



African Climate Policy Centre

Programme Strategy

Knowledge generation and delivery for climate resilient development policies in Africa

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United Nations
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ACP•C
African Climate Policy Centre

Contents

Acronyms	i	iv
1. Introduction		1
2. Repositioning ACPC		4
3. ACPC delivery framework and operational model		8
Knowledge generation		11
Knowledge delivery		12
Strategic partnerships and resource mobilization		12
Programme management and support		13
Production of conceptual ideas and bankable projects:		13
Decentralized pipeline management		13
Focus Areas		14
Focus area 1: Research and analysis in support of climate-informed sustainable development		15
Focus area 2: Advisory services and technical assistance for the implementation of the Paris Agreement to enhance climate-smart development		16
Focus area 3: Develop human and institutional capacities for climate-smart investment in member States		18
Focus area 4: Spaces for science, policy and practice dialogues to catalyse common positions in support of Africa's development agenda		19
Focus area 5: Focus area 5: Support generation, packaging and dissemination of knowledge products to key constituencies for climate-smart development		20
Focus area 6: Focus area 6: Value for money in programme management, implementation, monitoring, evaluation and learning		20

Acronyms

ACPC	African Climate Policy Centre
AfDB	African Development Bank
AGN	African Group of Negotiators
AUC	African Union Commission
ClimDev-Africa	Climate for Development Programme in Africa
CCDA	Climate Change and Development in Africa
COM	Conference of Ministers
COP	Conference of Parties
DFID	Department for International Development
GCOS	Global Climate Observation System
GEF	Global Environment Facility
INDC	Intended Nationally Determined Contributions
IPCC	Intergovernmental Panel on Climate Change
MDGs	Millennium Development Goals
MFEA	Monitoring Framework and Evaluation Approach
NAPA	National Adaptation Programme of Action
NDCs	Nationally Determined Contributions
NAMAs	Nationally Appropriate Mitigation Actions
NAPs	National Adaptation Plans
SDGs	Sustainable Development Goals
SIDSs	Small Island Developing States
UNECA	United Nations Economic Commission for Africa
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development

A wide-angle photograph of a massive concrete dam. The dam's spillway is visible, with water cascading down. In the foreground, a winding asphalt road curves through a grassy valley. The background shows a large body of water and distant mountains under a clear sky.

Introduction 1

The African Climate Policy Centre (ACPC) of the Economic Commission for Africa (ECA) was established in 2008 after a process of reflection and strategizing in different policy contexts on the need to mainstream climate change into development policy planning in Africa. Recognition of the challenges posed by climate change for the attainment of the Millennium Development Goals in Africa culminated in ECA and the Global Climate Observing System co-organizing a regional workshop in Addis Ababa in April 2006. The workshop resulted in the creation of the Climate Information for Development in Africa programme, commonly known as ClimDev-Africa. The objective of the programme was “to guide the effective integration of climate information and services into development planning and to ensure the mainstreaming of climate considerations into policies and programmes aimed at achieving the Millennium Development Goals.”

The establishment of ACPC was then endorsed at the first Joint Annual Meetings of the Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development and the African Union Conference of Ministers of Economy and Finance, held in 2008. At the Joint Annual Meetings, the ministers also endorsed the creation of the Climate Information for Development in Africa programme as a joint initiative of ECA, the African Union Commission and the African Development Bank, thereby bringing to bear the collective efforts of three key African institutions to foster a common and coordinated response to climate change throughout the continent.

The overall goal of ACPC and the ClimDev-Africa programme is to contribute to poverty reduction through successful mitigation and adaptation to climate change in Africa and to improve the capacity of African countries to participate effectively in multilateral climate negotiations.

The specific objectives of ACPC include:

- Strengthening the capacity of African countries to participate in international climate negotiations;
- Enhancing the capacity of African countries to develop coherent policy frameworks for coordinating adaptation and mitigation investment in climate information and knowledge generated at all levels;
- Improving the capacity of African countries to mainstream climate concerns into development frameworks;

- Ensuring a solid foundation of applied climate science and assessment of climate vulnerability, risks and impacts;
- Identifying sectoral priorities and responses for managing climate risks and guiding related investments.

ACPC came into operation in 2010. The ClimDev-Africa programme, a 10-year initiative to support the integration of climate change into development policy on the continent, was also launched that year and became operational in 2011.

The first phase of the ClimDev-Africa programme was supported financially by the European Union, France, Norway, Sweden, the Department for International Development, the Nordic Development Fund and the United States Agency for International Development. Funding focused on supporting investments in physical infrastructure and human capacity for the generation and packaging of climate information and the development of climate information services, research and analysis to support policymaking on the continent and climate governance processes. This phase came to an end in 2016 with an increasing need for an extension and expansion of the programme to address the changing landscape of climate change and development contexts on the continent, within the overall post-2015 regional and global development agendas.

2 Repositioning ACPC



While addressing the above objectives, ACPC is currently refocusing its programme to align with the emerging issues in climate governance, and other global and regional development frameworks, with a view to incorporating such frameworks into national development policies and programmes.

With the adoption of Agenda 2063, the 2030 Agenda for Sustainable Development, the Sendai Framework and the Paris Agreement, which set new targets for sustainable development, disaster risk management and climate change, ACPC needs to reposition in order to ensure that it continues to fulfil its mandate to serve African member States. Owing to the increasing complexity of climate change challenges, policy analysis support must be provided to Africa's decision makers in developing response strategies, with a view to keeping development and economic growth on track in the face of a changing climate. In particular, the challenge of mainstreaming climate change into development and implementing the intended nationally determined contributions under the Paris Agreement will be even more complex.

Africa needs to contribute to the global climate change response in the context of the United Nations Framework Convention on Climate Change, as well as the scientific discourse on which the climate narrative is founded. African policymakers, researchers and scientists require mechanisms and institutional support to participate in the Intergovernmental Panel on Climate Change and global climate change debates. This requires institutions, such as ACPC, that have programmes that are conceptually focused on addressing broader policy questions.

The comparative advantage of ACPC in terms of providing applied policy analysis and strategic support has been demonstrated. The evidence for this includes:

- Increasing number of requests for policy support from member States, including requests for support with the development of climate strategies, intended nationally determined contributions and national climate policies;
- Phenomenal growth in the number of participants attending the Conference on Climate Change and Development in Africa, which is held annually;
- Support provided by ACPC to the African Group of Negotiators during the negotiations of the United Nations Framework Convention on Climate Change.

As the Secretary-General of the United Nations noted on 18 January 2016, “the Paris Agreement was adopted just after the 2030 Agenda for Sustainable Development. These are twin plans for transformative progress. The Sustainable Development Goals are the vision. Climate change is the commitment. This vision and commitment should go hand in hand; they are all part of the grand design. They should complement each other. If we do not implement the climate change agreement, the 17 Goals will not be fully implemented.”

This observation makes it clear that the achievement of the Paris Agreement’s climate goals will be central to the achievement of the Sustainable Development Goals. However, the implementation of the Paris Agreement in Africa calls for the resolution of complex challenges and the development of new policies in the areas of transport, energy, health, agriculture, water, infrastructure, forestry and indeed in all climate-sensitive development sectors, for which the continent does not have adequate capacity. Meanwhile, climate change will continue to strain existing capacities in all sectors to the limit. Already, the continent is struggling to respond to the rising number of extreme climate events, cope with population movements catalysed by climate change, re-plan rural and urban settlements, plan energy provision, and generally climate-proof its economies.

The year 2015 was a watershed year in the global development arena. Africa’s development blueprint, the African Union’s Agenda 2063, was adopted by Heads of State and Government in January 2015. The Sendai Framework for Disaster Risk Reduction 2015-2030 came into force in March 2015, replacing the Hyogo Framework for Action. This was followed by the adoption of the 2030 Agenda for Sustainable Development six months later in September. The Paris Agreement was concluded in December of the same year. These multilateral agreements all reaffirmed the interlinkages between the environment and sustainable development.

ACPC will build on existing successes and lessons learned from phase 1 of ClimDev-Africa and respond to the emerging strategic and operational landscape of addressing climate challenges in decision-making. It will continue to support decision makers in calibrating economic and development processes with quality policy analysis while contributing to the delivery of sustainable development pathways by ECA to member States for low-carbon climate-resilient development. In this context, ACPC has the following vision, mission and strategic goals:

Vision

To make Africa's development sustainable, inclusive and climate-resilient.

Mission

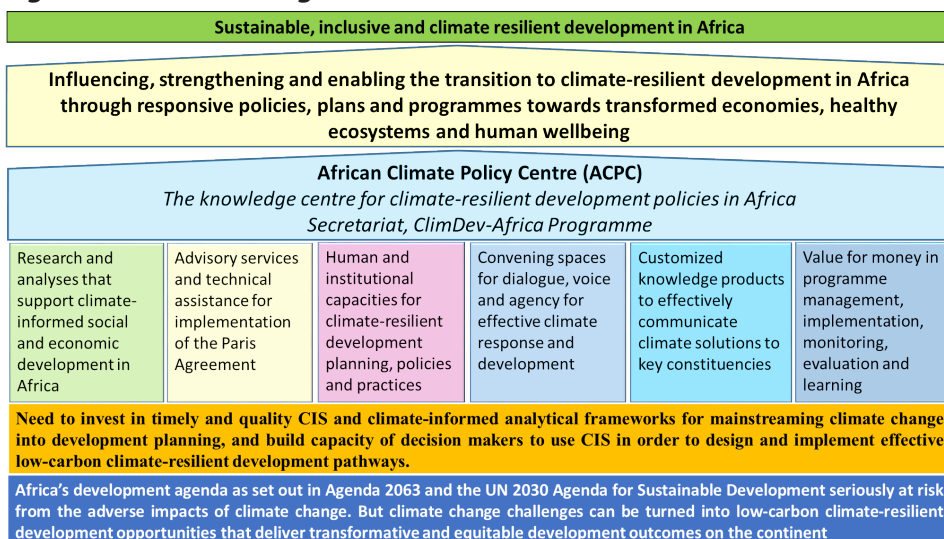
To influence, strengthen and enable the transition to climate-resilient development in Africa through responsive policies, plans and programmes towards transformed economies, healthy ecosystems and human wellbeing.

Goals

To achieve its vision and mission, ACPC will:

- Conduct research and analysis in support of climate-informed social and economic development in Africa;
- Provide advisory services and technical assistance for the implementation of the Paris Agreement;
- Strengthen and develop human and institutional capacities in member States for climate-resilient development planning, policies and practices;
- Design and convene dialogue spaces for building and fostering strategic alliances and partnerships towards effective climate response and development, and catalyse Africa common positions;
- Generate, manage and customize knowledge products to effectively communicate climate solutions to key constituencies;
- Ensure value for money in programme management, implementation, monitoring, evaluation and learning.

Figure 1: ACPC's strategic framework

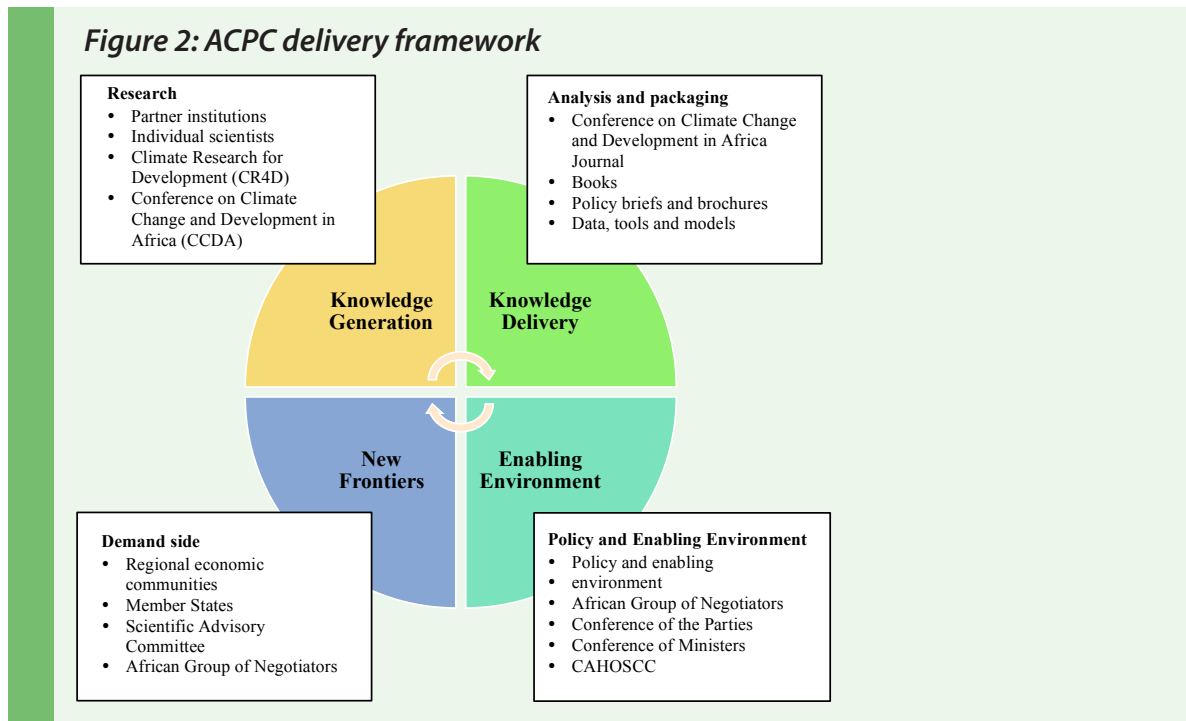


3 ACPC delivery framework and operational model



ACPC has developed a delivery framework and operational model to support its new strategic direction. The delivery framework (see figure 2) builds on ClimDev-Africa's experiences and capitalizes on the comparative advantages of ACPC as a Pan-African centre within the United Nations Economic Commission for Africa.

Figure 2: ACPC delivery framework



ACPC will enhance its analytical capacity in pursuit of its objective to be a leading climate policy and resource centre on the continent. This role will build on strengthening networks and partnerships for the generation, analysis and packaging of climate information encapsulated in ClimDev-Africa, Weather and Climate Information Services for Africa (WISER), the Africa Climate Resilient Investment Facility (Afri-Res) and other projects. This will further be enhanced by the analytical capacities provided by its experienced professional staff, with expertise in diverse climate relevant fields.

In addition to the production of knowledge products on climate change, ACPC will also engage the African scientific community in the production and dissemination of up-to-date research findings on climate change; the publication of influential outputs such as books, journals and policy papers; and the convening of

ACPC will engage the African scientific community in the production and dissemination of up-to-date research findings on climate change, and the convening of regular scientific forums to promote debate and exchange of information among researchers, scientists, policymakers and other stakeholders.

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Nationally determined contributions, which came into being with the entry into force of the Paris Agreement, are an important tool for mainstreaming climate change into development policies, especially in cross-sectoral integration of climate change, which was not possible in earlier climate change response initiatives, such as national adaptation plans, national adaptation programmes of action and nationally appropriate mitigation actions. ACPC can catalyse such integration by developing and refining mainstreaming approaches, implementing training and capacity-building programmes, and supporting policy processes at various scales. As a key centre of ECA, ACPC also engages with African ministers of finance and economic planning at the annual meetings of the Conference of Ministers regarding the mainstreaming of climate change into national development processes.

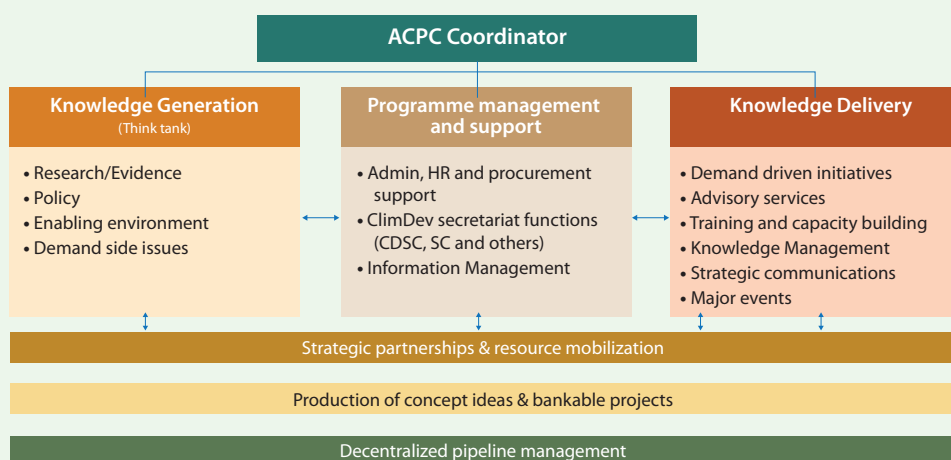
ACPC intends to strengthen its internal capacity to respond to the multiple requests for assistance received from member States and African stakeholders. The new delivery framework of ACPC will include a new frontiers component that will guide engagement with emerging climate change and development issues and the Centre's provision of services to member States on the basis of scientific information and expertise.

The delivery framework requires an operational model that guides the implementation of the different components. This model envisages an organizational set-up that ensures that the Centre operates as a think tank, generating analytical outputs to support the development and implementation of climate responses on the continent, and building on its management and communication capacities to deliver these analyses widely on the continent. The delivery model is designed to ensure optimum programme delivery and synergy within and outside of ECA, and prioritizes the development of operational efficiency and performance monitoring to ensure internal consistency.

3. ACPC DELIVERY FRAMEWORK AND OPERATIONAL MODEL

The specific structures and activities of the different components of the new ACPC operational model are illustrated in figure 3. There are six clusters in the ACPC operational model, as indicated in figure 3: knowledge generation; knowledge delivery (operations and performance); strategic partnerships and resource mobilization; programme management and support; production of conceptual ideas and bankable projects; and decentralized pipeline management. Details of the operational model are set out below.

Figure 3 : ACPC operational model



Knowledge generation

ACPC will continue to develop its capacity to lead the development of Africa's climate and development, policy, science and practice. In its applied policy function, this will transcend the boundaries of deploying climate science in ways that will lead to climate-resilient development and guide the transition to low-carbon development, through enhancing the capacities of African countries to better manage climate change risks and opportunities. In the current context, the Centre will support Africa's structural transformation agenda. This will include research and analytical support for the development of Pan-African initiatives such as the African Renewable Energy Initiative, the Africa Adaptation Initiative, and the Africa Adaptation in Agriculture Initiative. ACPC will continue to engage in ongoing policy

research and analysis on specific themes defined by its various constituencies and stakeholders in climate change policy on the continent.

Knowledge delivery

This cluster aims to provide an efficient and integrated management framework for the delivery of demand-driven advisory services and technical assistance to member States and stakeholders; the provision of coordinated training and capacity development on mainstreaming climate change policy into national and regional development planning; and synergistic implementation, monitoring, evaluation and reporting of the Centre's work programme.

To provide effective services to member States and regional stakeholders, this cluster will put in place a delivery framework to ensure that any assistance provided to member States is aligned with their national development goals and delivered in a way that optimizes the synergy between ACPC, the various subprogrammes of ECA and other external operations. The cluster will also oversee the application of the monitoring framework and evaluation approach developed by ACPC in the context of phase 1 of ClimDev-Africa, to ensure that the impact of services delivered is monitored, evaluated and reported in line with the ECA programme performance dashboard.

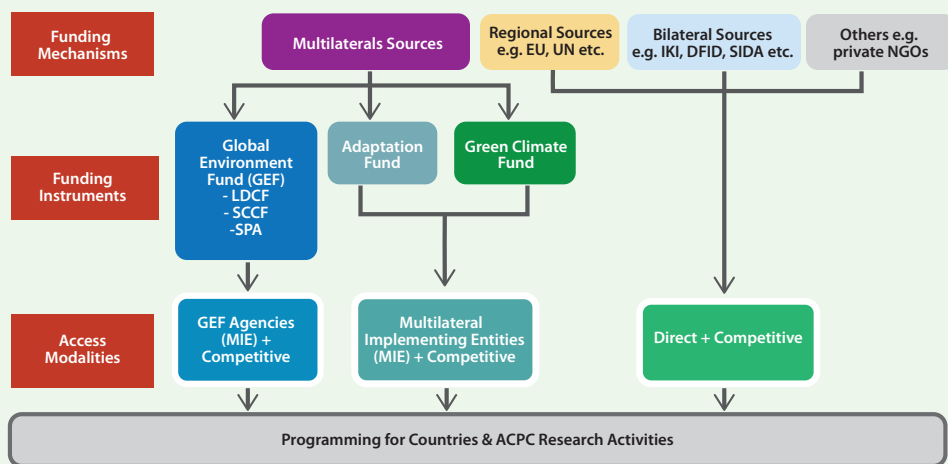
Strategic partnerships and resource mobilization

ACPC will continue to build and foster strategic partnerships, both internal and external, for the delivery of its core business and in capitalizing and harnessing emerging opportunities crucial for serving member States.

Partnerships will be explored at three interfaces (figure 4) involving ACPC's major stakeholders within the ClimDev-Africa consortium, intra-ECA, and with development and implementing partners. Within the ClimDev-Africa consortium, enhanced partnership and better programme delivery will serve three purposes:

- i. Joint planning, programming, implementation and reporting;
- ii. Developing more collaborative flagship projects;
- iii. Increasing the visibility of ClimDev-Africa, WISER, Afri-Res and other projects.

Figure 4: Landscape for resource mobilization from various sources and access modalities



Programme management and support

Programme management and support will focus on realizing value for investments through continuous tracking of progress towards results by applying project and portfolio management policies, processes and methods. This will be achieved through quality assurance to ensure timely, cost-effective and relevant service delivery, risk management, monitoring and evaluation, learning and information management.

Production of conceptual ideas and bankable projects

ACPC will assist Governments in making informed choices regarding ideas, lessons learned and best practices that could be translated into projects for investments in order to build economies resilient to climate change.

Decentralized pipeline management

The financial resource requirement per pipeline will be based strictly on pre-determined results that will involve certain changes or benefits to end-users and the availability of resources.

The background of the entire page is a light blue gradient. Overlaid on this are several elements: a pattern of white binary digits (0s and 1s) of varying sizes, some of which are semi-transparent; a dark blue horizontal band across the middle; and stylized green leaves and grass. The leaves are on the left side, and the grass is at the bottom. The text '4 Focus areas' is centered within the dark blue band.

4 Focus areas

The repositioning of ACPC does not necessarily entail a sharp departure from its core mandate of improving climate information services, but rather a repositioning of its focus towards the uptake and utilization of climate information services for development in response to contemporary needs and contextual changes in the developmental landscape and Africa's aspirations. This is as a result of the need to rapidly improve the uptake and utilization of climate information services for development. The implementation of ClimDev-Africa shows that after decades of investment in improving the production of climate data and information, Africa is still unable to address climate change impacts effectively because much of the infrastructure needed to numb climate impacts and exploit climate opportunities is inadequate. This underscores the motivation behind the repositioning of ACPC, which seeks to provide strategic support to member States as they implement the Paris Agreement.

In supporting member States, climate information services will constitute the entry point and launch pad for ACPC to achieve climate-smart investments, especially in infrastructure in key sectors such as water, energy, agriculture and transport. These four sectors have strong coalescing capacities for integrated responses with other sectors such as health, tourism, land use change and waste management, and in using the nexus approach for harnessing emerging opportunities. The five focus areas of the ACPC strategy identified below are tailored to drive the realization of climate-smart investments in these four key sectors. The application of the focus areas will be fully aggregated and tailored under key catalytic pillars of development for the realization of Agenda 2063, the 2030 Agenda for Sustainable Development, the Sendai Framework and the Paris Agreement.

Focus area 1: Research and analysis in support of climate-informed sustainable development

ACPC will work closely with ECA divisions and other networks and partners in undertaking research and analysis to support climate-smart development. ACPC will seek to strengthen its analytical contribution to key issues that will support the implementation of the Paris Agreement to achieve the goals of limiting global warming, and prioritize the linkages between climate change and development in the context of Agenda 2063 and the 2030 Agenda for Sustainable Development.



Under this focus area, ACPC will:

- Integrate climate change within the ECA work programme;
- Understand the trade-offs and benefits of climate-smart infrastructure across social, economic and environmental systems;
- Explore inter-relationships using the nexus approach in harnessing opportunities across systems, sectors and landscapes for climate-smart investments;
- Facilitate low-carbon development and climate-resilient investment.

Focus area 2: Advisory services and technical assistance for the implementation of the Paris Agreement to enhance climate-smart development

The delivery of ACPC support is framed within the context of the Paris Agreement, which seeks to limit the increase in the global average temperature to 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5 °C above pre-industrial levels. The Paris Agreement therefore signals a definitive shift towards a low-carbon economy. However, turning this agreement into genuine action will be a challenging process. The post-Paris global climate governance framework is likely to see the rapid emergence of mitigation measures through nationally determined contributions as the major mechanism for achieving global climate goals. Nationally determined contributions will entail greater alignment

4. FOCUS AREAS

between climate and development goals. Such alignment, as well as measurement of progress towards achieving the goals, will require significant investments in rationalized implementation and assessment methodologies.

A key function of ACPC will be to provide advisory services to member States and other stakeholders on the implementation of nationally determined contributions. ACPC service provisions have mostly been demand-driven, with a focus on actions for which its stakeholders lack adequate capacities and resources. One such service, for instance, was the provision of support for the preparation of intended nationally determined contributions to member States in the lead-up to the Conference of the Parties to the UNFCCC. The Centre has also supported several African countries, including African Small Island Developing States, to develop climate policies and strategies. This advisory role will expand with the implementation of the Paris Agreement. ACPC will use its strategic location within ECA, which is leading the process of aligning the Sustainable Development Goals with Agenda 2063 and developing programmes to assist countries to report on progress towards the goals of both frameworks, to ensure the mainstreaming of climate change into the appropriate development processes.

Under this focus area, ACPC will:

- Assist member States with the implementation of nationally determined contributions for climate-smart investment in key development sectors (water, energy, agriculture, and transport);



- Enhance preparedness and programming for resource mobilization by countries for the implementation of nationally determined contributions in key development sectors;
- Assist member States with the implementation of the United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation and the Role of Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks in Developing Countries (REDD+), as well as other adaptation and mitigation measures, to boost climate-smart development.

Focus area 3: Develop human and institutional capacities for climate-smart investment in member States

There is an urgent need to strengthen, enhance and scale up the human and institutional capacities in member States to plan, design and implement climate resilient development policies.

According to the 2016 African Capacity Index of the African Capacity Building Foundation (ACBF), over 97% of forty-four (44) African countries surveyed, have very good policy environment and processes for the implementation of capacity building. However, very few countries (less than 16%) have committed and implemented resources to achieve planned outcomes. Therefore, very few African institutions are producing enough skilled human resources to meet market demand for skills in climate planning, science and engineering.



ACPC will take advantage of ECA's knowledge delivery and capacity-building mechanisms and approaches to contribute to building, enhancing and strengthening the capacity of institutions and key stakeholders at the local, national and sub-regional levels. Target beneficiaries will include: national meteorological and hydrological services, regional climate centres, policy-makers and legislators, youth, civil society, media and the private sector.

Under this focus area, ACPC will:

- Build capacity and skills sets for policy-makers in public and private sectors, legislators and non-State actors;
- Build national capacity for measuring, reporting and verification, project management and implementation;
- Strengthen institutions and the enabling environment for planning and implementation of climate smart-investments.

Focus area 4: Spaces for science, policy and practice dialogues to catalyse common positions in support of Africa's development agenda

Through its engagement with policy and implementation, and learning from experiences in the field, ACPC will explore new frontiers of knowledge that enhance Africa's development. These activities will contribute to shape the narrative that represents Africa's perspectives in different discourses. ACPC will maintain and deepen existing partnerships, and develop new ones.

Under this focus area, ACPC will:

- Convene dialogues on science, policy and practice for climate response;
- Build consensus and advocate key African positions in multilateral processes and negotiations;
- Provide support and technical backstopping for the African Group of Negotiators.

Focus area 5: Support generation, packaging and dissemination of knowledge products to key constituencies for climate-smart development

This focus area will generate and deliver knowledge on climate solutions in ways that advance the integration of climate change into development policies, strategies, plans and application.

Under this focus area, ACPC will:

- Establish a resource platform for organizing and disseminating climate data, information and knowledge;
- Facilitate peer learning, development of best practices and outreach programmes among producers and users of climate information;
- Provide advisory and technical services for effective strategies to communicate climate solutions.

Focus area 6: Value for money in programme management, implementation, monitoring, evaluation and learning

Implementation of the strategy will be through a five-year implementation plan guided by a performance operational model designed to ensure value for money from efficient programming and synergy with other programmes within and outside of ECA.

The programme delivery will be informed by a monitoring, evaluation and learning framework, based on the logframe for the implementation plan. It addresses the gathering of information on baselines, indicators and milestones and also provides a way of recording the impacts of the assumptions and risks identified.

About ACPC

The African Climate Policy Centre (ACPC) is a hub for demand-led knowledge on climate change in Africa. The Centre addresses the need for greatly improved climate information for Africa and strengthening the use of such information for decision making, by improving analytical capacity, knowledge management and dissemination activities.

Supported by



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