

A Guide to Collaborative Multi- level Governance for

Climate Resilient Development



Helping national and subnational governments work collaboratively on climate resilient development policies, plans and strategies, through multi-level governance (MLG).



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Introduction

This guide is based on findings derived from the **Improved Municipal Planning in African CiTies for a climate resilient urban future – IMPACT** – project, analysed with ICLEI Africa and IMPACT partners’ extensive experience in urban climate resilience field, as well as the literature.

The IMPACT project aimed to explore multi-level collaboration mechanisms and their ability to enable climate resilient development in African cities, and uncover what the barriers and opportunities are to the implementation and maintenance of these collaboration mechanisms.

Finding solutions to the complex and multi-dimensional sustainability challenges faced by African cities, which are made significantly worse by climate change, requires a multi-level governance (MLG) approach (Otto-Zimmermann, 2011). Multi-level governance harnesses the cross-scale and cross-discipline relationships necessary for inclusive governance and decision-making that builds local level climate resilience. A Whole-of-Government approach is needed whereby ministries, public administrations and public agencies align their efforts in order to achieve maximum effectiveness. Collaborative governance can improve municipal planning and, in turn, increase the resilience of cities to the impacts of climate change and numerous social and developmental challenges.

How cities evolve and develop matters to building a climate resilient future, and it will also determine the feasibility of sustainable economic development of a country. It is projected that approximately 30 billion people will urbanise between 1950 and 2030 and the majority of urbanisation occurring in Africa and Asia, in cities that are the least equipped in terms of governance, infrastructure and economy to absorb this staggering growth. The transition in African is projected to see the urban population rise from approximately 33 million in 1950 to 744 million in 2030, and over 1.2 billion by 2050. Cities are particularly vulnerable to the effects of climate change, given their relatively large populations, exposed infrastructure, high degree of economic activity, and concentration of poor populations. Climate change poses a unique policy challenge to cities and subnational government, and presents an opportunity for national governments aiming to achieve ambitious climate policy goals. Central to this is the recognition that delivering policies, actions and strategies, is more effective when national and subnational government work together (Organisation for Economic Co-operation and Development (OECD), 2017). In its simplest form, multi-level governance means working together both vertically and horizontally across different levels of government, to deliver policies more effectively and build climate resilience.

This guide aims to help national and subnational governments work collaboratively on climate resilient development policies, plans and strategies, through multi-level governance (MLG). Multi-level governance (MLG) can be further enhanced by government championing a whole-of-society approach whereby meaningful participation of different stakeholder (public and private) in collective forums are engage in consensus-oriented decision making. This guide includes tools, methods and tips for effective multi-level governance (MLG) collaboration for climate resilient development. Although our findings are based on deep-dive experience in two African cities, and further enhanced with experience in other African cities, most elements of this guide would be useful to those working on multi-level governance (MLG) in other global contexts.

How to use this guide

The guide consists of six chapters. Each chapter provides the reader with a section on “what you will learn in this chapter”; “why it is important”, and “what can be done”.

- 1 Chapter 1** begins with a general overview of global warming and climate change, setting a common understanding around climate change concepts.
- 2 Chapter 2** provides information about the Intergovernmental Panel on Climate Change (IPCC) and the global climate policy landscape that is guiding climate change related policies in most countries.
- 3 Chapter 3** focuses on alignment of country efforts under the 2030 Agenda for Sustainable Development, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction. This chapter introduces the concept of alignment as it relates to these policy processes.
- 4 Chapter 4** follows on and explores how countries can get started on aligning different subnational policy processes specifically with their National determined contributions (NDCs) by defining alignment objectives, identifying entry points and putting enabling factors in place.
- 5 Chapter 5** unpacks collaboration and how collaboration can enhance measures for effectiveness related to climate resilient development.
- 6** Lastly, **Chapter 6** looks at how multi-level governance is instrumental in ensuring effective and responsive urban climate resilient development.

Chapter 1

Demystifying confusing climate change terms

Impacts related to climate change are evident across regions and in many sectors important to the functioning of a city, such as human health, agriculture and food security, water supply, transportation, energy, and ecosystems, and are expected to become increasingly disruptive in the coming decades. As decision makers are required to respond to the impacts and risks associated with climate change, it is important to understand the causes and consequences of climate change.



1.1. What you will learn in this chapter

The following chapter will help support national and subnational stakeholders with developing a common understanding of key terms used in the field of climate change; namely “weather” vs. “climate” and “adaptation” vs. “mitigation”.

1.2. Why is this important

Language and the differing use of terms is a common problem in the climate change field. It is often assumed that everyone interprets a word or phrase in the same way. This creates problems when needing to collectively implement policies or plans. This section can be used to define what key climate change terms mean, based on widely accepted definitions.

1.3. Understanding climate change

1.3.1. ‘Weather’ and ‘climate’, what’s the difference?

Although the terms ‘weather’ and ‘climate’ are often used interchangeably, they refer to two very different phenomena. ‘Weather’ is best defined as the state of the atmosphere at a particular place and time. When we speak of weather, we refer to daily temperature fluctuations, daily rainfall patterns and humidity levels as well as the amount of cloudiness on a given day.

‘Climate’ differs from ‘weather’ in that it is defined as the prevailing weather conditions or trends for a specific geographical region over a long period of time (usually about 20 to 30 years). Climate information includes statistical weather data that tells us about the normal weather for a location, as well as its range of weather extremes (National Snow and Ice Data Center (NSID), 2020).

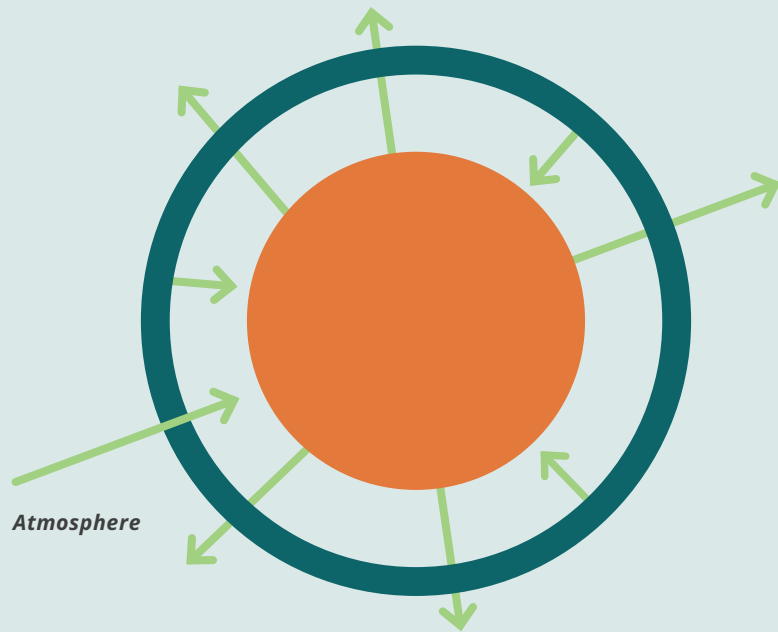
1.3.2. The greenhouse effect and global warming

In order to understand climate change, it is first necessary to understand the ‘greenhouse effect’ and why Greenhouse gases (GHGs) such as carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄) and water vapour (H₂O) are important. The greenhouse effect is a naturally occurring phenomenon. As energy from the Sun enters the Earth’s atmosphere, some of it is reflected back into outer space, while some is trapped by Greenhouse gases (GHGs) by the presence of Greenhouse gases (GHGs). This flow of energy traps enough heat in the atmosphere to warm the Earth sufficiently to allow for life to flourish. This is known as the greenhouse effect.

FIGURE 1.1: THE GREENHOUSE EFFECT

Greenhouse effect

Some energy from the sun is reflecting and some stays in the atmosphere as heat.

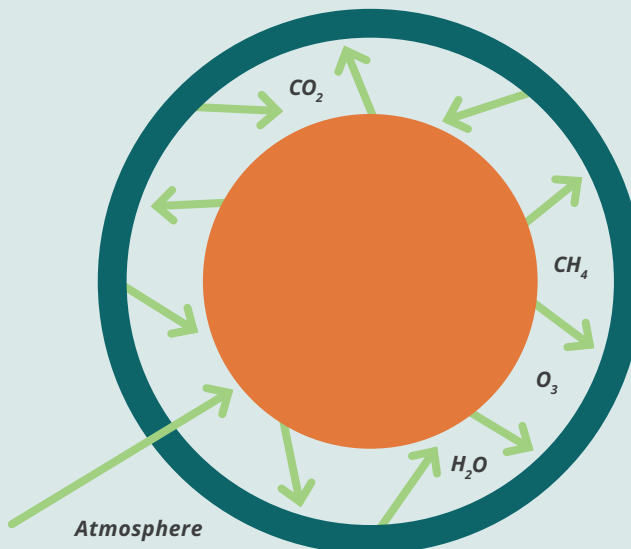


Since the industrial revolution (1760 – 1840), human activities that rely on fossil fuels (such as coal, oil and natural gas) are increasing the number of Greenhouse gases (GHGs) in the atmosphere. These activities include the burning of coal to generate energy, driving of petrol- and diesel-powered automobiles, chemical processing in industry as well as many farming practices. This increase in Greenhouse gases (GHGs) in the atmosphere is causing more of the sun's energy to become trapped in the atmosphere. The effect may be likened to adding a blanket that is getting thicker and thicker as more Greenhouse gases (GHGs) are released into the atmosphere, trapping more heat. This heat disrupts the delicate balance required to keep the Earth's atmospheric temperature at a constant. The warming of the Earth's atmosphere is called 'global warming'.

FIGURE 1.2: GLOBAL WARMING

Global Warming

Increased levels of CO₂ and other greenhouse gasses trap more heat in the atmosphere.



1.3.3. What is climate change?

As the number of Greenhouse gases (GHGs) in the Earth’s atmosphere increases, so too does the average atmospheric temperature. This in turn impacts regional climate systems, with some areas experiencing an increase in temperature combined with an overall drying effect, resulting in a marked decrease in rainfall, increase in droughts and heatwaves/ fires. Other areas may experience an increase in temperature with an overall increase in moisture resulting in increases in incidences of rainfall, storms and floods. The shift in global and regional climate patterns as a result of the increase in Earth’s average atmospheric temperature is known as ‘climate change’.

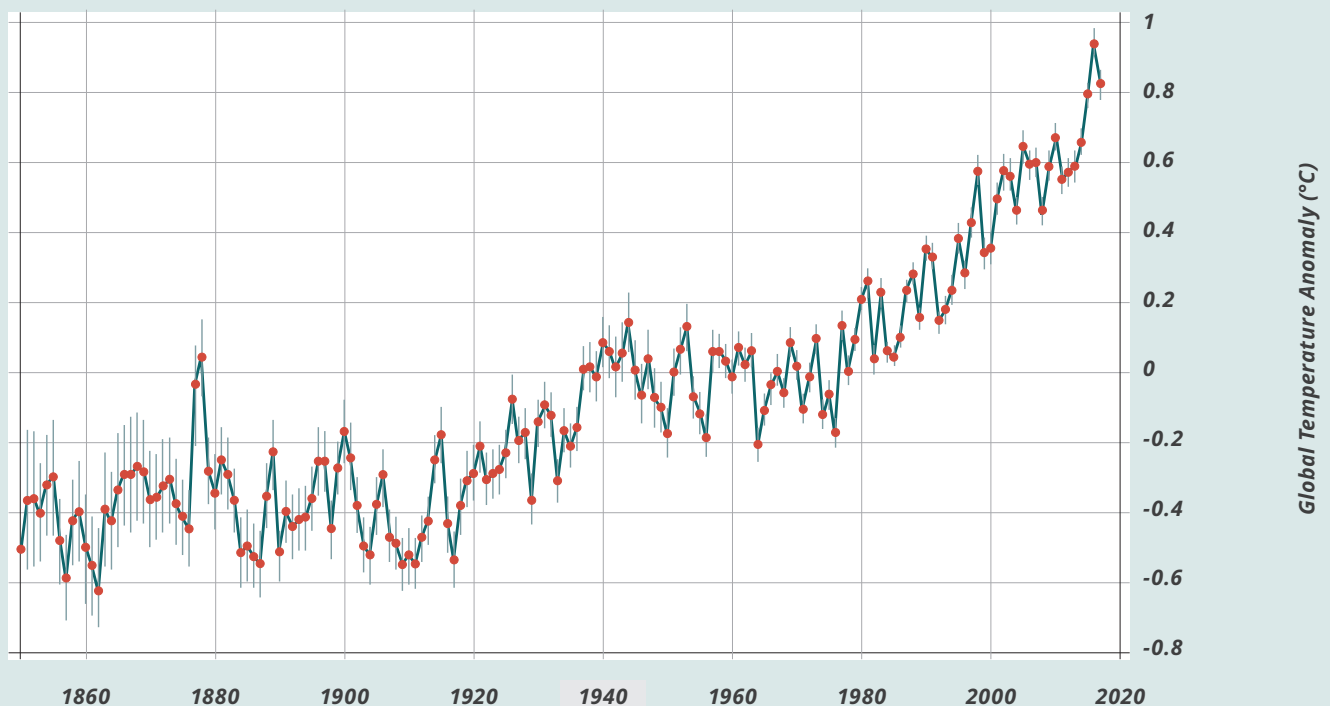
1.3.4. The impacts of climate change on a global scale

As previously noted, shifts in the Earth’s climate as a result of global warming manifest differently in various regions around the world. However, there are a number of common trends which are experienced throughout the world regardless of location.

Firstly, the entire globe is experiencing an increase in atmospheric temperature. Studies indicate that over the past 5000 years the Earth’s temperature has fluctuated within a 0.5°C range. Since the industrial revolution, it has increased dramatically, as illustrated in Figure 3.

FIGURE 1.3: CHANGES IN THE EARTH’S ATMOSPHERIC TEMPERATURE 1850 – 2017 (BERKELEY EARTH, 2020)

Global Average Temperature 1850 - 2017



- Land data prepared by Berkeley Earth and combined with ocean data adapted from the UK Hadley Centre
- Global temperature anomalies relative to 1951-1980 average
- Vertical lines indicate 95% confidence intervals

While the increase in temperature does not appear to be major, it has been sufficient to melt the Earth's polar ice caps, causing sea-levels to rise. This has major implications for local governments located along coastlines as low-lying areas then become increasingly flood prone. Additionally, as the oceans' average temperature rises, they become more acidic and less able to absorb significant quantities of Greenhouse gases (GHGs) emissions. This negatively affects coral reef systems (causing 'coral bleaching') and thus the oceans' ecosystems, which has a negative effect on fish populations. This in turn impacts on people who rely on the oceans for food (in the form of fish) as well as tourism, which supports local economies and livelihoods. Coral bleaching has been reported in the Seychelles in 2002, 2003 and 2010, impacting fish species' habitats and population size. Ultimately, this could not only impact the Seychelles but fish populations between the Seychelles, Madagascar and the Mozambique Channel.

The increase in the Earth's atmospheric temperature also has an impact on global rainfall patterns. Evaporation and transpiration rates have been altered, which in turn affects the amount of moisture in the soil and air. The net effect of this is either an overall drying, such as what is predicted for the Sub-Saharan region, or an overall increase in moisture, such as what could potentially be the case for the tropical belt. Either way, rainfall patterns are likely to be disrupted in the form of shifts in their timing, changes in seasonal rainfall and in the intensity and frequency of rainfall events.

The final impact of global climate change is the increase in the intensity and frequency of extreme weather events. As the Earth's climate becomes increasingly unstable, extreme weather events have been observed with increasing regularity by climate scientists. In 2018, more than 60 million people were affected by extreme weather and natural hazards, with even more in 2019. These included tropical cyclones such as Cyclone Idai which made landfall in Beira, Mozambique in March 2019, killing more than 1 300 people and causing more than US\$ 773 million in damage including damaging or destroying more than 100 000 homes; heatwaves such as that which occurred in July 2019 in Europe, which resulted in the deaths of 567 people from heat stress; and widespread fires due to increasing temperatures and drying such as the fires that raged in Australia in the 2019/2020 summer, killing 28 people, destroying one in every 10 000 homes and causing an estimated US\$ 3 billion in damages.

1.4. What can be done

Ensure that everyone knows the appropriate terms within the context and are able to utilise them appropriately, interactive games (see case study below) can help support stakeholders with developing a common understanding of key terms used in the climate change field.



CASE STUDY

The Language Divide: A Game Exploring Confusing Terminology

While it's often assumed that everyone interprets a particular term in the same way, different people from different disciplines often attribute different meanings to the same phrase. This can be problematic when various actors are collectively implementing a plan or policy, as if their understandings of the problem differ, they'll approach it differently too. ICLEI Africa's Urban Natural Assets for Africa (UNA) teams make use of a simple terminology game to resolve language discrepancies so that stakeholders can streamline their efforts. The aim isn't to attribute one "correct" definition to words, but rather to simply help players to recognise that not everyone interprets common nature-related phrases the same way.

In this exercise, complex umbrella terms, like "biodiversity", "natural assets", "adaptation" and "mitigation" are written on large sheets of paper. A number of related phrases, like "bird species", "wetlands" and "carbon trading", are printed on smaller cards, alongside a few unrelated phrases, too. Players are then asked to align the smaller cards with the overarching themes – to place "wetlands" under "natural assets", for instance. Once placements have been made, the group discusses their choices, and the facilitator cultivates a safe place for reflection, evaluation and the co-creation of knowledge (ICLEI CBC, 2019).

(For more information see ICLEI CBC. 2019. Handbook 8: Capacitating cities: Creating spaces for reflection and effective dialogue in sub-Saharan Africa, in The value of urban natural assets when planning for resilient Africa cities: consideration and decision-making processes. Cape Town, South Africa: ICLEI CBC.)

Chapter 2

Walking the urban climate resilience path

Urban climate change resilience refers to the ability of cities to manage the threats an increasingly urban population faces due to climate change and associated risks. In order for cities to manage these associated climate change threats and associated risks, it is important to understand what is guiding climate change related policies of most countries for the foreseeable future.



2.1. What you will learn in this chapter

National and subnational governments, the private sector and communities need to urgently act in order to halt climate change and deal with the impacts, this is also fundamental to successfully achieving all Sustainable Development Goals (SDGs). The Paris Agreement, the 2030 Agenda for Sustainable Development and the Sendai Framework for Disaster Risk Reduction, provide the foundations for sustainable, low-carbon and resilient development.

2.2. Why is this important



We need a rapid and deep change in the way we do business, how we generate power, how we build cities, how we move, and how we feed the world... If we want change, we must be that change. Choosing the path of hope is not the job of one person, one industry or one government alone. We are all in this together... We have the tools, we have the science, we have the resources. Let us show we also have the political will that people demand from us. To do anything less will be a betrayal of our entire human family and all the generations to come."

– H.E. Mr. António Guterres, Secretary General of the United Nations, opening remarks at 25th Conference of the Parties to the United Nations Climate Change Convention (COP25) UN

"Fighting climate change is everyone's task", was the tagline associated with the COP25 Climate Conference in Chile in December 2019. 'Everyone' was understood to mean national governments, the private sector, non-governmental organisations, communities and individuals (Jackson and De Conick, 2019). But effectively fighting climate change includes the participation of a type of actor often overlooked as a driver of climate resilience – authorities at the subnational level. As key drivers in strengthening local resilience to climate change and as contributors to the long-term global responses to climate change to protect people, livelihoods and ecosystems, it is important that one understands the global climate policy landscape and how local action contributes to the achievement of associated international agendas, agreements and frameworks.

2.3. The global climate policy landscape

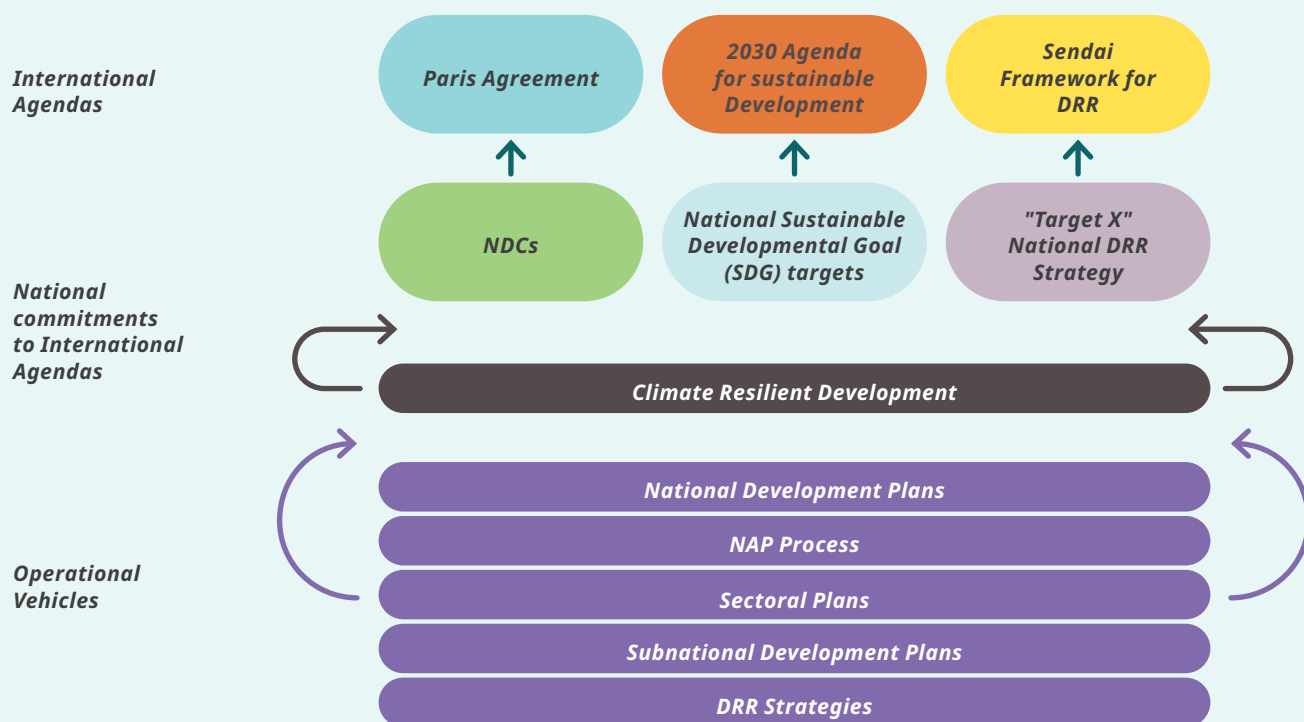
A description of key international agreements and frameworks are described below. As country leaders move towards more sustainable and resilient development, it is important to understand what international climate agreements and frameworks exist and how to localise them (Figure 2.1).

2.3.1. The Intergovernmental Panel on Climate Change (IPCC)

The Intergovernmental Panel on Climate Change (IPCC) is an independent body founded under the World Meteorological Organization and the United Nations Environment Programme (UNEP). The Intergovernmental Panel on Climate Change (IPCC) assesses the scientific literature and provides vital scientific information to the climate change process. The Intergovernmental Panel on Climate Change (IPCC) is known for its comprehensive assessment reports, incorporating summaries for policymakers from a synthesis report and are widely recognized as the most credible sources of scientific information on climate change.

The First Assessment Report in 1990 helped launch negotiations on the Convention. The 1995 Second Assessment Report, in particular its statement that "the balance of evidence suggests a discernible human influence on global

FIGURE 2.1: KEY INTERNATIONAL CLIMATE AGREEMENTS AND FRAMEWORKS AND HOW THEY ARE LOCALISED



climate", stimulated many governments into intensifying negotiations on what was to become the Kyoto Protocol. The Third Assessment Report, released in 2001, confirmed the findings of the Second Assessment Report, providing new and stronger evidence of a warming world. The Fourth Assessment Report (AR4), released in 2007, provided the scientific foundation for the Marrakech Accords. The Fifth Assessment Report, finalized in October 2014, informs the negotiations and policy formulation towards the Paris Agreement.

2.3.2. The United Nations Framework Convention on Climate Change (UNFCCC)

Based on the findings indicated in the First Assessment Report issued by the Intergovernmental Panel on Climate Change (IPCC) in 1990, the United Nations Framework Convention on Climate Change (UNFCCC) was established in 1992 and entered into force in 1994. The United Nations Framework Convention on Climate Change (UNFCCC) seeks to reduce atmospheric concentrations of greenhouse gases with the aim of preventing dangerous anthropogenic interference with earth's climate system. The United Nations Framework Convention on Climate Change (UNFCCC) puts the onus on developed countries to lead the way in reducing Greenhouse gases (GHGs) emissions as they are considered to be the source of the majority of historical Greenhouse gases (GHGs) as well the producers of a large portion of current Greenhouse gases (GHGs). The United Nations Framework Convention on Climate Change (UNFCCC) has 197 parties to the convention, who meet annually in Conferences of the Parties (COP) to assess progress in dealing with climate change.

2.3.3. The Paris Agreement

The Paris Agreement builds upon the Convention and for the first time brings all nations into a common cause to undertake ambitious efforts to combat climate change and adapt to its effects, with enhanced support to assist developing countries to do so. As such, it charts a new course in the global climate effort.

The Paris Agreement central aim is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. Additionally, the agreement aims to strengthen the ability of countries to deal with the impacts of climate change. To reach these ambitious goals, appropriate financial flows, a new technology framework and an enhanced capacity building framework will be put in place, thus supporting action by developing countries and the most vulnerable countries, in line with their own national objectives. The Agreement also provides for enhanced transparency of action and support through a more robust transparency framework (UNFCCC, 2018).

The most critical elements of the Agreement are outlined below:

- Limit global temperature increase to well below 2°C, while pursuing efforts to limit the increase to 1.5°C;
- Reach global peaking of Greenhouse gases emissions as soon as possible;
- Prepare, communicate and maintain a nationally determined contribution (NDC) and to actively pursue domestic measures to achieve this;
- Conserve and enhance natural Greenhouse gases sinks and reservoirs, such as forests;
- Enhance adaptive capacity, strengthen resilience and reduce vulnerability to climate change.

2.3.4. Agenda 2030

The 2030 Agenda on Sustainable Development was adopted by United Nation (UN) member states in September 2015. It is an agenda for people, planet and prosperity, which also “seeks to strengthen universal peace in larger freedom”. The Agenda is a global commitment to eradicate poverty and achieve sustainable development by 2030, ensuring that no-one is left behind. The adoption of the 2030 Agenda was a momentous achievement, providing for a shared global vision towards sustainable development for all.

2.3.5. Additional frameworks and agreements supporting global climate action

2015 and 2016 were years of great significance as the world’s governments agreed to not only sign the Paris Agreement but to implement the Sendai Framework for Disaster Risk Reduction (Sendai Framework) and the United Nations’ Sustainable Development Goals. These frameworks communicate a set of goals and targets that if achieved, will result in a future in which significant progress will have been made towards building climate resilience.

The Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity (Figure 2.2). These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

The Sustainable Development Goals (SDGs) work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The Sustainable Development Goals (SDGs) are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet. “Poverty eradication is at the heart of the 2030 Agenda, and so is the commitment to leave no-one behind,” United Nations Development Program (UNDP) Administrator Achim Steiner said. “The Agenda offers a unique opportunity to put the whole world on a more prosperous and sustainable development path. In many ways, it reflects what United Nations Development Program was created for.” (UN, 2020a)

Goal 13 calls for urgent action to combat climate change and its impacts. It is intrinsically linked to all 16 of the other Goals of the 2030 Agenda for Sustainable Development. To address climate change, countries have adopted the Paris Agreement with the aim to limit global temperature rise to well below 2 degrees Celsius (UN, 2020a).

FIGURE 2.2: THE 17 SDGS (UN, 2020B)

SUSTAINABLE DEVELOPMENT GOALS



The Sendai Framework for Disaster Risk Reduction

Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework) is the first major agreement of the post-2015 development agenda, with seven targets and four priorities for action. The Sendai Framework is a 15-year, voluntary, non-binding agreement which recognises that the State has the primary role to reduce disaster risk but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders. It aims for the following outcome:

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

The Sendai Framework is the successor instrument to the Hyogo Framework for Action (HFA) 2005-2015: Building the Resilience of Nations and Communities to Disasters. It is the outcome of stakeholder consultations initiated in March 2012 and inter-governmental negotiations held from July 2014 to March 2015, which were supported by the United Nations Office for Disaster Risk Reduction (UNISDR) upon the request of the United Nations General Assembly (United Nations Office for Disaster Risk Reduction (UNISDR), 2018).

2.4. What can be done

National policies have been established under these global agendas, agreements and frameworks, which outline country specific commitments, strategies and plans to meet the objectives that will contribute to the achievement of these global policies and plans. It is important to align local processes to these national processes to increase coherence, efficiency and effectiveness in building climate resilience.

Chapter 3

National policy alignment for climate resilient development


In 2015, the adoption of Agenda 2030 along with the 17 Sustainable Development Goals (SDGs), the Paris Agreement and the Sendai Framework suggested that there is a coherent international intention by country leaders to move towards more sustainable and resilient development. These international agreements and frameworks address common themes in the pursuit of more sustainable and resilient development, such as equity, and protecting the most vulnerable.

These international agendas, agreements and frameworks move away from the need for individual sector goals and the isolated approaches that characterised the Millennium Development Goal era to a more integrated one. Having created this new international framework, the next challenge is to implement these agreements in a coherent way at a country level with the aim of achieving climate resilient development.

National policies have been established under these global agendas (Figure 3.1), agreements and frameworks for countries, which outline individual commitments, strategies and plans to meet the objectives therein. These national policies include a range of strategies intended at achieving the sustainable development goals (SDGs); national adaptation plans (NAPs) and nationally determined contributions (NDCs) under the Paris Agreement; and disaster risk reduction (DRR) strategies under the Sendai Framework. These national policy processes further advance climate resilient development at a national and local level by facilitating a systematic approach to climate change in decision-making. By aligning these individual processes, an increase in coherence, efficiency and effectiveness towards resilient and sustainable development may be achieved.

FIGURE 3.1: NATIONAL POLICIES HAVE BEEN ESTABLISHED UNDER THESE GLOBAL AGENDAS, AGREEMENTS AND FRAMEWORKS FOR COUNTRIES, WHICH OUTLINE INDIVIDUAL COMMITMENTS, STRATEGIES AND PLANS TO MEET THE OBJECTIVES THEREIN





3.1. What you will learn in this chapter

A clear opportunity exists to streamline and leverage nationally determined contributions (NDCs), national adaptation plan (NAP) processes, the sustainable development goals (SDGs), and disaster risk reduction (DRR) plans to deliver climate resilient development, but the starting point for doing so may not be entirely clear. This chapter therefore aims to increase understanding of the concept of alignment for climate resilient development at the country (national and subnational) level.

3.2. Why is this important

While national government is usually responsible for developing, accessing finance and monitoring national adaptation plans (NAPs), nationally determined contributions (NDCs) and sustainable development goals (SDGs), the bulk of implementation will occur at the local level. Therefore, subnational governments have a crucial role in understanding these goals (Figure 3.2).

Subnational government authorities are often understaffed, yet dealing with a wide range of agendas and priorities coming from higher levels of government, and not always in a clear manner. Subnational authorities, especially in the Global South, have limited capacity for development planning and implementation, with the integration of climate change considerations presenting an additional challenge. However, given that they are “on the ground” and work closely with their local communities, they are often better equipped to address sustainable development in an integrated way. Subnational government does not view the process of development in terms of international agendas and commitments, but rather in terms of the changes in the lives of communities in their constituencies. National authorities therefore need to be cognizant of the additional burden that planning, implementing and monitoring processes associated with national adaptation plans (NAPs), nationally determined contributions (NDCs) and sustainable development goals (SDGs) can place on subnational government. However, the alignment of country efforts, working actively to align its programming activities, can reduce this burden, leading to increased capacity building, integrated planning and streamlined processes for accessing funds for implementation of climate resilient activities. It is of utmost importance that subnational government actors are involved in discussions about alignment of policies and program activities, as well as in the design of collaboration/coordination system mechanisms, to ensure that these reflect local realities and enable them to fully contribute to climate resilient development.

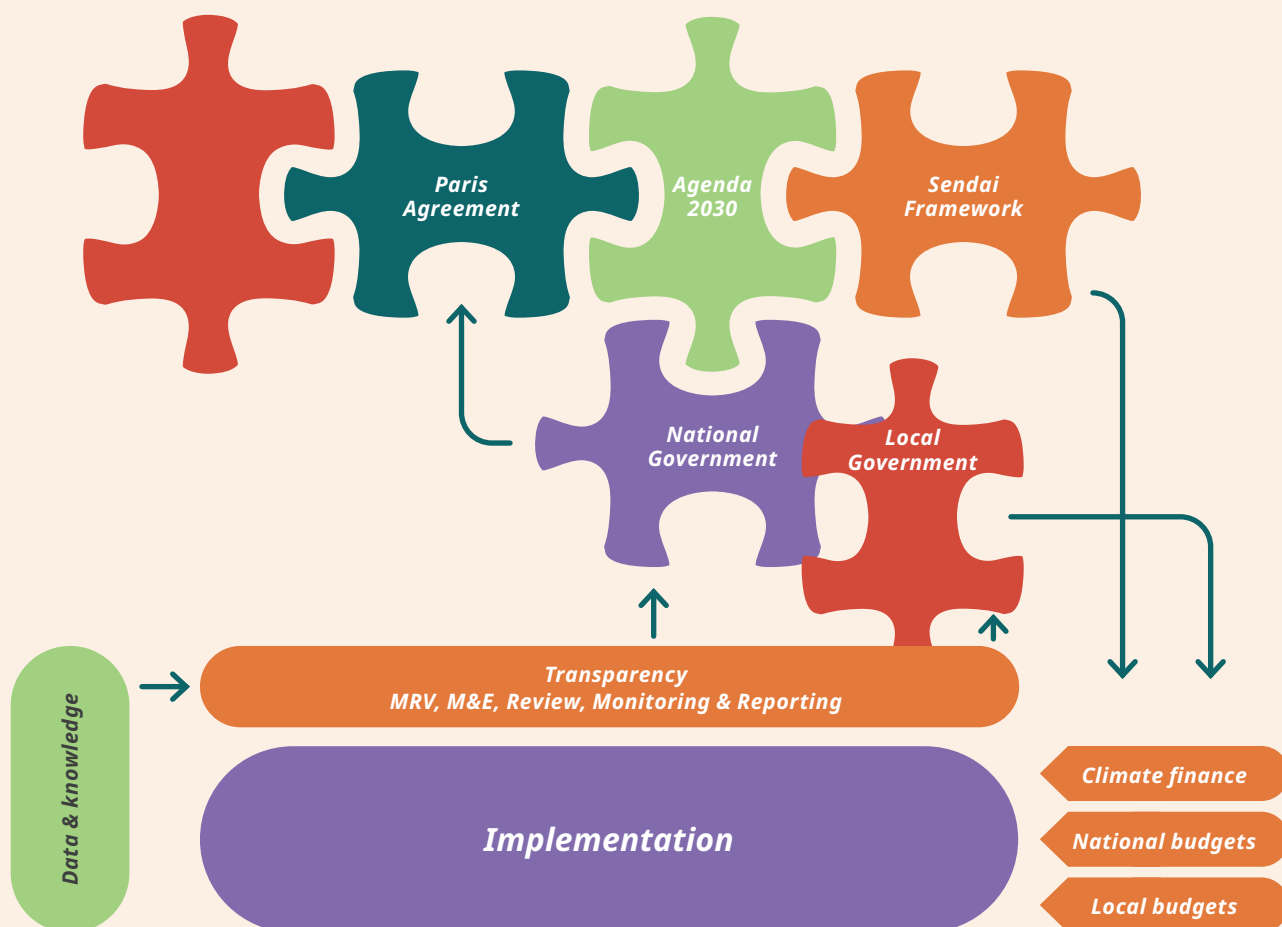


FIGURE 3.2: INTERNATIONAL COMMITMENTS AND WHY THEY MATTER TO SUBNATIONAL GOVERNMENT

3.3. How policies established at the global level frame individual country commitments

3.3.1. Country-led, context-specific policy processes

Within individual countries, national governments are working towards their commitments under the 2030 Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction (DRR). These are country-led, context-specific policy processes involving collaboration between different levels of governments, civil society and the private sector. These include the processes outlined below in Box 3.1.

BOX 3.1: COUNTRY-LED, CONTEXT-SPECIFIC POLICY PROCESSES INVOLVING COLLABORATION

<p>Strategies for achieving the sustainable development goals (SDGs)</p>	<p>These strategies identify country-specific targets and outline plans for achieving them. Country dependent this may involve standalone strategies or the integration of the sustainable development goals (SDGs) into national/local visions or development plans. Such strategies or plans will generally be led by the national government or ministries such as the ministry responsible for planning and/or economic development.</p>
<p>Nationally Determined Contributions (NDCs)</p>	<p>A country's Nationally determined contributions (NDCs) communicates individual contributions or efforts to meet the goals of the Paris Agreement. National targets set in Nationally determined contributions (NDCs) are to be updated every five years. So far 73 % of Nationally determined contributions (NDCs) have included information on adaptation and 41 % mention National adaptation plans (NAPs). The responsibility of engaging with the United Nations Framework Convention on Climate Change (UNFCCC), including the development of Nationally determined contributions (NDCs), usually sits with the Ministry of Environment or the planning ministry. Some countries are also developing practical strategies and plans for achieving the targets set out in their Nationally determined contributions (NDCs), these include Low Emission Development Strategies for climate change mitigation and national adaptation plans (NAPs), as described below.</p>
<p>National Adaptation Plans (NAPs)</p>	<p>National adaptation plans (NAPs) are national processes identify medium- and long-term adaptation needs. The objectives of the national adaptation plans (NAP) process are: "(a) to reduce vulnerability to the impacts of climate change, by building adaptive capacity and resilience; (b) to facilitate the integration of climate change adaptation, in a coherent manner, into relevant new and existing policies, programmes and activities, in particular development planning processes and strategies, within all relevant sectors and at different levels, as appropriate". National adaptation plans (NAPs) were initially introduced in the Paris Agreement as a contribution towards the global goal on adaptation. These are guided by the Technical Guidelines for the National Adaptation Plan Process developed by the Least Developed Countries Expert Group (LEG) under the United Nations Framework Convention on Climate Change (UNFCCC). The national adaptation plan (NAP) process is generally the responsibility of the Ministry of Environment. Some countries are making linkages between Nationally determined contributions (NDCs) and national adaptation plans (NAPs), with Nationally determined contributions (NDCs) communicating commitments towards adaptation and national adaptation plans (NAP) processes outlining how these commitments will be achieved.</p>
<p>National Disaster Risk Reduction (DRR) strategies</p>	<p>Disaster risk reduction (DRR) strategies include targets, indicators and timeframes aligned with Sendai Framework recommendations. Generally, strategies promote policy coherence and compliance most notably with the sustainable development goals (SDGs), the Paris Agreement, and between national and local level. The Disaster Risk Management Agency within the national government is usually responsible leading the develop of disaster risk reduction (DRR) strategies. Unfortunately for many countries, disaster risk reduction (DRR) and adaptation strategies are not coherent.</p>

While one often hears about mainstreaming of climate change adaptation in plans, policies and strategies to achieve sustainable or climate resilient development, alignment and mainstreaming are not the same process. It is important to note that while alignment and mainstreaming are related to each other they differ in their objectives.

Mainstreaming involves the integration of climate change considerations in planning, budgeting, implementation and monitoring processes.

Alignment is a process of identifying synergies between policy processes with common objectives to increase coherence, efficiency and effectiveness for improved climate resilient development. The process of alignment involves intentional coordination and collaboration among government actors across ministries and levels of government. Alignment looks at different policies or plans for common objectives and synergies. For example, the implementation of adaptation options for two sectors, such as agriculture and forestry, both may require that local stakeholders have access to improved water management practices for long-term sustainability. Therefore, an aligned approach could involve coordination of efforts to provide this service, to meet the needs for both agriculture and forestry management. Alignment therefore should be accompanied by continuous review and monitoring.

3.3.2. Alignment is needed to achieve climate resilient development

For the purpose of an example in this chapter, focus will be on alignment of country efforts under the 2030 Agenda for Sustainable Development, the Paris Agreement and the Sendai Framework for disaster risk reduction (DRR), based on their interconnected objectives and common themes as a means of achieving climate resilient development (Figure 3.3). The concept of alignment, however, can be extended to other international relevant agendas with similarly overlapping objectives, namely the Global Framework for Climate Services, the Aichi Targets under the Convention on Biological Diversity and the New Urban Agenda. When considering alignment, it is important to understand where the different policy processes connect.

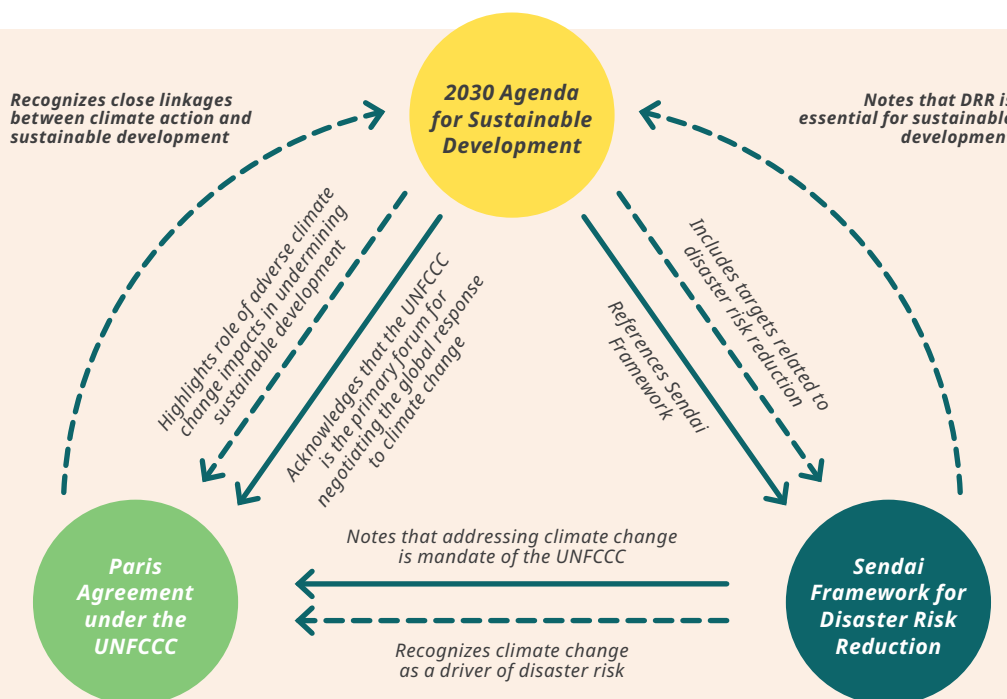


FIGURE 3.3: CONNECTIONS IN THE GLOBAL AGENDAS (NATIONAL ADAPTATION PLAN (NAP) GLOBAL NETWORK, 2019)

2.3.3. Leading the alignment approach

One of the challenges associated with policy alignment for sustainable and resilient development, is that different policy processes are most often coordinated or held by different government ministries or departments. This fragmentation often results in administrative and capacity barriers preventing alignment efforts. While the alignment process can be initiated by any of the actors involved, in most cases it is only likely to succeed if the responsibility is taken by the actor with the greatest influence, who may belong to a high-level leadership position, together with the utilisation of an inter-ministerial collaboration mechanism. An important actor always to involve in policy alignment efforts for sustainable development is the Ministry of Finance, as alignment will always have financial implications.

3.4. What can be done

How national and subnational governments approach alignment will depend on the particular country context, and identifying key entry points (Box 3.2) will be crucial. There are a number of aspects that will influence the success of policy alignment efforts, and these include institutional arrangements, capacity development and information sharing. Identifying entry points will involve unpacking a number of different aspects within the country context, namely, identifying synergies, stakeholders and institutional arrangements.

BOX 3.2: IDENTIFYING KEY ENTRY POINTS

Identifying Entry Points



IDENTIFY SYNERGIES

- What are the objectives of the different policy processes?
- Where do these objectives converge?
- Are there common areas of focus or cross-cutting themes?



MAP STAKEHOLDERS

- Which actors have a coordinating function for the policy processes?
- Which actors are involved?
- Where are the overlaps?



UNDERSTAND INSTITUTIONAL ARRANGEMENTS

- Are there existing collaboration mechanisms for climate change adaptation and/or disaster risk reduction (DRR) that can serve as a platform for alignment discussions?



IMPROVE INFORMATION SHARING

- What platforms or mechanisms already exist for information sharing on climate change and reporting?
- Is it possible to share data or use common data sources?



ACCESS FINANCE

- Have financing needs for implementation been identified?
- Have actions been prioritized to ensure efficient use of limited resources?
- Have the benefits of aligned approaches and mutually supportive actions been articulated in ways that will attract finance from external sources?

Inevitably, there will be trade-offs when aligning policies, for example investing in alignment may hinder the progress of individual policy achievement as alignment requires an investment of time and resources. In addition to identifying synergies, the process of alignment may reveal conflicting priorities among the different policy processes (Box 3.3). This situation would therefore require negotiations and adjustments to be made to ensure the best results. Navigating these trade-offs and overcoming the associated challenges can be a considerable challenge for countries seeking policy alignment. However, the potential improved outcomes related to climate resilient development, make this process a worthwhile investment of time and resources, and in the long run is likely to have associated cost-savings.

BOX 3.3. RESOURCES TO OVERCOME BARRIERS THAT HINDER ALIGNMENT

There are also a number of **barriers** that could hinder alignment and it is important to design effective processes to overcome them. These could include identifying/using the following resources:

- **Political will**, in terms of the motivation and willingness of different actors;
- **The investment of time** into coordination by a willing actor;
- **Collaboration mechanisms** utilised to facilitate coordination across sectors and levels of government for alignment;
- **Power dynamics** within governments, recognising that some ministries or departments have a greater influence than others;
- The human, financial and technological **resources available** to enable alignment;
- The **understanding and knowledge** of climate resilient development at a government level

Alignment of National Adaptation Plan (NAP) processes and Nationally Determine Contributions (NDCs)

Nationally determined contributions (NDCs) and National Adaptation Plan (NAP) processes represent important elements of countries' responses to climate change and building resilience, in line with the Paris Agreement. In countries where adaptation information is included in nationally determined contributions (NDCs), the two processes can be considered to be interrelated. Nationally determined contributions (NDCs) communicate the goals and targets that are intended for adaptation for the country, while the national adaptation plan (NAP) processes unpack how adaptation will be planned, implemented and monitored. Therefore, the national adaptation plan (NAP) process can function as the operational vehicle for implementing adaptation-related commitments that are included in a nationally determined contribution (NDC) (Hammill & Price-Kelly, 2017).

Given this close relationship between these two policies, a good starting point for alignment is the nationally determined contributions (NDCs) and national adaptation plan (NAP) processes. Additionally, as the two processes fall under the Paris Agreement, it is likely that similar national and subnational actors will be leading and involved in the two processes, therefore both strategic and systematic alignment can be achieved. The desired outcome of aligning the national adaptation plan (NAP) process and the nationally determined contribution (NDC) will depend on existing content within the nationally determined contribution (NDC) and the status of the national adaptation plan (NAP) process (Hammill & Price-Kelly, 2017).

Alignment can be achieved by:

- Using adaptation information in the nationally determined contribution (NDC) as an overarching framework for the national adaptation plan (NAP) process.
- Using the national adaptation plan (NAP) process as a means to define adaptation commitments in the nationally determined contribution (NDC).
- Using the nationally determined contribution (NDC) to build political support for the national adaptation plan (NAP) process especially at a local level.
- Using the national adaptation plan (NAP) process to inform the development or updating of a country nationally determined contributions (NDCs).

Furthermore, the process of alignment should also take into consideration other national commitments, specifically related to the sustainable development goals (SDGs) and the Sendai Framework for disaster risk reduction (DRR). Alignment of the nationally determined contribution (NDC) and the national adaptation plan (NAP) process provides an opportunity to identifying potential synergies related to climate-resilient development.

Chapter 4

Nationally determined contributions (NDCs) as a catalyst for collaboration in building climate resilient cities

The “Paris Agreement” (chapter 2), has allowed each country the autonomy at national level to decide how to balance domestic growth needs with greenhouse gas (GHG) reductions. The intended nationally determined contributions (INDCs) act as a vehicle for long-term, sustainable transformation, and bring together a coherent approach that meets both national and international needs and commitments. Nationally Determined Contributions (NDCs) embody efforts by each country to reduce national emissions and adapt to the impacts of climate change by a voluntary and self-determined commitment to transform high-emission development trajectories.



4.1. What you will learn in this chapter

Subnational authorities are a key group of actors, critical for the implementation of nationally determined contributions (NDC) related activities. This chapter will highlight the fact that climate resilient planning at a subnational level cannot happen in isolation, but rather needs to align with national government plans. Additionally, this chapter will stress how national government holds a significant mandate related to climate change, and plays a central role in the mobilisation of finance for climate action (that occurs at a local level).

4.2. Why is this important

Nationally Determined Contributions (NDCs) are central to the overall aim of the Paris Agreement, which requires each Party (i.e. country) that is signatory to the Paris Agreement to prepare, communicate and maintain successive nationally determined contributions (NDCs) that it intends to achieve. Whilst for the first time there exists a common framework for all Parties, developing countries – which may not yet have capacities geared at a level allowing them to comply with all the requirements – are granted some leniency. This leeway allows them to improve and build capacity over time.

The rules and regulations for the Paris Agreement were adopted at COP24, in Katowice, Poland in 2018. These included the extended transparency framework (ETF), which stipulates that **all countries** must submit national reports on their climate protection activities and report on the progress of the implementation of their Nationally Determined Contributions (Nationally determined contributions (NDCs)), from 2024.

Countries who's intended nationally determined contributions (INDCs) contains a time frame up to 2025, as well as those who's (intended) Nationally determined contributions ((I)NDCs) contains a time frame up to 2030, are all required to communicate a revised Nationally determined contributions (NDCs) by (December) 2020¹. The subsequent Nationally determined contributions (NDCs) must be communicated by 2025 for all Parties and every five years thereafter.

4.3. Why do the Nationally determined contributions (NDCs) matter for subnational governments?

National commitments to United Nations Framework Convention on Climate Change (UNFCCC) processes trickle down to the local level via national legislation or policies. Subnational governments are responsible for fulfilling these service delivery and sector-based mandates on a daily basis. Subnational governments are led by national strategies and oversight, but carry the mandate to serve their communities and deliver services. Subnational governments sit at the coal-face as the primary implementors of localised actions.

Cities own and are responsible for many of the services and assets that do (or can) contribute to successful delivery of domestic mitigation and adaptation targets, and which can often already be in line with international climate commitments or sustainable development goals (SDGs). Subnational governments thus have a critical role to play in enabling national sustainable development prerogatives, and city authorities are a key group of actors, critical

1. Due to the global Covid19 crisis, which had international ramifications for countries' submission timelines, many countries have subsequently delayed their NDC submission into 2021, including most least developed countries (LDCs). In March 2020, at the outset of the global pandemic, countries communicated new submission dates, and further delays were communicated in July 2020.

for the implementation of nationally determined contributions (NDC)-related activities. If decisions are being made at the local level that do not align with the overarching national climate change policy framework, then subnational governments authorities are effectively failing in their duties to advance a transition to a climate resilient future at the local level.

Subnational governments have a crucial role to play in achieving their countries' measurable adaptation and mitigation targets, with the aim of contributing to the achievement of the objectives set out by the national government in their nationally determined contributions (NDC). For this reason, it is important for local authorities to understand the different objectives for both adaptation and mitigation activities, and specifically understand the sectoral targets (see Box 4.1). Additionally, subnational governments need to play an active role in the monitoring and reporting processes to the international climate negotiation processes, as established under the United Nations Framework Convention on Climate Change (UNFCCC).

BOX 4.1. CHECKLIST FOR LOCAL AUTHORITIES IN UNDERSTANDING THEIR NDCS, AND THE RELEVANT OUTCOMES FOR BOTH ADAPTATION AND MITIGATION AT THE LOCAL LEVEL

Does your Nationally determined contributions (NDC) include the following?			
Adaptation Targets	Tick box	Mitigation Targets	Tick box
Specific sectoral outcomes related to i) avoided negative impacts of climate change, and ii) reduced climate vulnerability?		Specific and measurable commitments to reducing greenhouse gas (GHG) emissions, the scope/ sectors, the baseline (year/ measurement), and the underlying units (e.g. tons of CO ₂ per capita).	
A clear timeframe, and related milestones and goals.		A clear timeframe, and related milestones and goals.	
Socio-economic indicators for monitoring and evaluating increased climate resilience, based on country context.		Physical data indicators linked to milestones for monitoring, reporting and verification on emissions targets	
Links to overall economic developmental needs and policy landscape, including climate related plans or strategies.		Links to overall economic developmental needs and policy landscape, including climate related plans or strategies.	
Assumptions and methodologies.*		Assumptions and methodologies.	
Investment requirements per goal per annum.		Investment requirements per goal per annum.	

4.4. What can be done

Subnational governments are on the frontlines, with closer relationships with those businesses and industries that generate the world's GHG emissions, and in addition, are generally the 'first responders' to the direct impacts of climate change. Impacts from flooding, droughts or extreme weather events induced by climate change affect the food security, health, energy security, and thus the social wellbeing of the communities which subnational governments are responsible for. As such, it falls on subnational governments to deal with these crises; reinforcing their key role in activating transformative change and driving sustainable, low-emission and resilient development at municipality and city level.

Cities (and their citizens) in particular are powerful drivers of change, because they can drive solutions to the challenges they face, that are more progressive, more targeted and faster-acting than those delivered at national and international levels. Thus, urban areas provide subnational governments with the opportunity to both develop and implement innovative solutions to deal with some of the most complex challenges facing humanity. This opportunity positions cities at the forefront of change and transformation.

Although developing countries determine that their nationally determined contributions (NDCs) contributions are to be voluntary, progress will be monitored and verified in a legally binding review process. This is likely to be linked to climate finance and benefits from a range of adaptation interventions nonetheless, creating incentive for developing countries to grow and improve capacity and reporting.

4.4.1. National level collaboration of climate finance

In order to achieve climate change mandates at the different tiers of government, there is the emerging need for climate finance management structures at country level. The exact contours of this landscape at national level are country specific and vary from country to country, but generally will involve the collaboration of different ministries at national level and government agencies, a form of horizontal collaboration. This is because effective climate action involves not only managing and accessing climate finance, but also changing policy frameworks in relevant sectors. Often the ministry or department responsible for the environment, and/or climate change will need to collaborate with the ministry of finance.

These emerging structures need to be designed in such a way that they foster greater coherence in national response to climate challenges and provide platforms for the inclusion of varied stakeholders. Although coordination forums for climate funding may still be at an early stage of development in many contexts. It is necessary to form some type of national institutional collaboration to access international climate funds, for instance in the form of a steering committee.

4.4.2. Subnational collaboration of climate finance

Collaboration around climate finance may also occur at a subnational level and can occur horizontally, between departments, and vertically – with national government. Collaboration at this level currently is limited and not a well-researched area of inquiry. However, depending on a countries progress on decentralisation and the capacity constraints of subnational government stakeholders this is most likely to occur and be required. While some international climate finance targets subnational and/or local government, there is not much in the way of formal engagement at a local government in climate finance. Similar to the national level there is a need to form some sort of collaboration at a subnational level to access and understand climate finance.

Collaboration challenges can emerge at any level. These arenas are not entirely independent, a decision taken at one level can shape which stakeholders are engaged and what procedures are used at another. Differences in priorities will exist across levels, indicating the relevance of understanding how collaboration both vertically and horizontally can result in both challenges and opportunities for climate finance management.

Chapter 5

Fundamentals of collaboration

Collaboration is a mechanism of effectively creating cooperation and building trust between various stakeholders, in order to work towards a common goal or solution to a major challenge, such as those that stem from climate change impacts. The inclusive nature of collaboration thus can assist in raising awareness on climate or development-related activities between different stakeholders in a tangible way, and thus supports ground-level activities in moving towards climate resilient development.



5.1. What you will learn in this chapter

This chapter will provide a guideline for collaboration in the form of an overview: why it happens, how it works, who should be involved, how it should be designed, and how collaboration can enhance measures of effectiveness related to climate resilient development, specifically related to multi-level governance.

5.2. Why is this important

Often, a shared interest, problem, idea, opportunity or activity, can exist between various communities, organisations and/ or individuals. Collaboration is a key element of effectively harnessing these shared concerns or matters to bring diverse stakeholders together in order to work towards a common goal or solution to a major challenge, such as those that stem from climate change impacts. For example, collaboration mechanisms established between governance (national vs. local) levels can enhance implementation of overarching climate-related policies, such as the nationally determined contributions (NDCs). In addition, the potentially inclusive nature of collaboration measures (i.e. those appropriately planned for inclusiveness) ensures that those impacted by public policies or plans – such as citizens themselves – are given a voice on issues that affect them. Collaboration between diverse stakeholders can also contribute significantly to the research discourse that may underpin decision making, particularly that which informs domestic policy formulation and international commitments that might follow (e.g. United Nations Framework Convention on Climate Change (UNFCCC) national reporting framework).

5.3. What is collaboration

Interventions or processes that bring different stakeholders together can be said to enable cooperation between diverse groups of people. Where a variety of different stakeholders are brought together to cooperate, it is called ‘collaboration’. Collaboration is used to engage citizens and institutions to learn from one another, share experiences, and benefit from the achievement of a common goal. Institutions and organisations are made up of individuals; collaboration allows these individuals to meet and discuss challenges, threats, opportunities, shared interests or strategies in an open and transparent way. A collaborative mechanism creates a platform for focused discussions to occur, and can take the form of face-to-face meetings, multi-sectoral forums, conferences, community-led engagements, think tanks, committees, workshops, coalitions, focus groups, deployment, city-exchanges or tours, networks, rallies, and bilateral meetings.

One aspect that is always important to consider when thinking about whether to start a collaborative venture, is whether the potential outcomes from collaborating are more beneficial to the parties involved, rather than working alone. People or organisations will collaborate if the ultimate results will improve for all parties involved, or if the collaboration will allow the actors involved to achieve their goals more easily together than working alone (Ansell & Gash 2008; Emerson et al., 2011).

5.4. Guidelines for collaboration to happen

5.3.1. Catalysts of collaboration

Collaboration can be initiated by a number of factors, which sometimes come together to catalyse cooperation. Recognition of problems, situational or institutional crises, threats, resource needs, interests or opportunities are often what will lead to collaboration. These problems or opportunities – whether positive or negative – usually exist to prompt collaboration. This recognised and common need or opportunity is often referred to as a ‘consequential

incentive' (Emerson et al., 2011) or driver of collaboration. Different stakeholders will typically come together to generate a solution – or goal – that would satisfy or resolve an identified problem or opportunity (i.e. driver).

There are three main, underlying factors that are recognized as 'drivers' a new collaborative venture, especially those related to governance:

1. The introduction of new government legislation, policies or regulation, specifically related to **mandated activities**.
2. **The political will** (or a culture of **risk-taking**) that may help frame and fight a cause. Often, a single individual (or "**champion**") will crusade an issue – leading to the initialisation of collaborative measures.
3. The provision of dedicated **resources** (financial, human or time) can both incentivise and enable the start of collaborative ventures, e.g. ring-fenced funding, or in-kind support (time, people) from different collaborators.

BOX 5.1. UNDERSTANDING WHY A COLLABORATION HAS BEEN INITIATED – WHAT WAS THE IDENTIFIED NEED OR PRIMARY DRIVER THAT TRIGGERED THE COLLABORATION?

Collaborators must stop to ask

- Was the collaboration part of your mandate?
- Was there funding for the collaboration, and if so, from where?
- Was there an element of 'risk-taking' by an individual ('champion') or organisation?
- Why did people believe the collaboration would better achieve goals working together rather than independently (i.e. goals that wouldn't necessarily be achieved without the collaboration)?

5.3.2 Working together

In identifying where collaboration amongst different stakeholders is or should be taking place, it is usually necessary to identify relevant actors and the sectors in which they operate. Stakeholders to a collaboration may have different ideas or reasons for cooperating, but generally, once they come together, there is an agreed-upon, common and overarching goal that is recognised by different individuals, communities or organisations which is seen to benefit all parties to the collaboration. In other words, goals should be common, as commitment to the process (i.e. buy-in) will enable a successful collaboration. Stakeholders must also be active in participation, e.g. offering ideas, making time for meetings, taking part in discussions.

Representation from pertinent organisations is also fundamental to enabling successful collaboration. All partners who partake should have the **capacity to act** (Ansell & Gash 2008), i.e. skills, experience, resources, time, energy and liberty to partake in the collaboration. Relevant stakeholders should be identified; it is necessary to ensure that the "right person" (who has the capacity to act) from a relevant organisation is included. However, every effort should be made to include *as many* relevant and capacitated stakeholders as possible, where feasible. Inclusivity is tied to the legitimacy of the process, but should not override the goals of the collaboration – in other words, the collaboration should not be so inclusive that too many people cause the collaborative venture to fail (Porter & Birdi 2018). Most important is to mobilize less well-represented, yet relevant groups or people (Ansell & Gash 2008), to ensure that the voice of marginalised groups of people are also heard. Acknowledgement of "indigenous" or local knowledge may also be invaluable to the process (Blatner et al., 2001, cited in Petterson et al. in press), and add crucial insight to the design of the process or desired outcomes for a collaboration.

BOX 5.2. WORKING TOGETHER – WHO SHOULD BE INCLUDED IN A COLLABORATIVE PROCESS?**Collaborators must stop to ask**

- Which institutions/individuals were involved in the collaboration, and are they ‘best placed’ to be involved?
- Is there anyone missing that would help the collaboration achieve its goals?
 - Was there a reason they weren’t involved from the start?
 - Could they still be brought in?
- Does everyone have necessary capacity to be fully involved? Why/why not?
- Are roles clearly **delineated**, and does each partner have some reason to take ownership of their responsibilities?

Trust-building is crucial to the process of collaboration. Something as simple as scheduling regular, committed face-to-face meetings **that builds such trust** is important. Relevant time must be scheduled **into project workplans**, and such time needs to include a scoping/inception phase (with **no deliverables**) that simply allows partners to understand context, co-develop a vision and strengthen relationships in order **to build trust** (Ansell & Gash 2008; Emerson et al., 2011; Porter & Birdi 2018). **Acceptance** of different values, norms and cultures is crucial (Porter & Birdi, 2018); however, while it is important to ensure that there is compatibility between collaborating partners i.e. common goal/interests, there need to be varied skillset/competencies or responsibilities in executing the collaboration. **Allocation of roles** must be clear, and incorporate organizational strengths, in this way **"future-proofing"** the collaboration against staff turnover or other unpredictable events. The clear allocation of roles also ensures **ownership**, as well as accountability, and helps balance out any **power dynamics**.

As stakeholders strive towards a shared mission and common goal, with clearly articulated roles and responsibilities guiding them, group or individual tasks will begin to align, knowledge and resources will be shared, and relationships and trust (that support the collaboration process) are gradually built between stakeholders.

5.3.3. Ensuring the collaboration works

A key aspect related to the effective processes of a collaboration is to enable those working in different disciplines **to co-create and co-produce** together, and to especially ensure each partner in the collaboration is aware of their different, but valuable contributions to achieving the overall goals of the collaboration.

The effectiveness of working relationships can be impeded by factors such as tension between participants, or by power dynamics (which can result, for e.g., in particular agendas being prioritised over others, or in the exclusion of the values or concerns of certain groups). Knowing that tension is likely to happen, as collaborators have different needs or desires, but understanding this and take steps to mitigate tension, power imbalances or conflict upfront is **critical** (Ansell & Gash 2008).

For example, clear, fair and transparent processes, including **decision-making rules** or **guidelines** must be included from the outset. An agreed-upon, **clear overall vision** (Porter and Birdi, 2018) i.e. purpose, priorities, **and** a timeline of activities, helps to **mitigate** expected challenges. Setting of clear objectives, and monitoring and evaluation processes, which are particularly important for those stakeholders that have to justify their involvement by showing clear performance-related or results-based outcomes, is key to establishing alignment amongst collaborators. This can formalise the collaboration through structured arrangements that involve joint activities, joint structures and shared resources. Collaborative ventures should always generate “returns” for partners, in order to justify their continued cooperation (Emerson et al., 2011). **Small wins** are critical measurements of success that are essential for ultimately building momentum that can lead to the achievement of the overall goals of the collaboration. These small wins can help support reporting and performance, and encourages trust-building and commitment as different partners find satisfaction in the collaborative processes.

Strong leadership from a single individual/entity might itself entail a power imbalance; as such, it would seem important that leadership be spread across a number of different actors. Collaborations can also use multiple leaders rather than relying on one leader, or include a **neutral facilitator** for meetings, who maintains balance and fairness in discussions (Ansell & Gash 2008). CSO/NGOs play an important role in “plugging gaps” and often provide support by acting as a mediating entity, particularly where conflict between different stakeholders may exist.

BOX 5.3. ENSURING THE COLLABORATION WORKS – HOW HAS THE COLLABORATIVE PROCESS BEEN DESIGNED?

Collaborators must stop to ask

- **Is there** an overarching vision that benefit all partners?
- Is there a written plan and/or decision-making guidelines for what the collaboration is trying to achieve, and how it will work?
- Are **small wins** (milestones) built into the plan?
- Is there a timeframe? Does it have budget and resources allocated?
- How does the work you do together happen? Do you meet face to face, or in different ways (e.g. over skype)? Why? How often?
- Are all contributions considered equally?
- Are the levels of contribution or ownership of outputs shared equally?
- Is consensus easily be reached between participants – in other words, what are the co-benefits to remind partners of?
- Is there a guideline for conflict resolution that can be applied if needed?

In summary, it can be said that collaboration will generally happen through, or follow, different phases of cooperation between different parties, from initialisation of the collaboration through to implementation. Specific criteria are related to and underlie each phase. The effectiveness – or successful achievement of the common goal(s) of the collaboration are reliant on how well these underlying criteria are applied in practice, throughout the different phases.

5.5. Why is collaboration important for climate resilient development (CRD)?

Stakeholders often recognise the importance of improving collaboration for inclusive governance and decision-making that builds local level climate resilience. There is a need to frame conversations around what people value when engaging different stakeholders on climate change, in order to understand why or how collaboration could assist in enabling climate resilient development. In order to evoke change, political leaders need to be on board; however, it is pivotal to fully understand what the individual members of a collaboration think and feel about climate change, to be able to influence their respective communities, organisations or institutions, as well as to understand mandates or underlying enablers that lead to collaborative measures.

When building ventures that progress national priorities on climate resilient development, collaboration goes beyond mere knowledge sharing or awareness raising. While pressure exists for local governments to be more innovative in implementing ground-level solutions to the current or future impacts of climate change, as an integral part of service delivery, local authorities also have very real resource constraints (human, financial or otherwise) which can prevent this from happening. Lack of action is not indicative of lack of knowledge but perhaps lack of resources; collaboration between national and local governments offers a concrete structure for institutional arrangements that goes beyond knowledge, and feeds into performance, good governance and reporting. National government typically has more

influence in decision-making processes such as enforcement of policies related to climate resilient development. National governments thus play an important role in enabling local level innovation, as they are often in charge of the overall process and policy direction of subnational governments.

BOX 5.4 UNDERSTANDING MEASURES OF EFFECTIVENESS RELATED TO CLIMATE RESILIENT DEVELOPMENT – WHAT ARE THE OUTCOMES OF THE COLLABORATION RELATED TO CRD?

Collaborators must stop to ask

- Do you feel the collaboration has any outputs so far related to CRD? Why/why not?
- What are the indicators of success that demonstrate local-level contextual challenges are/have been appropriately dealt with?
- Do you think the collaboration has achieved its goals, or will it achieve them?
- What do you think has made the project effective/not as effective as you'd hoped?
- What were the main barriers? How could these be overcome?
- Can you tell us more about the main enablers, and how could these be maximized?



CASE STUDY Measure of effectiveness of collaboration



Climate-resilient development is about adding considerations of climate variability and climate change to development decision-making in order to ensure that progress toward development goals now includes consideration of climate impacts.”

– (USAID, 2014)

Through research undertaken for the IMPACT project, the importance of nationally determined contributions (NDCs) internationally, nationally and at the local level, the nationally determined contributions (NDCs) revision process has become an obvious entry point for incorporating indicators of effectiveness for multi-level governance collaborative processes.

The nationally determined contributions (NDCs) have become a focus point as they offer the perfect driver from which to enhance engagement across and between national and local level governments and feeds into climate resilient development, and ensure sustainable, cross-cutting practices across different sectors.

Through our research engagements investigating collaboration for the purposes of climate resilient development through IMPACT, we have also found that there is often a gap in local level knowledge of the importance of integrating the nationally determined contributions (NDCs) into local targets, despite the fact that often

- a. Environmental management department's at city or municipal level are uniquely placed to ensure climate development activities as specified in the nationally determined contributions (NDCs) are actually undertaken and reported on, and
- b. city officials are sometimes already implementing activities that are important in reporting on nationally determined contributions (NDCs) targets, but unaware of the relevance.

In this manner, measures of effectiveness are directly and indirectly tied to climate resilient development. For projects that are reported as successes, there is a need to understand why they are chosen as successful, and whether the criteria and measurements of success can then be replicated to other projects.

Chapter 6

Building towards multi-level governance collaboration

The IPCC 1.5°C Report lists identifying local capacity needs as key for enabling multi-level governance to effectively respond to climate change. Subnational government serves a two-fold purpose. The first purpose is the administrative purpose of supplying goods and services; the other purpose is to represent and involve citizens in determining specific local public needs and how these local needs can be met. Unfortunately, climate change places additional pressure on subnational governments ability to meet local needs, primarily due to its exposure to impacts, as well as various constraints in size and resources. Identifying and integrating local capacity needs into recommendations for policy measures is therefore urgently required to support the United Nations Framework Convention on Climate Change (UNFCCC), its National Adaptation Plan (NAP) process, as well as Nationally Determined Contributions (NDCs) under the Paris Agreement; and Disaster Risk Reduction (DRR) strategies under the Sendai Framework.



6.1. What you will learn in this chapter

This chapter will deep dive into how subnational governments are responsible for transforming overarching policies and plans into real activities at ground-level, ultimately contributing to achieving both international and national commitments and targets. It will further look at how the improvement of governance and strengthened multi-level governance collaboration should be the first step towards achieving international commitments and climate resilient development.

6.2. Why is this important

The unrelenting progression of climate change and the urgent need for climate resilient development demands innovations in governance systems to deal with climate change impacts. Increasing capacity for climate resilient development through enhancing governance effectiveness, and institutional arrangements to achieve desirable targets, can significantly decrease the impacts of climate change especially at a local level

6.3. Why local needs must be integrated into national policy formulation for an effective response to climate change impacts

Sub-Saharan Africa's most pressing challenges include, amongst others, service provision, skills development and sustainable governance systems. Climate change overlays these existing challenges, leading to local government officials being required to deal with ever-increasing complexity and uncertainty in decision-making.

Across Africa, national governments provide direction and strategic guidance using a top-down approach through policy and legislation across almost all sectors, and may be responsible for allocation of budgets for implementation; however, national level government is not directly involved with on-the-ground engagement for developmental activities, and – in many cases, policy development does not take local realities sufficiently into account.

African cities and subnational governments face major and sometimes more immediate challenges with regard to governance and democracy, rapidly growing populations and informality; outdated infrastructure in poor condition; limited public transport; and jobs and livelihoods that are scarce. Subnational governments are at the forefront of tackling all of these issues in their daily work, and often with resources and capacities that are inadequate to meet local needs. The threat of climate change impacts places an additional burden on the ability of subnational governments to deliver services and meet the needs at ground level, primarily due to particular socio-economic vulnerabilities that increase the exposure and risk of different communities and sectors to impacts, as well as differing limitations related to human and financial resources.

Although a significant mix of both subnational and national government steered mandates generally exist across sectors, subnational government often have limited decision-making power, despite being the responsible actors in implementing on-the-ground activities, and national government is generally seen as having more influence in executive processes such as enforcement of policies. Clear understanding of the policies, legislation and regulations which guide local activities is critical for subnational authorities, as well as knowing where national government's administrative power ends and local level execution begins is vital for actual implementation (vertical integration).



**Our struggle for global sustainability
will be won or lost in cities.”**

– UN Secretary General, Ban Ki-moon

The improvement of governance and strengthened multi-level governance collaboration should be the first step in order to support countries in achieving international commitments and climate resilient development at a local level. Cities have huge potential to be engines of growth and development, and subnational government entities are responsible for transforming policies into tangible activities and meeting the needs on the ground. In this manner, it is crucial to recognise the important influence that subnational government has in executing national level mandates for climate related activities. A fundamental of good governance is that the responsibilities and structures of key Ministries, Departments and Agencies should be clearly described through the policies, plans and legislation that guides local level implementation. This is essential for transparency, effective planning and accountability, and avoids the confusion of overlapping and incomplete mandates.

6.3.1. How policies, plans and actions at local level can be contributing to global agendas

Two-thirds of the sustainable development goals (SDGs) need to be implemented at the local level. Although only one goal specifically targets cities and local communities (SDG 11), the other 16 goals do possess a significant territorial dimension.

SDG Goal 11a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

SDG Goal 16a: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.

In fact, every sustainable development goal (SDG) incorporates targets which are directly related to the role of subnational governments. Subnational governments are the ones responsible for delivering the vast majority of relevant and qualitative public services. Localising the sustainable development goals (SDGs) refers to the process of contextualising subnational needs within the framework of the goals and targets set within the sustainable development goals (SDGs). The sustainable development goals (SDGs) can provide a clear framework for local development policy to link directly to international climate change targets. Integrating the targets of the SDGs to local level activities supports the achievement of the sustainable development goals (SDGs) from the bottom up, while delivering on basic service delivery mandates. By localising the sustainable development goals (SDGs) subnational government authorities firmly place themselves at the very centre of climate-related implementation activities.

Subnational government therefore is a key role player in achieving and delivering on the aspects of awareness raising, design, implementation and monitoring the sustainable development goals (SDGs); National Adaptation Plans (NAPs) and nationally Determined Contributions (NDCs) under the Paris Agreement; and Disaster Risk Reduction (DRR) strategies under the Sendai Framework. Thus, the leadership of subnational governments is one of the most significant driving forces in the implementation of such international agendas, agreements and frameworks.

As part of their day to-day responsibilities, subnational governments are implementing policies, plans and carrying out actions which, although not always officially labelled as sustainable development goal (SDG) or nationally determined contribution (NDC) (for example), have a direct impact on populations' access to infrastructure and services, and potentially contributing to climate resilient development. Subnational governments are the actors who will transform the overarching policies and plans into real activities at ground-level, ultimately contributing to

achieving both international and national commitments and targets. It is therefore crucial to take stock of how cities are progressing towards climate resilient development; what initiatives are being put forward and what obstacles are being encountered if we are to achieve the sustainable development goals (SDGs) and other global agendas.

In recent years subnational governments have risen to the challenge, as capacity and awareness of the threat that direct climate impacts pose to both urban and rural populations and infrastructure has increased, demonstrating their commitment to the realisation of the global agendas by putting in place adoption and implementation processes. From the perspective of subnational governments, the global agendas are interlinked and cannot be achieved in isolation: all sustainability actions to address these highly interrelated challenges affecting our cities must be fully integrated. Cities are the backbone of social, economic, environmental and cultural development.

6.4. How increased collaboration between subnational and national government levels is necessary for synthesizing a common approach to climate resilience development

When it comes to climate resilient development there is a need to carefully explore and augment the role of governance. The effectiveness of multi-level governance, understood as the sharing of power between national and subnational governments, is often impeded in climate policy processes through a lack of coordination between national and subnational governance levels. Importantly, national policy planners insufficiently consider local capacities for implementing climate resilient measures. Subnational governments are central to the achievement of nationally determined contributions (NDCs), as well as a multitude of other international goals and agreements and national developmental plans. In order to implement and raise the ambition of nationally determined contributions (NDCs), collaboration mechanisms need to be identified and utilised, between national government and local government as well as between local governments, non-governmental organisations (NGOs), the private sector, researchers and civil society.

It is therefore argued that effective multi-level governance for climate resilient development necessitates close collaboration and co-operation between these political levels. Collaborative governance can improve municipal planning and, in turn, increase the resilience of cities to the effects of climate change and numerous social and developmental challenges.

6.5. What can be done

Strengthening governance from the bottom up and developing a new, collaborative relationship among governments at all levels, civil society, the private sector and citizens will be instrumental in ensuring effective and responsive urban climate resilient development and capable and accountable institutions in all human settlements.

This participatory process takes time, especially in instances where there are a few supporting documents, for example outlining mandates or clearly stipulating roles and responsibilities. It is therefore important to start by mapping all ministries, departments and supporting organisations and then to unpack mandates preferably supported by published policies and country Acts. Once all stakeholders believe all mandates have been captured it is important to review the submissions and adjudicate where there are inadequacies, overlaps or contradictions. The review process is critical as it has been found that mandates are often shared across levels of government, making it difficult for service users to hold anyone accountable, as well as causing confusion between respective departments in terms of who is responsible for delivery.



CASE STUDY

Mandate mapping exercise in Malawi and Zimbabwe, with government representatives

As the IMPACT project has progressed, the overarching recognition of the importance of water resource management for a climate resilient future for both study countries (Malawi and Zimbabwe) has become increasingly apparent, by both stakeholders as well as the project team. In addition, as a cross-cutting issue across various sectors within each country's nationally determined contribution (NDC), and aligned to international climate change commitments, **water has emerged as a significant sector for both adaptation and mitigation, and poverty reduction efforts**, in Malawi and Zimbabwe.

A learning engagement was undertaken in order to conduct a mandate mapping exercise in the cities of Blantyre (Malawi) and Harare (Zimbabwe) in May 2019, as a technique to **identify where and how collaboration transpires between different local and national government departments across sectors previously selected as significant to climate-resilient development**. Information was collected based primarily focusing on government departmental "mandates", "policies/ legislation" and "funding structures".

The purpose of this participatory exercise was to identify the national level (e.g. ministries, departments) and local level (e.g. councils) entities responsible for actual implementation of legislative mandates related to sectors important for climate-resilient development, with a focus on the water sector. Through the mandate mapping learning engagement, the participants identified and mapped the various department's roles and responsibilities for the implementation of climate actions and policies around the identified thematic areas.

In parallel to the learning engagement, a thorough desktop review was undertaken of the respective countries climate and water related legislation and policies. This was of particular relevance in then doing a comparative analysis on the mandate mapping exercise; in examining which stakeholders were included or excluded by participants and trying to understand why this may be so.

Overall, the participants in field research presented the ability to identify relevant policies and mandates of government departments across different thematic areas. The findings from this study indicates a significant variability in terms of the policies/legislation unpacked for the water sector more specifically. The findings also show a great variability of departments that are involved and have the ability to implement the various water relevant mandates. Although the findings indicate a significant mix of both local and national government steered mandates, analysis indicate that the national government generally has more influence in decision-making processes such as enforcement of policies for the water and sanitation sector.

Important considerations

- Have representation from as many ministries and departments as possible.
- Representatives should have a good understanding of their department's roles and responsibilities.
- Establish a working group to undertake a process of resolving mandate problems identified through the mandate mapping process.
- Although the process is new for most countries and cities, governments can use the outputs to produce a concise document describing all of the mandates.
- The participatory process should focus attention on the importance of clear mandates and help to create momentum for governments both subnational and national to address some of the most important structural anomalies.
- The mandate mapping process can create a firm foundation for government officials to begin more in-depth improvements to align activities both vertically and horizontally enabling climate resilient development.

Conclusion

Very few national governments have managed to effectively integrate multi-level action into climate goal setting, account for city contributions towards climate resilience, or involve subnationals in implementation processes, resulting in a missed opportunity for stronger climate action.

ICLEI in its capacity as the focal point of Local Governments and Municipal Authorities (LGMA) Constituency to the United Nations Framework Convention on Climate Change (UNFCCC), has walked a long road to ensure subnational and local governments are fully recognised, engaged and supported in the efforts to ensure the success of global efforts to reduce greenhouse gas (GHG) emissions and to adapt to the adverse effects of climate change. ICLEI continues to work with national governments to promote multi-level policies that favor the implementation of actions at the local level. For countries to comply with their nationally determined contributions (NDCs) will require a concerted effort between all levels of government to achieve systemic change and ensure a transition to a low-emission world.

Current local climate action in Africa remains far below this potential. In recent years there have been active discussions around effective frameworks for multi-level governance to help cities fully harness this potential for local climate resilient development, thus contributing to the implementation of the Paris Agreement and more specifically their countries' nationally determined contributions (NDCs).

The concept of multi-level governance for climate resilient development accepts that different levels of government are mutually dependent on each other when it comes to implementing their national climate change plans and policies. Subnational governments are affected by the legal, institutional and financial frameworks put in place by national government, which may support – or obstruct – local climate resilient development.

No national government can implement meaningful climate action without its cities. No city can effectively tackle climate change without a proper framework in place. Therefore, there is a need to put in place collaborative approaches to enable and empower action at the appropriate levels. It is important that subnational governments are well integrated in national climate policies, but also that they contribute to policy development and co-design the process of multi-level governance. This is relevant for effective communication, planning, coordinating, learning and capacity building.

The multi-level governance (MLG) processes and methods proposed in this guide can be used beyond climate resilient development. This model brings national, subnational authorities, technical and other potential stakeholders to reach shared targets through fruitful and effective partnerships.

One of the most important things cities and subnational governments can offer is accountability. Subnational government are the government tier more closely connected to the citizens, companies and stakeholders, they can see and take hold of the ones responsible for decision-making and implementation. Therefore, it is important that national government reach out to their subnational governments, together they can collectively raise climate ambition and build a new climate resilient era.

Working collaboratively for a more climate resilient future!

Glossary

ADAPTATION refers to alterations in ecological, social, or economic systems in response to actual or expected climatic stimuli and their resultant impacts. It refers to changes in processes, practices, and structures which temper potential damages or to benefit from opportunities associated with climate change (Smit et al., 2001).

ADAPTIVE CAPACITY is recognized by the IPCC as the combination of the strengths, attributes, and resources available to an individual, community, society, or organization that can be used to prepare for and undertake actions to reduce adverse impacts, moderate harm, or exploit beneficial opportunities (IPCC 2012).

CLIMATE is defined as the weather averaged over a long period of time. The standard averaging period is 30 years but other periods may be used depending on the purpose. Climate also includes statistics other than the average, such as the magnitudes of day-to-day or year-to-year variations. Therefore, climate is “the average and variations of weather over long periods of time”. Different “Climate Zones” such as tropical, temperate or polar can be defined using parameters such as temperature and rainfall.

CLIMATE CHANGE is a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. Climate change may be due to natural internal processes or external forcings, or to persistent anthropogenic changes in the composition of the atmosphere or in land use (IPCC, 2012).

CLIMATE CHANGE IMPACT refers to the effects of existing or forecasted changes in climate on natural and human systems (IPCC, 2007a)

DISASTERS can be defined as severe alterations in the normal functioning of a community or a society due to hazardous physical events interacting with vulnerable social conditions, leading to widespread adverse human, material, economic, or environmental effects that require immediate emergency response to satisfy critical human needs and that may require external support for recovery (Lavell et al., 2012).

DROUGHT is a prolonged period of below average or abnormally low precipitation in a given region, resulting in a shortage of water. While what is considered a drought differs between countries (based primarily on a region's specific weather patterns), human activity – such as increased water consumption and mismanagement – can exacerbate dry conditions (Denchak, 2018).

EXPOSURE is defined as the presence of people, environmental functions, services, and resources, infrastructure, or assets in places and settings that could be adversely affected by hazards.

HAZARDS refer to the occurrence of a natural or human induced physical event that may cause loss of life, injury, or other health impacts, as well as damage and loss to property, infrastructure, livelihoods, service provision, and environmental resources (IPCC, 2012).

MITIGATION means implementing policies to reduce greenhouse gas emissions and enhance sinks (IPCC, 2007a)

MONITORING, REPORTING AND VERIFICATION (MRV) is a term that originated in the context of mitigation, first mentioned within the 2007 Bali Action Plan. It is typically specific to the accurate measurement of Greenhouse Gas (GHG) emissions (physical conditions), and actions and support of mitigation efforts. Establishing or following an established MRV system fulfills Paris Agreement provisions on accounting and transparency, tracking progress on the NDCs. MRV of mitigation efforts is based on quantitative data and thus avoids false reporting, ensuring commitments to emissions reductions are achieved.

NATIONALLY DETERMINED CONTRIBUTIONS (NDCS) embody efforts by each country to reduce national emissions and adapt to the impacts of climate change by a voluntary and self-determined commitment to transform high-emission development trajectories. NDCs are central to the overall aim of the Paris Agreement, which requires

each Party that is signatory to the Paris Agreement to prepare, communicate and maintain successive NDCs that it intends to achieve.

RESILIENCE is defined as the ability of a system and its component parts to anticipate, absorb, accommodate, or recover from the effects of a potentially hazardous event in a timely and efficient manner, including through ensuring the preservation, restoration, or improvement of its essential basic structures and functions (Lavell et al., 2012).

RISK is the potential for consequences where something of value is at stake and where the outcome is uncertain, recognizing the diversity of values. Risk is often represented as probability of occurrence of hazardous events or trends multiplied by the impacts if these events or trends occur. Risk results from the interaction of vulnerability, exposure, and hazards. In this report, the term risk is used primarily to refer to the risks of climate-change impacts (IPCC, 2012)

The **SUSTAINABLE DEVELOPMENT GOALS (SDGS)** are a set of 17 goals (and 169 specific targets) adopted in 2015 by all United Nations Member States as a global call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

VULNERABILITY is the predisposition to be adversely affected by a hazard and is assessed by considering the susceptibility to harm (sensitivity), and the ability to cope or overcome adverse conditions (adaptive capacity).

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Reference list for figures:

Figure 1.1: Developed through the IMPACT project

Figure 1.2: Developed through the IMPACT project

Figure 1.3: Berkeley Earth. Global Temperature Report for 2017. [Online]. Available: <http://berkeleyearth.org/archive/global-temperatures-2017/> [December 2020].

Figure 2.2: United Nations (UN). 2020b. Sustainable Development Goals: Communication Materials [Online]. Available: <https://www.un.org/sustainabledevelopment/news/communications-material/> [August 2020].

Figure 3.3: National Adaptation Plan (NAP) Global Network. 2019. NDC-NAP Alignment. [Online]. Available: <https://nappglobalnetwork.org/themes/ndc-nap-linkages/> [December 2020]



ICLEI – Local Governments for Sustainability is a global network of more than 1,750 local and regional governments committed to sustainable urban development. Active in 100+ countries, we influence sustainability policy and drive local action for low emission, nature-based, equitable, resilient and circular development. Our Members and team of experts work together through peer exchange, partnerships and capacity building to create systemic change for urban sustainability.

At ICLEI Africa, we serve our African members, working with cities and regions in more than 25 countries across the continent. We offer a variety of urban sustainability solutions through our dynamic and passionate team of skilled professionals.

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