



Global Climate Change Alliance
Support Facility



Module 2

Mainstreaming climate change and strengthening institutions and capacities


Training workshops on
mainstreaming climate change



What is mainstreaming,
and why mainstream climate change?

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From project-based approaches...



- Project-based adaptation approaches such as those developed in NAPAs are a first step in the right direction:
 - Contribution to national capacity building
 - Involvement of stakeholders at grassroots level
 - Identified projects usually correspond to real priorities and involve wider developmental benefits
- But there are also problems, notably:
 - Poor institutional arrangements for implementation
 - Low capacity for adaptation planning and implementation


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Source: World Bank (2010a) WDR 2010

... to climate change mainstreaming 


- In the medium and long term, standalone projects are unlikely to meet all adaptation and mitigation requirements in a cost-effective, scalable manner
- There is a strong case for **mainstreaming** climate change into all development planning, both at strategic planning levels and in local development

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What is mainstreaming? 

- The **mainstream**: the prevailing or dominant course, current, tendency or way of thinking
- **Mainstreaming**: the informed integration of a relevant value, theme or concern into the decisions of institutions that drive national, local and sectoral development policy, rules, plans, investment and action (adapted from Dalal-Clayton & Bass 2009)
- **Institutional strengthening and change** and **capacity building** are at the heart of any mainstreaming effort

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Objectives of mainstreaming 

- Mainstreaming is a long-term, iterative process aimed at:
 - transforming ideas
 - even more importantly, transforming policies, resource allocations and practices
- in order to:
 - promote desired developmental outcomes (with regard to gender, environment, climate change, governance, human rights, ...)
 - and support integrated solutions to human problems

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Why mainstream climate change?



- Climate change is a potentially significant threat to ongoing development / poverty reduction efforts
- Pursuing economic growth is necessary but not sufficient to respond to climate-related challenges
- Climate change impacts are complex and require coordination across multiple sectors
- Standalone responses to climate change may distort development priorities and foster maladaptation
- An adequate, strategically designed response can bring significant developmental benefits

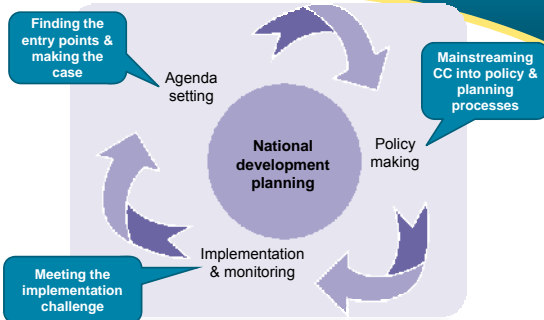
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A framework for mainstreaming climate change

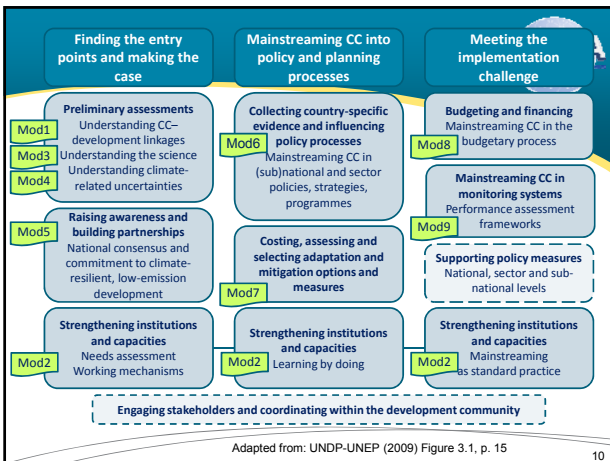


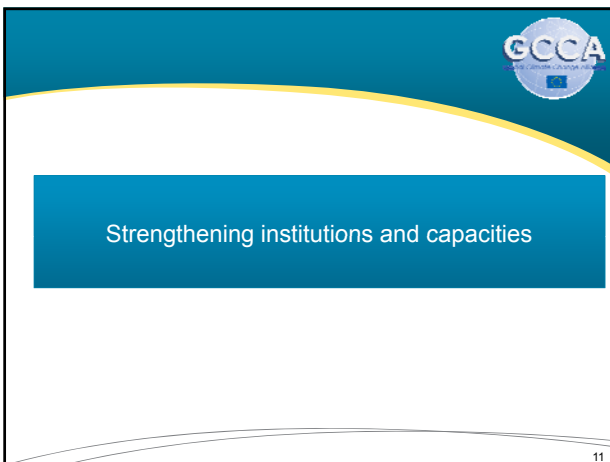
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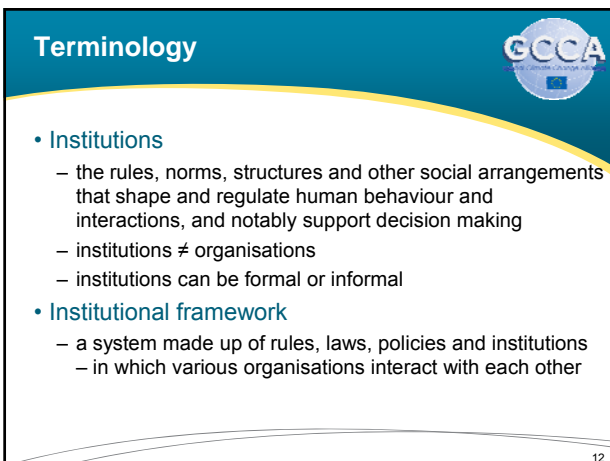
Entry points for mainstreaming in the policy cycle

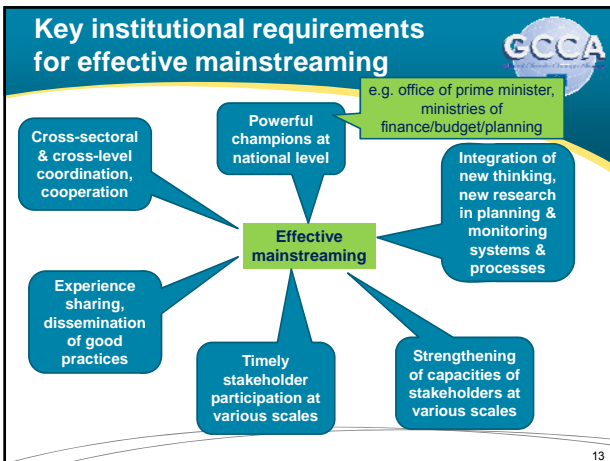


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Roles & responsibilities of main stakeholders

Stakeholder group	Main roles & responsibilities
Central government (incl. office of prime minister, ministries of finance/budget/planning, ...)	Leadership, performance management frameworks Policies, standards & regulations Allocation of budget resources Guidance & capacity building
Local governments	Implementation of national policies Integration with community strategies
Private sector	Preparation for losses & opportunities, risk mgmt Contribution to sustainable investments & vulnerability reduction through development
Scientific & academic organisations	Policy-oriented research Support for decision making
Investment promotion agencies	Climate-proofing of investments, bridging of development gaps
Poverty reduction organisations	Climate change adequately addressed


Adapted from: Schipper et al (2008)

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Principles for institutionalising climate change mainstreaming

Source: UNDP-UNEP (2011)

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Which institutional model? 

- There is no single, 'blueprint' institutional model for effective mainstreaming of climate change
- Each country has to determine the most suitable institutional arrangements based on:
 - current institutional structures
 - a clear diagnosis of their strengths and weaknesses
 - a clear plan for overall governance improvement
- However, there are some agreed principles and examples of good practice

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Principles for institutional and capacity strengthening (1) 

- Move coordination of climate adaptation/mitigation to a central body with a coordination mandate and decision-making power over line ministries
 - e.g. China: National Development & Reform Commission
 - e.g. Kenya: Office of the President
- Establish or strengthen coordination mechanisms, with a clear allocation of responsibilities and permanent arrangements
 - e.g. Mexico: Inter-Ministerial Commission on Climate Change (CICC) with dedicated working groups


Source: UNDP-UNEP (2011) 17

Principles for institutional and capacity strengthening (2) 

- Build on pre-existing intersectoral coordination mechanisms wherever possible
 - e.g. coordination structures for food security, disaster risk reduction and management, sustainable land management, environmental management
- Institutionalise flexibility
 - e.g. commitment to regular policy/strategy revisions and reassessment of available knowledge
- Institutionalise adaptation/mitigation mainstreaming
 - e.g. in guidelines, procedures, systems, criteria for screening and prioritising programmes and projects

Source: UNDP-UNEP (2011) 18

Principles for institutional and capacity strengthening (3)



- Develop effective national–local coordination mechanisms, identifying the most suitable level at which to cooperate/coordinate
 - e.g. Rwanda: annual performance contracts between various levels of government, with clear definition of goals, indicators and activities
- Strengthen institutions at the sub-national level, matching the transfer of competences with the transfer of resources


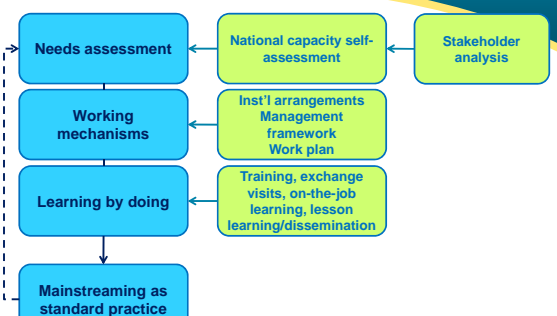
Source: UNDP-UNEP (2011) 19

Tools and actions for supporting institutional and capacity strengthening



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Steps in institutional and capacity strengthening





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graph TD
    NA[Needs assessment] --> WM[Working mechanisms]
    WM --> LBD[Learning by doing]
    LBD --> MSP[Mainstreaming as standard practice]
    NA -.-> NA
    
    NCSA[National capacity self-assessment] --> NA
    SA[Stakeholder analysis] --> NCSA
    
    IAWFWP[Inst'l arrangements Management framework Work plan] --> WM
    TEL[Training, exchange visits, on-the-job learning, lesson learning/dissemination] --> LBD
  
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Source: UNDP-UNEP (2009) 21

Needs assessment: capacity development for whom, for what?


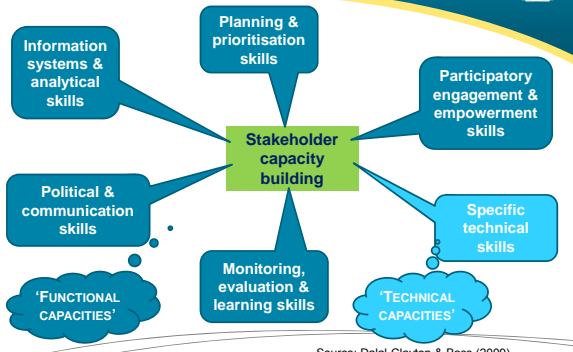


- Capacity development (CD) should take place at three complementary levels:
 - the 'enabling environment' or 'system level' (overall institutional level)
 - the organisation level
 - the individual level

Start by determining: 'Capacity development for what?' -> Define specific objectives


Source: UNDP (2011) 22

Needs assessment: stakeholders' CD needs for mainstreaming

Source: Dalal-Clayton & Bass (2009) 23


Needs assessment: national capacity self-assessments



- Based on existing or *ad hoc* institutional assessments, consider for all relevant organisations:
 - Level of education & awareness of climate change
 - Organisations' mandates & functions with regard to climate-related issues
 - Influence of climate risks on capacity to function
 - Technical, financial, legal/regulatory capacities & information systems in relation to climate-related issues
 - Planning, decision-making, budget allocation & programming mechanisms
 - Collaboration & coordination structures & mechanisms

Source: UNDP-UNEP (2011) 24


Setting up working mechanisms for a mainstreaming initiative



- Define institutional arrangements (political and technical) (e.g. steering and technical committees)
- Set up a management framework
 - Leadership arrangements
 - Human resources
 - Financial arrangements
 - M&E arrangements
- Develop an operational work plan

Source: UNDP-UNEP (2011) 25

Learning-by-doing: multiple approaches



- Formal training on mainstreaming and on specific technical aspects
- Exchange visits
- On-the-job learning through national mainstreaming programmes (e.g. GCCA-funded) including:
 - Interdisciplinary teams
 - Twinning between organisations
 - Technical assistance
 - Demonstration projects
- Lesson learning and dissemination

Source: UNDP-UNEP (2009) 26

References



- Dalal-Clayton B. & Bass S. (2009) *The challenges of environmental mainstreaming: experience of integrating environment into development institutions and decisions*. International Institute for Environment and Development, London. Available from: <http://www.environmental-mainstreaming.org/key-lit.html>
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