

FINAL TECHNICAL REPORT / RAPPORT TECHNIQUE FINAL

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Waema, Timothy;

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Africa Climate Change Leadership Program



University of Nairobi



University of Dar es Salaam



Final Technical Progress Report

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By:

Prof. Timothy Mwololo Waema, University of Nairobi, Kenya (Team Leader)

Mercy Njue, Research Officer, University of Nairobi

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Full Name of Research Institution: University of Nairobi and the University of Dar es Salaam

Address of Research Institution:

School of Computing & Informatics

Chiromo Campus

University of Nairobi

P. O. Box 30197 - 00100 GPO Nairobi

Tel: +254 020 4447870 / 4446543 / 4446544

Name(s) of Researcher/Members of Research Team:

- Prof. Timothy Waema, School of Computing and Informatics, UoN, Team Leader,
- Dr. Madaka Tumbo, University of Dar es Salaam,
- Dr. Elikana Kalumanga, University of Dar es Salaam,
- Dr. Laban MacOpiyo, Rangelands Scientist, Food and Agriculture Organization,
- Mercy Njue, Research Officer, AfriCLP.

Contact Information of Researcher/Research Team members:

- Prof Timothy Mwololo Waema
+254-20-4446544, +254-722-517323
waema@uonbi.ac.ke, timwololo@gmail.com
- Dr. Laban Adero MacOpiyo, +254-728 4666 22, labanmacopiyo@gmail.com
- Dr. Elikana Kalumanga, +255785316819, ekalumanga@yahoo.com
- Dr. Madaka Tumbo, +255754475526, madaka.tumbo@gmail.com
- Mercy Njue, +254729758701, mnjue@uonbi.ac.ke

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1. Synthesis

It is now commonly recommended that to be effective, mitigation and adaptation actions must be integrated with broader development and poverty reduction strategies and plans. Integration is needed to provide for more sustainable development that is based on environmentally sound principles, and that avoids mal-adaptations in infrastructure, agricultural, industrial and social investments. However, several obstacles are impeding effective action in developing countries. Important obstacles include low levels of awareness of the scale at which climate change and its risks manifests, lack of understanding of the findings of the IPCC and other sources of scientific information, lack of location and sector-specific knowledge that is needed to guide more effective decisions, poor sharing of information in forms that are relevant and useful to decision-makers and stakeholders, and the uncertainties and distrust of information from sources external to the region.

In order to address some of the challenges, there is need to build leadership capacity in research, policy, and practice. The Africa Climate Leadership Program (AfriCLP) has the overall objective of developing leadership capacity of African researchers, policy advisers and practitioners for advancement in current climate knowledge, long-term adaptation, decision-making and climate action thus improving the effectiveness of science-policy-practice interface for positive impact in society. The specific objectives are:

1. To strengthen the capacity of national and regional mid-career to senior climate change policy advisors/analysts to understand how to interpret and apply climate model projections, inject the best available scientific research/empirical knowledge/data into policy processes and decision-making;
2. To engage the science and policy communities and develop a shared vision for research and assessments needed to serve climate change decision-making needs
3. To advance national and regional climate change assessments and research on Vulnerability, Impact and Adaptation (VIA) on thematic areas informed by the gaps identified from key sources (e.g. 5thARs, IPCC, AfDB, AU and IGAD) that can contribute to the future rounds of IPCC's Assessment Reports and enhance regional and national planning for climate change;
4. To further improve and implement innovative climate solutions that are relevant and have the highest potential for building resilience to climate change and for large scale impact in the communities or organizations in which they are implemented; and
5. To enhance synergies between program tracks through integrative program research, practice and policy activities. This will be achieved through integrative activities during inception training, mid-term workshop, end-term conference and indeed throughout the life of the program.

This report is for the whole period of implementation, 1st July 2017 to 30th November 2020. In the next section, we summarize the achievements of this program.

1.1 Summary of Achievements

Table 1.1 shows the results the program was expected to achieve and the actual achievements realized.

Table 1.1: Summary of achievements

S/N	Expected Results	Achievements
1.0	Policy	
	1.1 Policy briefs	<ul style="list-style-type: none"> 9 policy publications completed Some have been disseminated Others continue to be disseminated
	1.2 Policy-related journal papers and book chapters	<ul style="list-style-type: none"> 4 peer reviewed journal papers 4 book chapters 1 book 1 conference proceedings paper
	1.3 Enhanced national and regional climate change policies (via policy dissemination workshops)	<ul style="list-style-type: none"> Some dissemination workshops with policy makers and other stakeholders have taken place and continue to take place
	1.4 Increased fellows influence in policy planning and implementation by being consulted for advice or taking part in climate change planning and implementation	<ul style="list-style-type: none"> Policy fellows have participated in the development of National Adaptation Plans (NAPs), Climate Smart Agriculture Programs and in IPCC activities as Expert Reviewers
2.0	Research	
	2.1 Working papers - participatory climate change assessments	<ul style="list-style-type: none"> Working papers were produced for use in home institutions
	2.2 Peer reviewed journal papers	<ul style="list-style-type: none"> 23 journal papers 5 conference proceedings papers
	2.3 Book chapters	<ul style="list-style-type: none"> 6 book chapters
	2.4 Policy briefs	<ul style="list-style-type: none"> 9 policy publications produced
3.0	Climate innovations	
	3.1 Local climate adaptation planning guidelines for communities produced by practitioner grantees	<ul style="list-style-type: none"> 12 adaptation guidelines
	3.2 Climate change innovative solutions produced by practitioner grantees (IT and non-IT based)	<ul style="list-style-type: none"> 15 climate innovations 14 innovation pilots
	3.3 Training materials for climate change stakeholders on a	<ul style="list-style-type: none"> 10 CC-related training materials developed and used to train stakeholders

S/N	Expected Results	Achievements
	number of climate change-related matters	
	3.4 Journal papers and book chapters *	<ul style="list-style-type: none"> • 15 journal papers • 8 book chapters

* These results were not planned for

From Table 1.1, it is apparent that the program achieved and exceeded all the planned results.

2. Program Description

2.1 Program Personnel

The Program Management Team consists of two researchers in University of Nairobi and another two researchers from the Institute of Resource Assessment (IRA), University of Dar es Salaam. University of Nairobi, which hosts the Program, successfully recruited a full-time Research Officer based in Nairobi. The Research Officer was recruited competitively and has a strong background in research and reflects expertise in the substantive issues of ICTs and project management. In addition, the University of Nairobi competitively recruited two consultants; a Website developer and a Monitoring and Evaluation (M&E) consultant. The Website Developer developed the Program portal and administered it during the life of the Program. The M&E Consultant undertook monitoring and evaluation against Program outcomes and outputs as well as leadership capacity indicators. The consultant carried out a baseline, mid-term and end-term M&E surveys. The purpose of the M&E activity was to measure the extent of achievement of Program outcomes and outputs as well as enhanced leadership capacity.

2.2 Program Fellows

The AfriCLP Management Team members developed a detailed evaluation criteria for each stream and proposed ten climate change and innovation experts as possible evaluators of the applications. Applicants applied through the application portal of the Program website. 117 applicants completed the application process and submitted all the required documentation. We selected 27 fellows, with fewer than expected female fellows. Later, we put out a call to select three additional women to boost the proportion of female fellows and bring the total of fellows to 30 as planned. The final list of fellows selected, with their countries and tracks is shown in Table 2.1. The fellows came from 15 countries in Africa, covering East, Central, South, West and North Africa.

Table 2.1: List of selected fellows

Surname	Other Names	Gender	Country
Research			
1. Mubaya	Dr. Chipso Plaxedes	Female	Zimbabwe
2. Chauka	Dr. Leonard	Male	Tanzania
3. Ndebele-Murisa	Dr. Mzime Regina	Female	Malawi
4. Barasa	Dr. Bernard	Male	Uganda
5. Diji	Dr. Chukwuemeka Jude	Male	Nigeria
6. Awolala	Dr. David Olufemi	Male	Nigeria
7. Omollo	Mr. Erick	Male	Kenya
8. Jawuoro	Mr. Stanley Odhiambo	Male	Kenya
9. Woldeamanuel	Mr. Abayineh Amare	Male	Ethiopia
10. Tovihoudji	Mr. Gbenoukpo Pierre	Male	Benin
Policy			
1. Agyemang	Mr. Kingsley Kwasi	Male	Ghana

Surname	Other Names	Gender	Country
Research			
2. Jakarasi	Ms. Veronica Nonhlanhla	Female	Zimbabwe
3. Djohy	Mr. Mahugnon Serge	Male	Benin
4. Njerere	Pardon	Male	Zimbabwe
5. Basudde	Mr. Paul	Male	Uganda
6. Ambole	Dr. Amollo	Female	Kenya
7. Alemaw	Prof. Berhanu Fanta	Male	Ethiopia
8. Mwande	Ms Cynthia	Female	Zambia
9. Mapulanga	Ms Annie	Female	Malawi
10. Masoy	Ms Tereza	Female	Tanzania
Climate Innovations			
1. Kasiita	Dr. Herbert	Male	Uganda
2. Yacoubi Khebiza	Prof. Mohammed	Male	Morocco
3. Ngungoh	Mr. Emmanuel	Male	Cameroon
4. Yeboah	Dr. Stephen	Male	Ghana
5. Yanon	Dr. Galine	Male	Chad
6. Fonocho	Ms. Charlotte Enjoh	Female	Cameroon
7. Wafula	Mr. James	Male	Kenya
8. Bonkougou	Dr. Joachim	Female	Burkina Farso
9. Asaa Ngwabebo	Mr. Nestor SR	Male	Cameroon
10. Manei	Ms Carolyne	Female	Kenya

2.3 Monitoring and Evaluation

The assessment of climate change leadership capacity was made by using indicators derived from a combination of Meijerink & Stiller's (2013) integrative framework for climate change leadership and Cooke's (2005) capacity building framework. Cooke's framework enables the systematic evaluation of capacity development at various structural levels by taking into account six principles of research capacity building. The four structural levels of development activity are: the *individual*, the *team*, the *organization*, and the *network* level, while the six principles of capacity building are *skills and confidence building*, *close-to-practice research*, *development of linkages and collaborations*, *appropriate dissemination*, *building elements of sustainability and continuity* and *investments in infrastructure*.

Meijerink & Stiller (2013) reviewed leadership theories that are relevant to climate change adaptation, and based on this, built an integrative framework, which may be used to analyze or monitor the emergence and fulfillment of specific leadership functions, and to specify the need for strengthening particular kinds of leadership in practices of climate adaptation. One key argument underlying this framework is that resources, which are needed for the development and implementation of adaptation policies and practices, are highly fragmented hence such policies and projects need to be developed within inter-organizational networks. The framework thus distinguishes five essential leadership functions within such inter-organizational networks dealing with climate adaptation: the connective, enabling, adaptive, political-administrative and dissemination functions of leadership.

From Meijerink & Stiller’s integrative framework for climate change leadership and Cooke’s research capacity building framework, we identified key evaluation criteria that would be used to formally assess the attainment of the projects’ objectives and the quality of project outputs. These criteria are listed in Table 2.3. From this set, we identified those indicators whose baseline would need to be established a priori, to facilitate comparison at the end of the intervention period.

Table 2.3: Leadership Capacity evaluation criteria

Structural Level	LCB Focus	Criteria	Indicators
Individual-level (fellows)	Developing the Individual	Skills and confidence building	<ul style="list-style-type: none"> Professional qualifications Promotion or change in duties Professional enthusiasm Acquired technical skills and competencies and how acquired Evidence of progressive leadership skill development Participation in leadership capacity building activities Leadership perceptions and awareness
		Sustainability and continuity	<ul style="list-style-type: none"> Participation in leadership capacity building activities
	Influencing Others (team, organization, network)	Enabling function	<ul style="list-style-type: none"> Evidence of confidence building through sharing new skills with others Mentorship
		Adaptive function (incorporates Cooke’s Skills and confidence building; Sustainability and Continuity)	<ul style="list-style-type: none"> Applying existing skills in new situations; New cc research/policy/practical solution undertakings
		Connective function (incorporates Cooke’s Development of linkages and collaborations)	<ul style="list-style-type: none"> Working with other professional groups in research/policy/practice work No. of collaborative projects with other grantees No. of co-authored publications Participation in intra-regional and extra-regional/International climate related networks Participation in intra-regional partnerships and collaborations
		Dissemination function (incorporates Cooke’s Close-to-practice research; Appropriate dissemination)	<ul style="list-style-type: none"> Research uptake evidence (Practice-oriented outcomes, policy-oriented outcomes) Significance of research contribution No. of community outreach activities No. of refereed publications and conference presentations; No. of seminar presentations; No. of presentations in national/regional workshops No. of non-traditional dissemination activities (blog postings – both project and personal; photo journal; personal stories; newspaper articles; policy

			briefs; community-level demonstrations/presentations).
		Political-Administrative function ¹	<ul style="list-style-type: none"> • Successful climate change project implementations • Project management skills
Institutional/Regional level	Developing institutional/regional leadership capacity	Sustainability and Continuity	<ul style="list-style-type: none"> • No. of grantees who have successfully implemented their projects • No. of grantees working in/affiliated to a climate change institution or working in CC-related role • No. of grantees promoted within or outside their institutions • Nature of LCB activities undertaken by grantees and their mentors.
		Investments in Infrastructure	<ul style="list-style-type: none"> • Institutionalization of climate project results in the institution/region
Network level (AfricLP)	Fostering collaboration	Development of linkages and collaborations	<ul style="list-style-type: none"> • Establishment of intra-regional networks • Establishment of intra-regional partnerships and collaborations; • Number of joint (national or regional) climate proposals involving program grantees and mentors • MoUs signed between collaborating institutions • Membership of, and participation in the 'October Group' network
		Appropriate dissemination	<ul style="list-style-type: none"> • Program website (update frequency; currency of information; contribution of website content by grantees, mentors, program management; access statistics e.g. from Google; backlinks; social media activity)

We carried out baseline, mid-term and end-term M&E surveys and the results will be summarized under the monitoring and evaluation sub-section of Section 5 (Key Achievements) based on the final evaluation of fellows leadership growth.

¹ In the context of this project, we focus only on the administrative component of this function, since the political component is reserved for elected positional leaders.

3. Problem, Objectives and Methodology

Africa is identified by the IPCC as one of the region that is most vulnerable to climate variability and climate change due to multiple stresses and low adaptive capacity. Projected impacts in Africa include increased water stress that would negatively impact livelihoods and access to water; reduced agricultural yields, growing season length, and reduced area suitable for crop agriculture, which would adversely affect food security and exacerbate malnutrition; decreased freshwater fisheries; and impacts of sea level rise on large populations in coastal areas. Particularly vulnerable are semi-arid and arid areas of Africa. Building Africa's resilience will require designing and implementing effective climate adaptation strategies, to be included in public and private development plans and policies. These strategies must address vulnerability to current climate variability as well as the risks induced by climate change. Science-informed policy, planning, and practice will ensure that development is more resilient and less vulnerable to the negative impacts of climate, thus fostering sustainable development.

The global climate agenda and the international assessments of the Inter-Governmental Panel on Climate Change (IPCC) on Africa are dominated by researchers and experts from the developed economies. There is need to broker knowledge at the science-policy-development interface and build local climate change leaders who can shape understanding of the extent and severity of climate-related stressors on African economies and ecosystems, and propose solutions on how countries can build resilience to these impacts. Promoting African-led science and scientific capacity is thus critical. The proposed program seeks to address this leadership capacity gap. This is a collaborative effort between the University of Nairobi and the Institute of Resource Assessment (IRA) - University of Dar es Salaam, who have both successfully managed IDRC-funded fellowship programs in partnership. The proposed program aims to build on these past investments by IDRC done with these two organizations in Africa to achieve sustainability and impact at scale. Both organizations have managed fellowships Africa-wide and jointly have capacity to serve the Africa region including francophone Africa.

The overall objective of the program is thus to develop leadership capacity of African researchers, policy advisers and practitioners for advancement in current climate knowledge, long-term adaptation, decision-making and climate action thus improving the effectiveness of science-policy-practice interface for positive impact in society. The specific objectives are:

1. To strengthen the capacity of national and regional mid-career to senior climate change policy advisors/analysts to understand how to interpret and apply climate model projections, inject the best available scientific research/empirical knowledge/data into policy processes and decision-making
2. To engage the science and policy communities and develop a shared vision of research and assessments needed to serve climate change decision-making needs
3. To advance national and regional climate change assessments and research on Vulnerability, Impact and Adaptation (VIA) on thematic areas informed by the gaps identified from key sources (e.g. 5th ARs, IPCC, AfDB, AU and IGAD) that can

contribute to the future rounds of IPCC's Assessment Reports and enhance regional and national planning for climate change

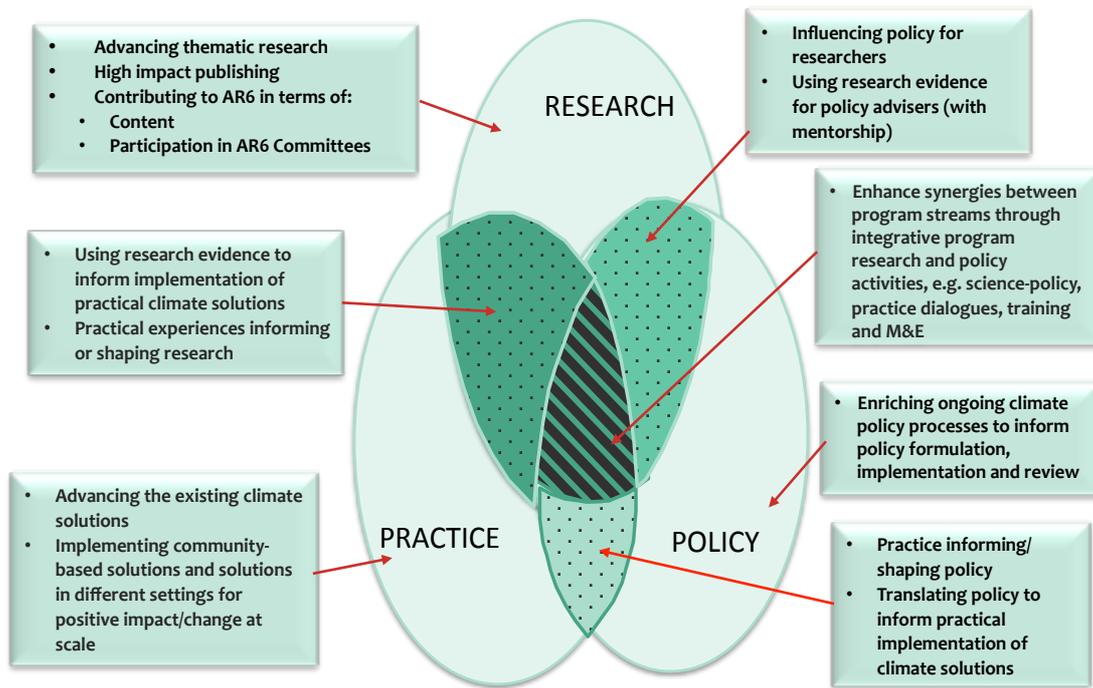
4. To further improve and implement innovative climate solutions that are relevant and have the highest potential for building resilience to climate change and for large scale impact in the communities or organizations in which they are implemented
5. To enhance synergies between program tracks through integrative program research, practice and policy activities.

The conceptual framework that guided the methodology is based on the literature review and research and knowledge gaps identified. African countries are already experiencing the impacts of climate change whilst further climate change is certain in the coming decades. Real economic transformation is still to take place for most of the African continent. With much of the recent development gains in climate-sensitive sectors, climate change presents risk to growth and development in Africa. Simultaneously, adaptation knowledge is growing in Africa. It is envisaged that adaptation will bring immediate benefits and reduce the impacts of climate change. High quality climate information is crucial for effective adaptation planning and management as well as reducing disaster risks. However, this knowledge is not available across many parts of sub-Saharan Africa. The African Climate Change Leadership Program will increase the quality and availability of such information and build greater expertise in how to apply this knowledge on development sectors such as water, agriculture and food security, health and infrastructure planning. In turn, this understanding will inform policy implementation as well as innovative tools to be used for climate change assessments, adaptation planning, and policy implementation. The program was divided into three tracks namely Policy, Research and Climate Innovations or Practice as shown in the conceptual framework shown in Figure 2.1.

The argument behind this conceptual framework was that the interaction of the three tracks would contribute immensely to the leadership growth of the fellows. There were integrative activities planned in the inception, mid-term and end-term workshops to facilitate this interaction. These included:

- a) common three-day inception training for all tracks,
- b) policy maker grantees training the grantees from the other two tracks,
- c) expert climate change researchers and practitioners training the other grantees on different aspects of climate change,
- d) senior researchers mentoring policy makers,
- e) all grantees making presentations and commenting on each others' work during the mid-term review workshop, and
- f) all grantees making presentations to each other in the end-term conference.

Figure 2.1: The Conceptual Framework



4. Results Framework: Impacts, Outcomes, Outputs and Activities

The results framework is shown in Table 4.1. This table shows, for each track, the impacts the program was expected to have, the expected outcomes, the outputs to be produced and the activities to be executed.

Table 4.1: Program Results Framework

	Research Track	Climate Innovations Track	Policy Track
Impacts	<ul style="list-style-type: none"> • AR6 influence 	<ul style="list-style-type: none"> • Contribution to society through implementing innovative climate solutions 	<ul style="list-style-type: none"> • Policy influence
	<ul style="list-style-type: none"> • Research results influence on policy and practice 	<ul style="list-style-type: none"> • Climate solutions influence on research and policy 	
		<ul style="list-style-type: none"> • Entrepreneurial spin-offs 	
	<p>Common Impacts</p> <ul style="list-style-type: none"> • Growth as a climate change leader • Keynote speaker at global conference • Mentorship of emerging researchers, policy makers and practitioners • Network discussions/events/ collective reports lead to significant changes in government policy or community or corporate practice 		
Outcomes	<ul style="list-style-type: none"> • Increased fellows influence in policy planning and implementation by being consulted for advice or taking part in climate change planning and implementation 	<ul style="list-style-type: none"> • Increased use of research evidence to shape climate solutions 	<ul style="list-style-type: none"> • Enhanced capacity in national and regional agencies in climate change to formulate, implement, monitor and evaluate policies
		<ul style="list-style-type: none"> • Enhanced impact of climate solutions 	<ul style="list-style-type: none"> • Enhanced national and regional climate change policies
			<ul style="list-style-type: none"> • Sustainability of Policy Advance Institute
	<p>Common Outcomes</p> <ul style="list-style-type: none"> • Increased partnerships and collaborations between fellows in research, policy and practice • Enhanced skills, knowledge and confidence in climate change information • Enhanced and sustainable climate change leadership capacity • Additional or further funding secured • Promotion and/or change in employment 		
Outputs	<ul style="list-style-type: none"> • Curriculum and resources on advanced climate research 	<ul style="list-style-type: none"> • Innovative climate solutions for communities and organizations 	<ul style="list-style-type: none"> • Curricula and resources on climate change policy formulation, review and implementation
	<ul style="list-style-type: none"> • Increased contribution to AR6 both in terms of content and membership of AR6 Committees 	<ul style="list-style-type: none"> • Local climate adaptation planning guidelines for communities 	<ul style="list-style-type: none"> • Working papers on policy action research findings, recommendations and lessons learned
		<ul style="list-style-type: none"> • Training materials for climate change 	

	Research Track	Climate Innovations Track	Policy Track
		stakeholders on several climate change-related matters	
	<p>Common Outputs</p> <ul style="list-style-type: none"> • Peer reviewed journal papers • Book chapters • Policy papers • Policy briefs • Dissemination reports • Program website • Blogs • Co-published papers • Graduates of the leadership program • Beneficiary reports • M&E reports 		
Activities	<ul style="list-style-type: none"> • Training on advanced climate research 	<ul style="list-style-type: none"> • Training on development and implementation of climate solutions 	<ul style="list-style-type: none"> • Rigorous training on policy research by climate change scholars and practitioners
	<ul style="list-style-type: none"> • National or regional climate change assessments on thematic areas informed by the gaps identified from key sources 	<ul style="list-style-type: none"> • Comprehensive literature review of existing climate solutions that are tested and ready to scale in selected thematic areas 	<ul style="list-style-type: none"> • Map policy stakeholders
	<ul style="list-style-type: none"> • Carry out research guided by identified themes 	<ul style="list-style-type: none"> • Further develop climate solutions that can scale and test them in practical environments 	<ul style="list-style-type: none"> • Desk research on climate change policy processes
	<ul style="list-style-type: none"> • Disseminate key findings and conclusions to stakeholders in science-policy-practice dialogues 	<ul style="list-style-type: none"> • Implement solutions and monitor impacts in action research mode 	<ul style="list-style-type: none"> • Review relevant published evidence
	<ul style="list-style-type: none"> • Participate in IPCC working committees 		<ul style="list-style-type: none"> • Influence climate change policy processes informed by evidence
	<p>Common Activities</p> <ul style="list-style-type: none"> • Mentorship of fellows by appointed mentors • Develop and execute a dissemination plan of research results • Publish research findings in journals, books and conferences • Develop program website with blogs, discussion forums, competitions, etc. • Organize program mid-term workshop and end-term conference for all beneficiaries as science-policy-practice-dialogues and results and recommendations sharing platforms • Monitor and evaluate the program outcomes and outputs • Provide bridging opportunities to sustain impact beyond program lifespan 		

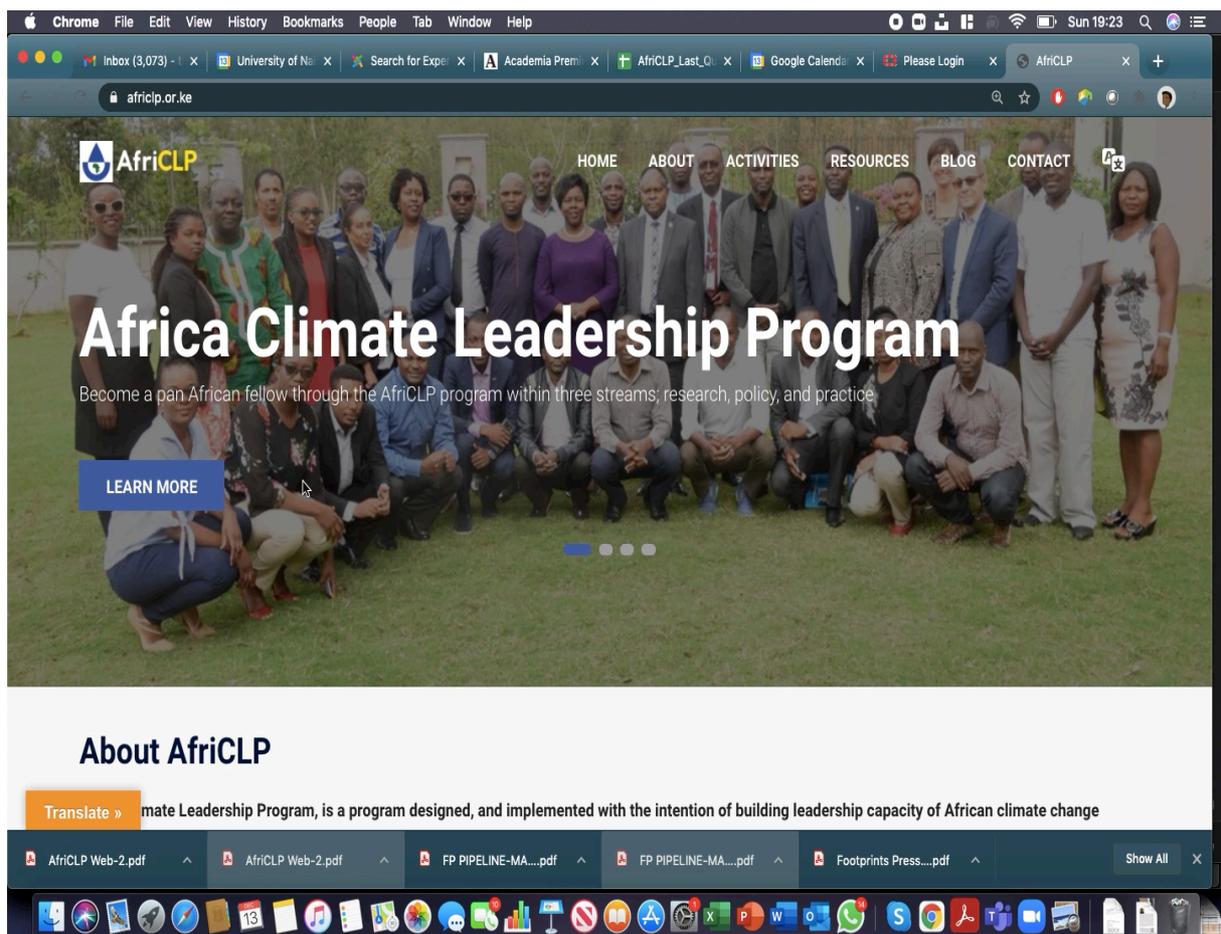
5. Key Achievements

5.1 Website

A project website was developed, <http://africlp.or.ke/>. This website was created for the fellows and anyone else who may be interested to know something about the program. It contains, among others, fellows profiles, the key activities executed by the program, a repository of resources available to the fellows, links to key partners/collaborators, blogs by the fellows and news on useful opportunities for the fellows.

The AfriCLP website was not initially professionally designed and was difficult to modify. It was also not dynamic. There was thus need to professionally re-design and re-develop the website to be more appealing and dynamic and to incorporate some features of WAfriCLP before this program could have its own website.

The AfriCLP Management made the decision that the re-design and re-development would be undertaken by a unit within the University of Nairobi², the Computing for Development Lab (C4DLab). This unit would be able to maintain the website beyond program funding, thereby contributing to the program sustainability.



² The earlier version of the website had been designed and developed by a start-up company that had started in the University but had moved out into industry.

5.2 Leadership Capacity Development

The leadership capacity of 30 fellows was built by the program providing track-specific technical training, mentorship, and financial grants to support the development of fellows' projects as reported under the monitoring and evaluation section. However, two fellows had their contracts terminated at mid-term because they did not show adequate progress in comparison to their project work plans.

5.3 Training

During the inception workshop held in Dar es Salaam (Tanzania) in January and February 2018, the following training was carried out by a mix of top climate and other experts from Europe, America and Africa:

- a) Common training for fellows in all tracks, including leadership, science-policy-practice dialogues, climate data and models, adaptation in the context of impacts and vulnerability.
- b) Advanced research training for the research fellows, including designing regional and comparative climate change researches, approaches to regional and local climate studies based on existing climate analysis methods, and IPCC processes and getting involved.
- c) Practical innovations training for the climate innovations fellows, including Institutional arrangements of the Technology Mechanism under the UNFCCC, opportunities under CTCN, scaling the adoption of climate innovations, and action research and the participation of other stakeholders in implementation of climate innovations in society.
- d) Policy Advanced Institute for the policy fellows, including economics of climate change adaptation, investments and financial flows for climate change adaptation and mitigation in selected sectors, integrating climate change adaptation and mitigation into development planning, and the processes and financing for the National Adaptation Plan (NAP).

As part of the training, the program secretariat recorded a bilingual video on what some of the fellows were working on. It can be watched from [here](#).

During the mid-term workshop held in Nairobi (Kenya) in May 2019, the following training was carried out by experts and institutions from Kenya and the rest of Africa:

- a) Leadership by Strathmore Business School, Strathmore University, Kenya
- b) Effective scientific writing skills, public speaking & presentation skills by Dr. Marlies H. Craig, IPCC
- c) Leadership capacity building (LCB) framework by Dr. Wanjiku Ng'ang'a, Monitoring & Evaluation Consultant

- d) Results-based Climate Change Leadership Framework by Mr. Julius Nyangaga, Consultant, Right Track Africa



The end-term workshop could not be held because of the onset of COVID-19 pandemic. The Program Management got approval to partly use the funds of this workshop to carry out additional training, which is outlined in sub-section 5.12.

5.4 Mentorship of Fellows

During the inception training workshop, the Program Management Team recruited a team of mentors from the pool of trainers and industry experts who were keen on mentoring and whose experience was relevant to the fellows' projects. The following were the responsibilities of the mentors as captured in the letters of engagement:

- a) Provide comments on the Fellows' revised proposals;
- b) Guide and support the Mentees during their research work;
- c) Guide and support the Fellows in writing papers that can be published in high impact journals;
- d) Share or point to resources that could be useful to the Mentees' research work;
- e) Provide career guidance to the Fellows, where this is necessary;
- f) Act as an empathetic sounding board for the Mentees' ideas and concerns;
- g) Refer the Fellows to opportunities where they can share the results of their work or to other persons who could provide valuable assistance;

- h) Follow through the commitments the Mentees made in their final proposal in the form of milestones to be accomplished and provide a simple report or any concerns to the Research Officer; and
- i) In carrying out the above roles, regularly communicate with the Fellows through email, Skype or any other appropriate electronic method, and physically where this is possible. This communication was expected to take place at least once a month.

The mentorship took place for a minimum of 12 months from March 2018. The assignment of mentors to fellows is shown in Appendix 1.

5.5 Paper Writing Competition

The AfriCLP program management launched a paper writing competition. The objectives of the competition are to encourage fellows to publish papers in peer reviewed journals; to stimulate collaboration among grantees from different tracks (policy, research and climate innovations); and to tremendously increase the activities of the climate change network website. It will also in turn enhance the program performance. A total of at least 15 papers are expected as a result of this competition.

We received 29 papers that were of high quality: 20 from research fellows, 5 from policy fellows, and 4 from climate innovations fellows. Even the papers that had not yet been published were equally of very good quality.

Each of the Program Management personnel evaluated each submission, presented to the whole team and the average taken of the agreed scores. The winners shown on Table 5.1.

Table 5.1: The winners of the paper competition

Track	Winning Fellow	Title
Research	Dr. Abayineh Amare Woldeamanuel	Index-based livestock insurance to manage climate risks in Borena zone of southern Oromia, Ethiopia
Climate Innovations	Dr. Stephen Yeboah	Development and Release of Low N, Drought Tolerant and Nutritious Hybrid Maize Variety Named “CRI Apraku”
Policy	Mr. Kingsley Kwasi Agyemang	Mainstreaming climate information services into agricultural sector policy of Ghana

Each winner was entitled to US\$1,000, which was used in the furtherance of the work they carried out under the AfriCLP program. Before we disbursed this money, we asked them to submit to the Secretariat an outline of what they would wish to achieve with these funds. In addition, they prepared stories on what they were able to achieve with the AfriCLP funding that were featured in our website and are given in Appendix 2. IDRC is welcomed to use these outputs.

We agreed that the AfriCLP Management Team would mentor those who submitted papers that not yet been published to be able to publish in the next few months. We used

the funds for the end-term workshop to support those who had not published to publish. We also encouraged those who had not made a submission and/or had not yet published, to complete their publications and share them with AfriCLP Secretariat.

5.6 Mentorship by Fellows

The fellows carried out the mentorship activities as summarized in Table 5.2. This table is summarized from the data provided during end-term M&E data collection from fellows.

Table 5.2: Mentorship activities

Track	Mentee Category	Mentorship Details
Climate Innovations	Professional Colleagues	Government officials and supervising their thesis work on the climate change theme
		Twelve junior project officers on mainstreaming climate change into project initiatives and how to initiate projects and activities to enhance climate change adaptation in agriculture and the wider AFOLU sector
		Participants attending an alternative energy solutions workshop
	Agribusiness Entrepreneur	Establishing a vermiculture project
	Upcoming CC Professionals	Under the Queen Elizabeth Diamond Jubilee Trust, mentorship of several professionals intending to start up businesses in the areas of renewable energy and climate change consultancy (policy advisory and technology), as a mentor in the Queen's Young leadership Mentoring programme
		Twenty interns on climate smart city-based animal production
		UNDP intern on environment and climate change in Burkina Faso
	PhD Student	PhD student (ISNAD) mentorship
	Masters Student	Undertaking masters research projects
		Proposal and research design
Undertaking field research at Tiogo classified forest		
Master's student from 2iE a private university in Burkina Faso, working on climate and water related subjects		
ACCFF Fellows	Supervision of a Master's student working on development and dissemination of climate resilient maize varieties.	
	Mentoring African professionals as part of the program and as host institution in the ACCFP program	
Policy	Masters Students	Mentoring students to develop project proposals in climate change
		Selecting a relevant research topic that can contribute to creating resilience to climate change
		Developing of proposals for climate change work and developing careers in the climate change area
	Office colleague	Mentorship in regard to climate change mainstreaming of the Energy and Mineral Development Sector of Uganda
	Techwomen applicant	A STEM lady, enabling them to succeed in attaining the 2018 Techwomen grant
	PhD Student	Guiding the student in questionnaire development and survey of stakeholders

Track	Mentee Category	Mentorship Details
		How to conduct research and how to write papers ³
	Upcoming CC professionals	Environmental youth advocate on how to do research and publish. ⁴
		Graduate trainee in the Climate Change Management Department, on how to apply for scholarships for Masters program, conference facilitation, and role-modeling her into a strong woman who can take up challenges
	Professional Colleagues	National, regional, sub-regional and international climate change policies and strategies as well as climate change proposal writing
	Research Assistants	How to undertake fieldwork, analyze data and write reports, as part of a project team
Research	Undergraduate Students	Guidance and mentorship to undergraduate students undertaking their special projects
	Masters Students	MPhil project supervision: Analyzing droughts using standard precipitation index; Mapping solid waste management plants in Lira municipality; Farmers perceptions and adaptation strategies to climate change; Factors that determine the use of climate change adaptation measures
		Research work on <i>Farmers' Perception and Adaptation To Climate Change And Variability In The Case Of Tocha Woreda, Dawuro Zone</i>
		Research work on <i>Determinants of Smallholder Farmers' Decision to Adopt Adaptation Options to Climate Change and Variability in Hadero Tunto Zuria District, Kembata Tembaro Zone, South, Ethiopia</i>
		Supervision of four M.Sc Renewable Energy students at CPEEL, University of Ibadan and Department of Mechanical Engineering in aspects of climate monitoring, finance and developing hybrid energy systems
		Project supervision: <i>Rural adoption behavior on bio-organic nutrients as green crop production technologies in ekiti state, Nigeria; Gender Analysis of Access and Utilization of Weather Forecast Information by Rural Households in Ekiti State Nigeria; Analysis of Potential Demand for Evaporative Cooling Systems in Reducing Post-Harvest Losses in Vegetables; Investigating Network Effect of Finance Service Providers Decision for Farmers' Climate Adaptation in Ekiti State, Nigeria</i>
		Supervising Masters projects as well as fellows on short term SIDA funded International Training Program in Zimbabwe
	PhD Students	Encouraged and guided a PhD student to undertake their research on <i>Climate change and Fisheries.</i>
		Conducting research on sustainable energy, environment, and climate change related topics as part of the International Support Network for African Development (ISNAD-Africa)
		DPhil supervision
Early career Researchers	Academic supervisor and mentor to an early career researcher	
	Mentor under the African Academy of Sciences (AAS) mentorship program	
Professional Colleagues	Research proposal development and implementation	

³ Mentee's abstract was accepted for the Adaptation Futures meeting planned in India, and a book chapter abstract has been accepted by Springer during the first round of review

⁴ The mentee's book chapter was under review at the time of reviewing and his abstract had been accepted by Springer for publishing

5.7 Participation in IPCC Activities

IPCC reports form the authoritative scientific basis for worldwide, national and local climate policymaking. Participating in this review process will increase your visibility in the global scientific community on climate change.

As part of leadership capacity building, it is critical that our fellows get involved in the IPCC activities in their countries through their country's Focal Point. The AfriCLP Management assisted fellows to engage with the IPCC focal points in their countries.

The fellows were trained on how to participate in IPCC activities during the mid-term workshop, and participated in the online Webinar on 'How to review IPCC Assessment Reports – webinars and guidance for climate experts'. The latter was organized by the FCFA program the objective of this mini e-course was to increase the involvement of experts from developing countries in the review process of the drafts of the IPCC 6th Assessment Reports with a view to enhancing both the scientific quality and policy relevance of the IPCC reports for stakeholders in developing countries. In addition, fellows had access to lot of resources from IPCC on how to get involved in its activities.

The following fellows have taken up AR6 reviewer and other roles in IPCC and related activities:

- a) Dr. Leonard Chaka (Research fellow, Tanzania) was appointed AR6 Reviewer of Chapter 5 on Ocean Sciences;
- b) Mr. Erick Omollo (Research fellow, Kenya) was appointed AR6 Reviewer of Chapter 8 on Poverty, livelihoods and sustainable development;
- c) Mr. Erick Omollo (Research fellow, Kenya) was appointed a member of Thematic Working Group (Agriculture) for Kenya under Article 6 of the Paris Agreement;
- d) Mr. James Wafula (Climate Innovations fellow, Kenya) was appointed AR6 Reviewer of Chapter 8 on Poverty, livelihoods and sustainable development;
- e) Mr. Paul Basudde (Policy fellow, Uganda) was appointed an Expert Reviewer for the Second Order Draft of the IPCC Special Report on Climate Change and Land (SRCCL);
- f) Dr. Chukwuemeka Jude Diji (Research fellow, Nigeria) was nominated by the Nigerian National Focal Point as an expert reviewer for the International Panel on Climate Change (IPCC) to the scoping meeting of the synthesis report of the Sixth Assessment Report (AR6) to be held in Singapore on the 21 – 28 October, 2019;
- g) Mr. Paul Basudde (Policy fellow, Uganda) was appointed an Expert Reviewer for the First Order Draft (FOD) of the Working Group I (WGI) contribution to the Sixth Assessment Report (AR6);
- h) Erick Omollo (Research fellow, Kenya) participated in Writeshop on Unpacking IPCC Special Report on Climate Change and Land: Its Implications to Africa from 17th to 22nd November 2019 in Accra, Ghana.

5.8 Establishment of WAfriCLP



Over the last decade, IDRC has supported several capacity building efforts in the field of climate change in Africa ranging from the Climate Change Adaptation in Africa (CCAA) program to the current Africa Climate Leadership Program (AfriCLP). Despite the successful implementation of these programs, there has been little participation of women, especially from Francophone speaking countries in Africa. Various reasons explain this under-representation: weak technical capacity to compete in open calls, lack of confidence to compete with men on equal footing, language barriers, among others. Yet local climate change leaders are needed who can shape understanding of the extent and severity of climate-related stressors and propose solutions on how countries can build resilience to these impacts.

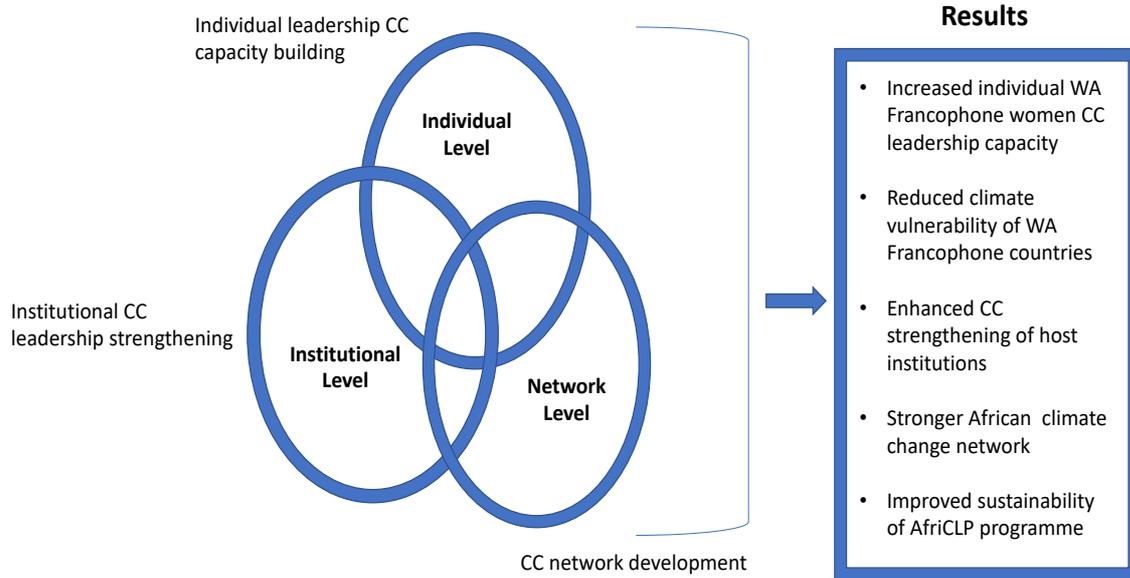
In order to fill this gap, we developed a tailored and targeted Francophone climate leadership capacity program for women – the West African Climate Leadership Program (WAfriCLP). The fellowship program is designed to respond to the need for strengthening women’s capacities in climate change research, innovation and policy in Francophone West Africa, which has been identified during past programming as a weak area.

The conceptual framework of WAfriCLP is shown in Figure 5.1. The overall objective of the program is to develop the climate change leadership capacity of eighteen (18) early to mid-career women researchers, innovators and policy analysts/advisors in Francophone West Africa to advance and apply knowledge for climate change adaptation and resilience. It will offer experiential learning, education, research and training opportunities, and support those with climate change ideas that can be applied at scale and who have the drive and potential to become leaders in their fields.

We partnered with the Centre of Excellence for Climate Change at the University of Felix Houphouët-Boigny (WASCAL/CCBAD), Côte d'Ivoire. This partner will take the lead in the management of the program. AfriCLP implementing partners, Universities of Nairobi and Dar es Salaam, will provide technical backstopping and link the West African partner to the existing network of experts of AfriCLP.

The proposed WAfriCLP program was funded by IDRC and started executing its planned activities in February 2020. AfriCLP continues to play a mentorship role.

Figure 5.1: WAfriCLP Conceptual Framework



5.9 Recognitions and Awards

Recognitions and awards are a very good indication that fellows have grown in their climate change leadership. Many fellows have been recognized as climate change experts or received awards as scientists. The following are key recognitions and awards:

- a) Dr. Jude Chukwuemeka Diji was appointed the Deputy Vice Chancellor in charge of Research, innovation, Consultancy and Extension in Kampala International University, Uganda.
- b) Dr. Stephen Yeboah (Research fellow, Ghana) won the best Scientist-Senior Member Category, CSIR-Crops Research Institute, Ghana.
- c) Dr. Amollo Ambole (Policy fellow, Kenya) was appointed “Senior lecturer extraordinary” at the School of, Public Leadership, Stellenbosch University, South Africa. This is an honorary appointment in recognition of her research. It is effective from 1st January 2020 to 31st December 2022.
- d) Dr. Galine Yanon (Climate Innovations fellow, Chad) was awarded the best PhD since 2013 (plus 1,500,000 CFA (XOF) and several books) by the Senegalese Academy of Science.
- e) Mr. James Wafula (Climate Innovations fellow, Kenya) was selected as a Lead Farmer for Sinyerere Ward of Trans Nzoia County for the Evergreen Agriculture Concept being spearheaded by the World Agroforestry Centre through an affiliate known as Zero2Heroes Ltd, www.zerotwoheroes.co.ke.
- f) Veronica Nonhlanhla Jakarasi (Policy fellow, Zimbabwe) was nominated to the PANOS Institute of Southern Africa Board, an organisation that gives the vulnerable and the voiceless a voice.
- g) Dr. David Olufemi Awolala (Research fellow, Nigeria) was awarded a Post-Doctoral Research Fellowship of the 2019-2021 African Science for Weather Information and Forecasting Techniques (African SWIFT), under the Global Challenges Research Fund (UK-GCRF) at the Faculty of Environment, University of Leeds, United Kingdom (UK) in partnership with the Department of Meteorology, University of Nairobi, Kenya.
- h) Dr. Amollo Ambole (Policy fellow, Kenya) won the Grand Challenges poster prize during the 2019 Grand Challenges Annual Meeting in Addis Ababa. She won for "Best poster design" (29th October 2019). Poster title: Mediating household energy transitions through co-design in Africa: case studies in Kenya, Uganda, South Africa.
- i) Prof. Yacoubi Khebiza Mohamed (Climate Innovations fellow, Morocco) was seconded by the Moroccan government to attend COP24 in Poland, December 2018.
- j) Dr. Amollo Ambole (Policy fellow, Kenya) was awarded the "Senior lecturer extraordinary" at the School of Public Leadership, Stellenbosch University, from from 1st January 2020 to 31st December 2022. This is an honorary appointment in recognition of her research.
- k) Mahugnon Serge Djohy (Policy fellow, Cape Verde) was appointed Francophone Youth Representative to the 2019 ECOSOC Youth Forum, at the UN Headquarters at New York, April 8-9, 2019. During the forum, I have worked closely with UN Major Group on Children and Youth (UN MGCY) and the UNFCCC Youth Constituency (YOUNGO) Taskforce on reviewing the SDG13 (recommendations submitted to the

Parties for the 2019 High Level Political Forum (HLPF), September 2019) to boost ambition and accelerate actions to implement the Paris Agreement.

- l) Mahugnon Serge Djohy (Policy fellow, Cape Verde) was appointed as member of Climate Finance Taskforce (CFT) of Benin Delegation the UNFCCC COP25, held in Madrid, Spain, December 2-13, 2019.
- m) Mahugnon Serge Djohy (Policy fellow, Cape Verde) was appointed to the Young Steering Committee of the 9th World Water Forum (WWF), Dakar 2021.
- n) Erick Omollo (Research fellow, Kenya) was selected as a Research Associate at African Group of Negotiators Expert (AGNES).
- o) Asaa Ngwabebho Nestor SR (Climate Innovations fellow, Cameroon) was accepted into World Energy Council's Future Energy Leaders programme (FEL-100) in April 2018.
- p) Asaa Ngwabebho Nestor SR (Climate Innovations fellow, Cameroon) was accepted as an advisory mentor to the Queen of England's Young Leadership Programme since April 2018. He has been providing mentorship on renewable energy development to selected participants of the programme coming from various nations around the globe.

5.10 Adaptation Futures 2020

Twelve fellows got their abstracts accepted for the Adptation Futures to have been held in Delhi in April 2020. The Team Leader also got an abstract for a panel accepted. The conference could however not be held because of the COVID-19 pandemic. It was re-scheduled to October 2020 but was not held because of the challenges posed by the COVID-19 pandemic. It is not clear whether these accepted abstracts will be transferred to Adaptation Futures 2021 if the COVID-19 pandemic does not still pose problems.

5.11 Monitoring and Evaluation

During the mid-term M&E data analysis, it took the M&E consultant a long time because the analysis processes were largely manual. We agreed that it would be best to automate these processes. We got the budget for this work approved by the Senior Program Officer.

In automating the M&E data analysis processes, we hired a software development consultant whose brief was to design, develop and implement the following modules:

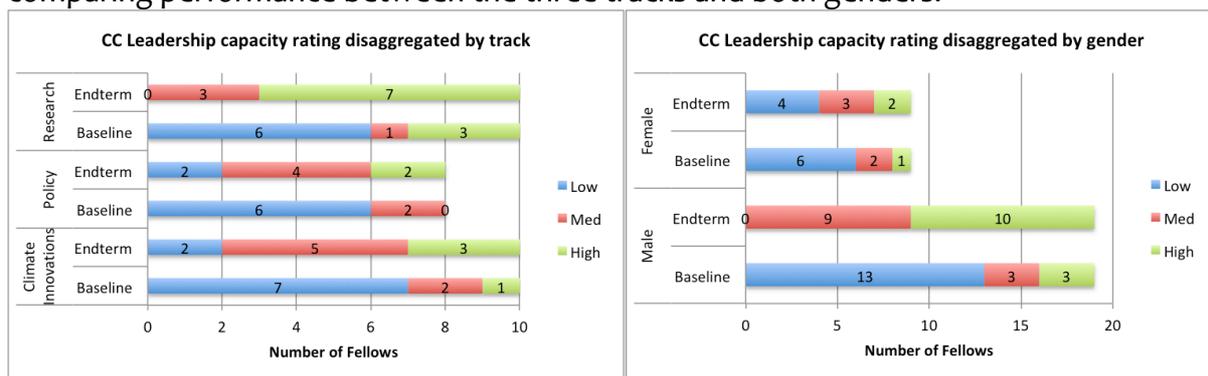
- a) User Management Module
- b) Questionnaire Design Module
- c) Response Data Module
- d) Data Analysis Module
- e) Reporting Module
- f) Settings Management Module

The above modules tested and commissioned by April 2020, allowing the end-term data collection to start in May 2020. By mid-June 2020, all the fellows had completed capturing

their data and submitted. Data analysis started in June and the draft final M&E report was ready by Jul/August 2020. The key findings and achievements are provided below.

Key Findings

The end-term evaluation finds that the program has successfully achieved its objectives, expected outcomes and outputs. There has been demonstrable CC leadership capacity growth at the individual, institution and network levels. All but one of the fellows attained a higher leadership capacity rating at the end of the program than they had registered during the baseline evaluation. Further, given that all 28 fellows who are employed or self-employed are all professionally engaged in mid to senior CC roles in organizations where CC has been institutionalized, the enhanced leadership capacity at the individual level has been effectively translated into these organizations. One fellow is enrolled in a full-time PhD programme in the CC domain and continues to conduct high quality CC research and contribute to CC capacity development in an academic environment. Disaggregation of the leadership capacity development data by gender revealed that the female fellows attained lower capacity growth compared to the male fellows. Both groups nonetheless registered an improvement over their baseline performance. The figures below summarize the change⁵ in CC leadership capacity between the baseline and end-term evaluation, comparing performance between the three tracks and both genders.



The program has been very successful in supporting the establishment of linkages that catalysed collaborations and partnerships, yielding a vibrant network of African CC professionals.

Key Achievements

Here we highlight the key achievements with respect to the program's objectives.

- 1) The program aimed to strengthen the technical and functional skills and competencies of the fellows so that they would be able to inject the best available scientific research, empirical knowledge and data into policy processes and decision-making. The fellows' skills and confidence grew as evidenced by the activities they undertook and outputs they generated. Further, the fellows

⁵ It is important to note that whereas the baseline considered leadership capacity indicators (activities and outputs) over the 5 years prior to joining the AfriCLP program, the program implementation period is shorter, spanning a period of 2.5 years. This means that fellows who improved over their baseline status have demonstrated rapid capacity growth during their fellowship.

confidence in their CC leadership skills grew tremendously with twenty-three (82%) of them rating their skills as good or exceptional compared with only nine (32%) who gave a similar rating at the start of the fellowship. With the exception of one fellow who is enrolled in a full-time Phd programme, all the other twenty-seven fellows are gainfully employed in CC roles with higher responsibilities assigned to them than they had prior to joining the fellowship. This demonstrates leadership capacity growth and that their hiring institutions recognize the fellows' competence, leadership and contribution to organizational outcomes in the CC domain. The program therefore met its objective of equipping the fellows with technical and functional skills as well as leadership competencies to enable them impact policy processes and decision-making based on sound scientific processes.

- 2) One of the objectives of the program was to enhance synergies between policy, research and practice and to cultivate a collaboration mindset that seeks to integrate interdisciplinary and multidisciplinary perspectives into research, policy and practice activities. Prior to joining the fellowship, many fellows reported not having purposefully sought out multidisciplinary and multi-domain collaborations to enrich their work, but in the course of the program, many fellows reported collaborating with professionals outside their core domain of practice, technical background as well as diverse geographical locations. More than half of the fellows participated in producing outputs or undertaking CC-related assignments in collaboration with other professionals, demonstrating not only strengthened professional linkages and collaborations, but individual confidence and leadership growth as well. In particular, fellows produced sixty-one co-authored refereed publications and jointly implemented twenty-nine CC projects and consultancies with other professionals during the fellowship period. Seven of these publications were authored jointly by AfriCLP fellows from different tracks, indicating a growth in intra-AfriCLP collaboration.
- 3) Inserting African voices into the global CC agenda was a key motivation for this program, with particular emphasis on increasing the participation of African climate professionals in future rounds of IPCC's Assessment Reports. To this end, the program took steps to forge concrete linkages with the IPCC by organizing a facilitated session where the fellows were sensitized on the structure, process and schedule of IPCC's assessment agenda. Linkages to national IPCC focal points and contributing authors were also supported by the program. A notable achievement is that six fellows were appointed as expert reviewers for various drafts and chapters in the upcoming AR 6. The AR6 reviews include: Second Order Draft of the *IPCC Special Report on Climate Change and Land (SRCL)*, Chapter 5 on *Ocean Sciences (WG II)*, Chapter 8 on *Poverty, Livelihoods and Sustainable Development (WG II)*, Chapter 8 on *Poverty, Livelihoods and Sustainable Development (WG II)* and chapter 7 on *Agriculture, Forest and other land use*. It is expected that the awareness created about the IPCC and the process of contributing to subsequent Assessment Reports, will see more fellows participating in the future.
- 4) The program aimed to accelerate development of technical outputs such as policy briefs and the improvement and implementation of innovative climate solutions

that would build resilience to climate change in the communities and organizations where they are implemented. On this score, the program has fared very well with the fellows producing high quality technical outputs including eighteen policy documents, fifteen climate solutions (innovations), fourteen community pilots and twenty-two training materials and adaptation guidelines for public use.

- 5) One of the outputs anticipated in the program was peer-reviewed publications and on this score, the program has performed very well. The fellows collectively published forty-one journal articles, eighteen book chapters, one book and six peer-reviewed conference proceedings. The production of high quality publications demonstrates development of CC-specific technical capacity and is a clear indication that the fellows are contributing home-grown, contextualized scientific research, empirical knowledge and data into policy processes and decision-making that augurs well for climate adaptation and mitigation in Africa.
- 6) In keeping with its objective of strengthening and catalyzing network collaboration and linkages, the program created collaborative partnerships with the West Africa Climate Leadership Program and Strathmore Business School of Strathmore University in Kenya, with the latter serving as a training partner. The program is also set to launch the Africa Climate Leaders Network (AfriCLeN), which will continue to foster engagement and catalyze collaboration amongst AfriCLP alumni and other climate professionals based in Africa or working on African climate issues.

In summary, the end-term evaluation found that the AfriCLP program has satisfactorily met all its laid out objectives and expected outcomes, further details of which are detailed in the body of this report which is attached separately.

5.12 End-term Conference

Given the COVID-19 pandemic, it was not possible to hold the end-term conference in the manner it was conceptualized in the AfriCLP proposal. The AfriCLP Management and our fellows discussed the options for the end-term conference. We ruled out a face-to-face conference given the understanding that the pandemic will be with us for a long period of time. We have also agreed that a virtual conference would not meet our original aim to network with other international researchers, policy makers and practitioners. We made a proposal to IDRC which was approved. The status of the key activities that were approved for funding is outlined below.

- a) **Training.** Strathmore Business School, Strathmore University, Kenya, which had carried out leadership training during the mid-term workshop, carried out an advanced training on leadership. A copy of the post training report is provided in Appendix 3. Other training sessions that were held are ‘Towards successful grant writing’ by a team from RUFORUM based in Uganda and ‘Climate negotiations and financing’.



- b) **Establish the Africa Climate Leadership Network (AfriCLeN).** The vision, objectives, impact, capabilities, etc. of AfriCLeN were developed. Its registration in Kenya is ongoing. This network is supposed to help sustain the achievements of AfriCLP, WAfriCLP and other climate change projects that IDRC has in the past funded in the African region. The program will soon launch the network, which will continue to foster engagement and catalyze collaboration amongst AfriCLP alumni and other climate professionals based in Africa or working on African climate issues.
- c) **Develop a searchable database of CC experts in Africa.** Expand the AfriCLP database of fellows created by the M&E Consultant to include ICTWCC, ACCFP, WAfriCLP and other CC programs funded by IDRC in Africa. This database would be the main part of AfriCLeN. This database has been created and efforts are being expended to have past fellows register, and thereby populate the database. The database will be accessed by all parties interested in climate change experts in Africa. We will engage IPCC, as well as other stakeholders, to ensure that the database meets their needs for experts.
- d) **Publishing.** Initially, we were to assist MSc students working in climate change and who are at the stage of writing up to publish their results, with the publications being attributed to AfriCLP. Upon reflection however, we decided to help those AfriCLP fellows who had not published to publish. We have identified the fellows who need assistance to publish. We are waiting for evidence that their manuscripts have been accepted before we pay for their publication costs.

6. Risks, Recommendations and Lessons

6.1 Key Risks

One of the key risks is the onboarding of the wrong fellows in a program. Our evaluation process was all electronic, based on what potential candidates had written about themselves and their capabilities. We found two of the fellows were not making adequate progress during the mid-term workshop and were a wrong fit. We therefore had to terminate their contracts. In addition, two of the three female fellows recruited late into the program never quite fit into the fellowship. We had to push them in order to produce something meaningful. This is the reason why we recommended that in-person workshops be held with potential candidates and host institutions in WAFriCLP. We also advised that interviews be held with short-listed candidates. We believe that this change of strategy in the WAFriCLP publicity and selection processes enabled the program to get more engaged fellows, despite the interviews having been virtual due to the COVID-19 pandemic.

A further risk was the assumption that mentor-mentee interactions were going to take place on a regular basis. This assumption only held for very few, with most mentors hardly interacting with their mentees after the mid-term workshop. We believe a different model of mentorship needs to be developed. We shall brainstorm with our WAFriCLP colleagues to see whether we can develop a different model.

A final risk is establishing whether the activities reported by fellows actually took place. For example, with one of the fellows whose contract was terminated after the mid-term workshop, we established that the fellow had done very little on the ground, with reports filed largely based on other related assignments that he was doing. In future programs, we need to find methods of establishing activities in the work plan take place and planned outputs are produced. For example, the M&E system could be modified to require uploading of documentary evidence or the program management could have sufficient budget to travel and visit some of the fellows where there is doubt that project work was progressing well.

6.2 Recommendations

We make the following recommendations:

- a) **IPCC engagement.** By facilitating a training session delivered by a science officer of the IPCC's Group II Technical support unit during the mid-term workshop, the fellows were able to understand the internal workings of the IPCC and the process of participating in the IPCC's Assessment Reports, with at least six fellows being appointed as reviewers and many more fellows reporting informal engagements with their national focal persons and contributing authors located in their countries. This is a strategy that should be replicated for critical areas or program objectives

where knowledge and networks external to a program are required for specific/targeted capacity building. This is a particularly useful strategy for forging linkages with key partners in the climate arena and should be replicated to engage key institutions as the program launches the AfriCLeN network.

- b) **Support for female fellows.** There is need to closely support female fellows given the distinct disparity in attained leadership capacity between the male and female fellows. The female fellows fared particularly worse than their male colleagues in dissemination activities, proposal writing and funding status of submitted proposals as well as undertaking trainings to enhance skills and competencies. There should be purposeful engagement with female fellows to better understand the ways in which they could be more effectively supported and mentored in general, but also directly addressing any barriers or challenges that may hinder their participation in these specific leadership capacity building activities. The collaboration with WAfriCLP, a female-only climate leadership program could benefit greatly from insights gained from this program so that the West Africa team rides on the experiences of the AfriCLP team to better support their female grantees.
- c) **Social media public engagement.** Given the cost-effectiveness of social media as an effective channel for public engagement and given prevailing COVID-19 protocols of limited in-person contacts, programs such as this that need to reach a wide and diverse audience given that climate issues affect most social and economic activities, there is need to put in place a well-planned and executed social media public engagement strategy. This is important to enhance network visibility, opportunities for collaboration as well as impactful dissemination of program activities and outputs.
- d) **Mentorship system.** The mentorship process as currently structured was not as effective as the fellows expected. It might be worth exploring non-traditional mentorship systems that help overcome the singular point-of-failure for cases where the mentor-mentee match is a failure and/or there is no obligation for the mentor-mentee interaction. Given that fellows need to develop diverse competencies – functional, technical, psychosocial and so on, it might be impossible to find a single mentor who would be able to offer all-round guidance and also act as a sponsor who actively promotes linkages for their mentee. It could be useful to explore micro-mentorship model where a specific mentor is on-boarded to support the fellow develop a very specific skill or accomplish a well-defined task over a short period of time. This way, the mentee would have access to a wider variety of skills, experiences and opportunities by interacting with many different mentors over the course of their fellowship. To leverage the experiences and networks of the fellows themselves, it would be useful to also encourage peer-mentoring structured along ‘masterminds’ that comprise peers who form both a professional network as well as a support system. Such groups are designed to help members unlock professional challenges, share advice as well as open up professional opportunities. This would also help forge long-term professional relationships that would be mutually beneficial to all.

- e) **Fostering professional collaborations.** The cycle of identifying, initiating and nurturing fruitful professional collaborations was cited as a difficult area by most of the fellows during the baseline, midterm and has persisted to date. Given the importance of professional collaboration when dealing with a global issue that transcends national boundaries such as CC, deliberate efforts need to be taken to expose fellows to relevant networks and CoPs at the regional and international levels and support their participation at events and technical meetings where they can interact with other professionals and have new opportunities to explore partnerships and collaborations. Leadership assessments for fellows may also help identify specific challenges or psychosocial capacities at a personal level that hinder effective engagement and relationship building and enable personalized coaching to address these challenges.
- f) **Weak practice track.** As was reported during the baseline and the mid-term evaluation, most CC-related engagements and collaborations were biased towards research and policy, with very few on climate innovations. This remained the case despite the program having a CI track where one would have expected to see more climate innovations-oriented engagements at least at the AfriCLP level. Given that research and policy ultimately affect practice, it is important to actively encourage and require a practice component for the research and policy tracks, which would help cultivate a practice mind-set. This could be realized through pairing a researcher or a policy fellow with a climate solutions fellow and requiring that they work together to conceptualize, implement and evaluate a project that would benefit from the multidisciplinary team's perspectives.
- g) **M&E system.** The M&E system has been critical in informing fellows on leadership areas where there was growth as well as leadership capacity gaps. This has enabled fellows to be focused in the capacity development efforts. We recommend that IDRC adopts our M&E system for use in other capacity building programs. We have converted the system to be in both English and French.

6.3 Key Lessons

The following are some of the key lessons that we have learned in the process of implementing this program.

- a) **Effectiveness of social media in communication.** We found that the website and email are less effective than social media for communication with fellows. We therefore focused on using social media to exchange information within the program. Indeed, the fellows' WhatsApp common account is very active with fellows communicating with each other on new opportunities, appraising each other on promotions and new career transitions, and many other issues of common interest. Indeed, we are considering building on this strong human network as a basis for the Africa Climate Leaders Network.

- b) **Role of paper competition in increasing productivity and collaboration.** The fellows produced 67 peer reviewed publications and there is evidence that further publishing is on-going. This is phenomenal productivity. In addition, a significant number of publications were also collaboratively authored. We believe that the paper competition played a major part in boosting paper writing and collaboration.
- c) **Importance of in-person meetings.** From the face-to-face meetings during the inception and mid-term workshops, we have created a very strong human network amongst the fellows. This network has been enhanced by very frequent social media communication in the program. It is therefore that all future fellowship programs have well-planned in-person meetings where long-term human bonds are shaped.
- d) **Capacity development.** We developed some of the fellows' capacity during the inception and mid-term workshops. The most popular course was the leadership training carried out during the mid-term workshop and at the end of the program. There is thus a need to reduce climate-centric technical courses and include the more people-centered courses, such as leadership. In addition, we found that the greatest method of acquisition of skills by the fellows was self-training. We believe this is because, through the M&E reports, we pointed out the capacity development gaps that fellows needed to address in order to grow in their leadership journey. For future IDRC capacity building programs therefore, the programmed skills acquisition methods must be complemented by identification of capacity development gaps that fellows can arrange to fill on their own.

Appendices

Appendix 1: Mentors of Fellows

Surname	Other Names	Gender	Country	Mentor
Research Fellows				
1. Mubaya	Dr. Chipo Plaxedes	Female	Zimbabwe	Prof. Declan Conway
2. Chauka	Dr. Leonard	Male	Tanzania	Prof. Declan Conway
3. Ndebele-Murisa	Dr. Mzime Regina	Female	Malawi	Lindsey Jones
4. Barasa	Dr. Bernard	Male	Uganda	Lindsey Jones
5. Diji	Dr. Chukwuemeka Jude	Male	Nigeria	Senay Habtezion
6. Awolala	Dr. David Olufemi	Male	Nigeria	Dr. Adolphine Kateka
7. Omollo	Mr. Erick	Male	Kenya	Prof. Danny Simatele
8. Jawuoro	Mr. Stanley Odhiambo	Male	Kenya	Prof. Danny Simatele
9. Woldeamanuel	Mr. Abayineh Amare	Male	Ethiopia	Julius Nyangaga
10. Tovihoudji	Mr. Gbenoukpo Pierre	Male	Benin	Dr. Henri Tonnang
Policy Fellows				
1. Agyemang	Mr. Kingsley Kwasi	Male	Ghana	Julius Nyangaga
2. Jakarasi	Ms. Veronica Nonhlanhla	Female	Zimbabwe	Senay Habtezion
3. Djohy	Mr. Mahugnon Serge	Male	Benin	Paul Watkiss
4. Njerere	Pardon	Male	Zimbabwe	Dr. Adolphine Kateka
5. Basudde	Mr. Paul	Male	Uganda	Dr. George Auta
6. Ambole	Dr. Amollo	Female	Kenya	Dr. George Auta
7. Alemaw	Prof. Berhanu Fanta	Male	Ethiopia	Prof. Timothy Waema
8. Mapulanga	Ms Annie Mwayi	Female	Malawi	Stella Gama
9. Wandwe	Ms Cynthia	Female	Zambia	Prof. Dan Simatele
10. Massoy	Ms Theresia Willy	Female	Tanzania	Dr. MadakaTumbo
Climate Innovations Fellows				
1. Kasiita	Dr. Herbert	Male	Uganda	Stella Gama
2. Yacoubi Khebiza	Prof. Mohammed	Male	Morocco	Dr. Madaka Tumbo
3. Ngungoh	Mr. Emmanuel	Male	Cameroon	Stella Gama
4. Yeboah	Dr. Stephen	Male	Ghana	Dr. S. Chang'a
5. Yanon	Dr. Galine	Male	Chad	Dr. S. Chang'a
6. Fonocho	Ms. Charlotte Enjoh	Female	Cameroon	Paul Watkiss
7. Wafula	Mr. James	Male	Kenya	Dr. Elikana Kalumanga
8. Bonkougou	Dr. Joachim	Female	Burkina Farso	Dr. Henri Tonnang
9. Asaa Ngwabebho	Mr. Nestor SR	Male	Cameroon	Dr. Evans Baiya & Dr. Laban MacOpiyo
10. Manei	Ms. Carolyne	Female	Kenya	Dr. Evans Baiya & Dr. Laban MacOpiyo

Appendix 2: Stories from the Paper Competition Winners

Research - Dr. Abayineh Amare Woideamanuel

“Four years ago, when I was a PhD candidate at Addis Ababa University, I started my journey as AfriCLP research fellow. The AfriCLP grant that I was awarded made it possible for me to grow three fold. Firstly, it helped me to successfully complete my research and published an article in a reputable, peer reviewed and high quality journal. The recent award that I received from a highly competitive AfriCLP paper competition for research is a witness to this.

Secondly, AfriCLP served me as a platform to connect with AfriCLP fellows from research, innovation, and policy. It further helped me connect with regional and international experts in the field of climate change to build a growing professional network. For instance, my participation for Mentoring and Training program in IPCC processes for Early Career Mountain Researchers supported by the Swiss Agency for Development and implemented in collaboration with the Mountain Research Initiative, University of Zurich, and selection for a guest researcher at Nordic Africa institute in Uppsala Sweden during the period 06 October-17 December, 2020 under the Guest Researcher’s scholarship Program all purely emanated from my AfriCLP affiliation and contribution.

Thirdly, the experience gained from AfriCLP fellowship helped me to create opportunities to engage in national and regional consultancy works in the area of climate change and related fields. For example, my participation in a baseline study of selected socio-ecological landscapes in the Horn of Africa Region (Ethiopia, South Sudan, Kenya, Djibouti, Somalia, and Eritrea) implemented by the Horn of Africa Regional Environment Centre and Network; and baseline and feasibility study on forestry and livelihoods in REDD+ Investment for development of investment and management strategies in Ethiopia are among few. Overall, the AfriCLP grant has given me the independence I need to be an independent researcher in the field of climate change.

Once again, I would like to thank AfriCLP for generosity and the personal investment and good faith have put into my future.”

Dr. Abayineh Amare Woideamanuel

Climate Innovations – Dr. Stephen Yeboah

“Maize is a food security crop in Ghana with national policies to increase its productivity, but it is still produced predominately by smallholder farmers under rainfed conditions with low input. Given the ample evidence of climate change in Ghana, there is an urgent need to develop more climate resilient maize production systems. Adaptation strategies to climate change in maize systems in Ghana include improved crop varieties with tolerance to drought and heat stress and effective promotion and dissemination strategies. In this project, we aimed to improve human nutrition and food security through widespread dissemination and promotion of drought tolerant quality protein maize to ensure adoption and sustainable production. Critical achievements have been made during the implementation of this project with AfriCLP funding.

We have established the key determinants or factors that influence the adoption of drought tolerant quality protein maize in major producing areas in Ghana. The outcome influenced the selection of appropriate promotion and dissemination strategy to enhance adoption. The funding the development and release of early maturing multiple stress tolerant maize variety with a high potential yield named CRI-Apraku (5.5 t/ha). A manuscript titled “**Promotion of Drought Tolerant Maize in Ghana: Gendered-lessons for Development, Dissemination and Adoption**” have been published to inform policy. Four other papers have been published due to AfriCLP capacity building programmes (<https://scholar.google.com/citations?hl=en&user>). At least sixty (60) extension agents, Two thousand (2000) farmers have been introduced to drought tolerant maize varieties and improved maize production technologies through an outreach programmes. This is a laudable outreach effort to Support collective efforts to influence relevant policy areas and food security.

Dr. Stephen Yeboah

Policy – Mr. Kingsley Kwasi Agyemang

“The overall goal of the project was to facilitate mainstreaming of climate information services into agriculture sector policies and strategies of Ghana for sustainable agriculture and food systems. The project was implemented through stakeholder engagements, extensive review and analysis of data and information from policy documents and scientific journal publications.

I am happy to report that, through the project, climate information services which hitherto was not captured in the Food and Agricultural Sector Development Policy (FASDEP II) as one of the climate change adaptation strategies, is now considered in the current medium term investment plan of the Ministry of Food and Agriculture, Investing for Food and Jobs: An Agenda for transforming Ghana’s agriculture (2018-2021). The document can be accessed on http://mofa.gov.gh/site/images/pdf/National%20Agriculture%20Investment%20Plan_IFJ.pdf.

In addition to the provision of improved seeds and fertilizer, the Ministry of Food and Agriculture has recognized the need to provide accurate and timely climate information to farmers to enable them make appropriate and well-informed decisions. Thus far, the Ministry, in collaboration with Ghana Meteorological Agency, has installed 10 Automatic Weather Stations in climate vulnerable landscapes of Ghana.

Another remarkable achievement of the project is the formidable institutional arrangements (with well-defined roles) put in place to guide and facilitate the generation and dissemination of climate information to farmers. To facilitate this, 25 Agricultural Extension Agents from 5 Regions of Ghana were trained on climate information services as trainer of trainers’.

I look forward to sensitizing more stakeholders at the national, district and community levels on their role(s) in the generation and dissemination of climate information to farmers.



ADCON weather station

Kingsley Kwasi Agyemang

Appendix 3: Post Training Report of the Virtual Leadership Training by SBS



Post-Training Report

For

AfriCLP VIRTUAL LEADERSHIP PROGRAM

For AfriCLP Fellows

Submitted By

**Public Sector Unit, Executive Education
Strathmore University Business School**

November 2020

1. Introduction

The Africa Climate Leadership Program was designed to build the leadership capacity of AfriCLP researchers, policy fellows and climate change practitioners in order to advance their skills in decision-making and managing their teams and organizations.

It was developed and delivered by faculty who combined both extensive experience and academic knowledge to deliver a world class learning experience. The course was uniquely custom made for AfriCLP fellows spread across the continent, hence bringing together 30 diverse participants who were equipped with the knowledge and skills to inspire action towards identifying and adopting climate change solutions in their organizations.

2. Program Objectives

The overall purpose of the AfriCLP Leadership training was to equip participants with the knowledge and skills to be effective leaders, influencers and agents of change. The training objectives are highlighted below:

- a) Equip the AfriCLP Fellows with leadership skills through a virtual leadership training.
- b) Enable research, policy and climate change fellows to play a leadership role and to engage effectively in influencing climate action in their organizations and industries.

3. Program Structure

The program was held for four days over the course of three weeks. The content addressed the following topics:

Leading Self

- a) Understanding oneself as a manager and leader – self insights
- b) Establishing the differences between management and leadership in organizations
- c) Practicing key leadership models and frameworks
- d) Understanding personality and its implication on one's leadership style.
- e) Adapting your leadership style to meet the needs of individual team members

Leading Others

- a) Developing techniques and strategies to create and maintain motivated, effective teams
- b) Conducting an analysis of the current effectiveness of your team
- c) Developing an action plan for enhancing contribution of team & individual team members
- d) Influencing others by connecting their motivations
- e) Building sustainable relationships

4. Feedback from Participants

A total of 21 participants actively participated and were trained in the AfriCLP Leadership Programme. At the end of each day, as well as at the end of the overall programme, participants were requested to share their genuine feedback. The following are the most common comments from participants.

Overall Evaluation of the Programme:

The training was rated very highly. Participants felt that the course was highly applicable and relevant.

- Eye opening. Thought provoking
- Excellent course
- Content was good and relevant though required more time to internalize
- The training modules were so fitting and met my real-life leadership challenges

Areas found most relevant and practical to business

- The course design was well developed to meet our needs
- Financing and budgeting process
- All topics were relevant and practical to the current issues
- Self-mastery, Finance, HR
- Effective budget management, Managing and leading people
- Performance management
- All the sessions were awesome

Topics recommended to be expanded or improved in this module/unit

- HR Management, Performance management
- People and talent management
- All the topics required more time since the facilitators had a lot of content
- Effective budget management
- Budgeting

Topics recommended to be included in this module/ units

- Talent management

Topics recommended to be excluded from this module units.

- None

Teaching methods applied enjoyed/ learnt from the most

- How to deal with people of different character
- Case studies, Group discussions, General participation
- Simulation
- Group discussion, Case study, Simulation
- Practical questions and answer sessions
- All
- Interactive methods

- Discussion

Usefulness of courses to participants

- Very useful
- It has given me a chance to assess and improve at work and in personal life
- I gained a lot on how to manage myself and others
- Excellent
- Reflecting on values & contracting real issues at work

5. Next Steps

SBS is delighted to have conducted the AfriCLP Leadership Programme. We are open and look forward to carrying out further training in the areas requested for by the participants or address leadership gaps that the AfriCLP team would like tackled. We also propose to conduct a post training analysis to identify any further areas for training that the Strathmore University Business School can be in a position to carry out.

6. Conclusion

Based on the overall assessment made by the participants, the objectives of the programme were met. We still welcome feedback at any point in time to continually work on improving the programme.

SUBMITTED THROUGH:

NAME: JOYCE RIUNGU

TITLE: TEAM LEAD, PUBLIC SECTOR UNIT

DATE: 16th November 2020