learning from the PPCR experience. • Roads sector of particular need for bolstered resilience; sole Bank Country Assistance Strategy pillar was on increased resilience. • Benefitted from a GFDRR trust fund grant (reaching $1.2 million). • Developed a strategic vision and plan for resilience based on the PPCR model (high level coordination, stakeholder engagement, and linkages with other MDBs). • National Climate Resilience and Investment Plan similar to SPCR.
How did it help?	• Greatly advanced national planning and served as catalyst for IBRD loan within a much larger overall $43 million roads sector investment plan. • Put a spotlight on the need to update design standards.
How will it sustain?	• Promising as National Plan was formally endorsed by Cabinet. • Bank technical assistance likely to help on design standards.

Lesson 10: Nurturing Ownership for Effective Regional Programs

L10

Learn more

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.

Lesson 10: A) Sub-Lessons *for* Nurturing Ownership for Effective Regional Programs

L10
Sub-lessons

Learn more

Nurturing Ownership in Regional Programs (1)

- Regional programs are most useful when countries face common challenges and issues related to vulnerability to climate change. The benefit of a regional plan of climate resilience activities needs to be strong and clear to create national as well as regional ownership of investment activities, including (i) common issues of interest; (ii) transformative impact of the regional component; and (iii) potential benefits of activities beyond the interest of one country.
- Regional actions on climate resilience need to provide benefits perceived at the country level. Countries participating in a regional program should be fully engaged in the development of regional plans for climate resilience. Regional program needs to support the development and implementation of climate investments in countries participating in the regional program (Caribbean and Pacific).

Nurturing Ownership in Regional Programs (2)

- A combination of linked country-based programs and a regional component can promote stronger ownership, development of common standards and sharing of knowledge for greater climate resilience action. Regional organizations can play a critical role in developing tools and trainings for effective capacity building at country and regional level in the adaptation field (such as climate data availability, exchange/protocols, storage and access). A regional program should build on existing climate resilience efforts and countries participating in a program should share lessons learned and best practices instead of reinventing or duplicating effort.

- A transparent and inclusive governance mechanism for a regional program should be established, with an appropriate regional institution leading a transparent and inclusive process. The Caribbean regional program has developed a governance mechanism which includes regional organizations, selected countries participating benefiting from the program and donor organizations. This mechanism has allowed for accountability and transparency in decision-making and coordination of climate resilient activities that respond to country needs. The selection of an appropriate regional institution to lead the regional programming process is crucial.

For *What-to-Do*: Nurture Ownership in Regional Programs click here.

Lesson 10: C) What-to-Do/Avoid *for* Nurturing Ownership for Effective Regional Programs

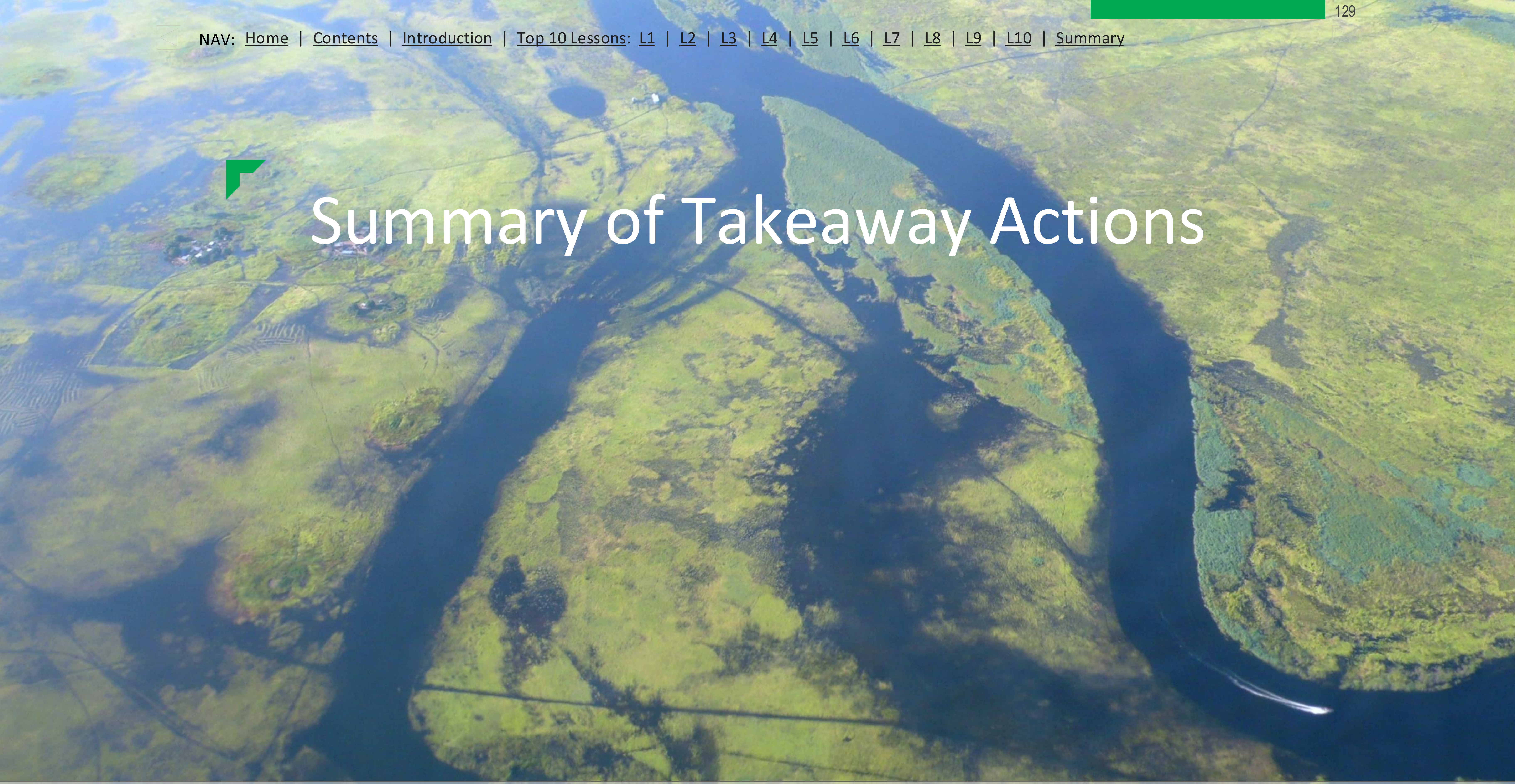
L10

What to do/Avoid

Learn more

What-to-Do: Nurturing Ownership for Effective Regional Programs

- Identify key champions/leaders at both the national and regional level—and ensure broad based stakeholder engagement.
- Allow the national consultations to proceed first so that national priorities, challenges and concerns inform the regional program.
- Explore together areas of regional synergies and mechanisms for regional mechanisms implementation which should ensure capacity enhancement and information transfer to national programs.
- Open and continuous dialogue channels throughout the process for effective delivery.



Summary of Takeaway Actions

Recognizing Constraints

1

Learn more

Critical constraints for the PPCR to date

- Attention at senior-most levels of Government can be hard to maintain going from planning to implementation (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 are hard to overcome.
- MDBs challenged by meeting additional expectations stemming from overall CIF/PPCR governance structures.
- Expectations for private sector engagement were overly optimistic.
- Considerable time and effort lost with initial overly ambitious M&R framework.
- Modalities and benefits for regional approaches still unclear.

" What-to-do" & *"What-to-avoid"* Summaries

2

Learn more

> *"In Mozambique, our road sector has effectively leveraged and linked PPCR resources with policy reforms, allowing the country to apply better designs and standards to road resilience."*
>
> **— Rogerio Wamusse,**
> *Executive Secretary, Council on Sustainable Development (CONDES)*, Mozambique

Summary of Takeaway Actions: "What to Do" for Effective Climate Resilience Planning

- Find the champion at the highest level of government; one who can see across sectors and directly influence development planning.
- Recognize that there is always a base of information on climate risks and vulnerabilities to advance resilience planning. Nearly all countries will benefit from investments and capacity building for improved weather and climate services.
- Consider a formal program of partnership with other MDBs, bilaterals and non-government groups. It's extra work but can be extremely effective in leveraging institutional strengths and funding.
- Develop climate risks assessments of key economic sectors targeting to a private sector audience—to raise awareness and map concrete investment needs and opportunities in a country-specific context.

Summary of Takeaway Actions: “What to Do” for Effective Climate Resilience Planning

- Identify stakeholders across priority sectors and geographically vulnerable areas. Ensure representation of specific vulnerable groups such as women, farmers, and fishermen in order to enhance the effectiveness of the consultation process.
- Consider using social media and other existing ICT platforms for reaching out to a larger set of stakeholders. Using ICT could greatly help in identifying risks and vulnerabilities through crowd sourcing.
- Consider integrating the five core monitoring and reporting indicators developed under the PPCR as a way to track advances in climate resilience at the national level.
- Consider the need to provide upfront and ongoing technical assistance/advisory services to the private sector—pilot new modalities of climate adaptation, validate their commercial viability, promote awareness, and create an enabling environment for successful investments.

Summary of Takeaway Actions: "What to Avoid" for Effective Climate 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.

Sources 3

Learn more

Sources of Information

Consultations	▪ With PPCR task teams to tease out the key lessons and validate country and project examples ▪ With task teams for IDA-17 Multi-Sectoral Plans (MSP) to explore synergies and relevance of lessons from PPCR
Documentations	▪ Independent evaluation of Climate Investment Funds (*ICF International*, June 2014) • Reflecting field visits to 3 PPCR countries • Evaluates country-specific Strategic Programs for Climate Resilience (SPCRs) • Includes annexes ▪ Lessons from PPCR Phase 1 for Enhancing Climate-Resilient Development (C. Bann, *2014 Final Draft*) • Includes **country-specific responses to questionnaire** ▪ Presentations, notes and supplementary materials from PPCR meetings (including country self-assessments) (https://www.climateinvestmentfunds.org)

Acknowledgments

4

Learn more

Mobilizing Climate Resilience – Key Lessons and Good Practices from the PPCR is a product of a joint effort of the World Bank Group and the Climate Investment Fund. It is based on extensive consultation and collaboration with multiple task teams across the World Bank.

The core team, led by Kanta Kumari Rigaud, consisted of Ronald Hoffer, Kazi Fateha Ahmed, Laura Gaensly Cordeiro, Shaanti Kapila, Junu Shrestha and Akshatvishal Rohitshyam Chaturvedi.

Valuable guidance and oversight was provided by James Close, Jane Ebinger and Markus Repnik.

We are grateful to the following colleagues, who have been involved in the Pilot Program for Climate Resilience at the World Bank, for their valuable contributions: Angela G. Armstrong, Arati Belle, Dora Nsuwa Cudjoe, Chris Philip Fischer, Bougadare Kone, Marie-Laure Lajaunie, Nancy Chaarani Meza, Dahlia Lotayef, Robin Mearns, Iretomiwa Olatunji, Poonam Pillai, Stefanie Sieber and Zoe Elena Trohanis.

We acknowledge with gratitude Raffaello Cervigni, Habiba Gitay, Venkat Gopalakrishnan, Niels Holm-Nielsen, Ross Hughes, Daniel Mira-Salama, Paola Ridolfi, Ana Campos Garcia, Philippe Ambrosi, Christian Albert Peter, Stephen Ling, Dahlia Lotayef; Paola Agostini; Stephen Danyo; Jean Baptiste Migraine; and Carl Christian Dingel for their insightful feedback, including on the Multi-Sectoral Plans for IDA 17.

Photo Credits:

Slide 1: Cover image: *Photo Credit (Nepal/Climate Investment Funds).*
Slide 4: Introduction image: *Photo Credit (World Bank Group).*
Slides 29 & 30: Top Ten Lessons image: *Photo Credit (World Bank Group).*
Slide 39, Lesson 1: Country Case Studies image: *Photo Credit (Zambia/World Bank Group).*
Slide 50, Lesson 2: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 60, Lesson 3: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 71, Lesson 4: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 80, Lesson 5: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 92, Lesson 6: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 99, Lesson 7: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 111, Lesson 8: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 121, Lesson 9: Country Case Studies image: *Photo Credit (World Bank Group).*
Slide 131, Summary of Takeaway Actions image: *Photo Credit (Zambia/World Bank Group).*

Thank you.