

# Briefing

## Climate change

### Keywords:

Climate change adaptation, resilience, Tracking Adaptation and Measuring Development (TAMD), monitoring and evaluation (M&E)



Integrated  
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## Policy pointers

**Recurrent assessment** of how well institutions manage climate risks can identify progress and areas to strengthen.

**Scorecards offer a way** to monitor institutional progress towards agreed outcomes along a ladder-based scoring approach.

**Effective learning** requires that assumptions and risks are developed as part of a theory of change towards better climate risk management.

**It is important to ensure** that the right stakeholders are engaged in the assessment and to triangulate evidence where possible.

## Evaluating institutional responses to climate change in different contexts

Because climate change affects vulnerability, the way in which a country manages its climate risks is inextricably entwined with its ability to achieve development. This briefing explores the way in which the Tracking Adaptation and Measuring Development (TAMD) framework uses simple techniques such as scorecards and baselines to help countries evaluate how well its institutions are managing climate risk at all levels, and how ready they are to address emerging risks. TAMD can be adapted and applied to different contexts and scales, to identify where countries need to target additional institutional support to help them achieve climate-resilient development.

### Why measure climate risk management and institutional responses to climate change?

The contexts within which development takes place are constantly changing as climate change affects peoples' vulnerability and the development status they are able to achieve. IIED believes that effective climate risk management (CRM) and institutional responses to climate change will help countries achieve climate-resilient development and maintain development trajectories despite the increasing effects of climate change. We have built upon this theory of change to develop the Tracking Adaptation and Measuring Development (TAMD) approach to monitoring and evaluating responses to climate change.<sup>1</sup>

The TAMD framework uses a twin-track approach to evaluate the success of interventions. It combines how widely and how well countries or institutions manage climate risks (Track 1) with how successfully adaptation

actions reduce climate vulnerability and keep development on course (Track 2). In this briefing, we focus on Track 1, and its application in a range of different contexts within a number of developing countries.

### Assessing the different dimensions of CRM

It is important to measure the extent to which national efforts have resulted in integrating CRM into development policy or enhanced institutional capabilities to respond to climate change. The TAMD approach has proposed and tested a number of categorical CRM indicators, as indicated in Table 1, which can be modified for use at regional and local level, and tailored to contextual circumstances.

Depending on the theory of change envisaged, the indicators in Table 1 can be adapted or modified according to the scale at which interventions are intended to operate, and where the primary outcomes and impacts are expected

to stimulate a series of secondary and tertiary outcomes and impacts.<sup>2</sup>

There may be links between outputs, outcomes and impacts<sup>3</sup> within and between the two tracks and the different scales. For example, an evaluation may examine how outputs from national CRM interventions (Track 1) influence

vulnerability outcomes and impacts (Track 2) or local and regional CRM practices (Track 1).

Each indicator is evaluated using a

scorecard with a series of questions relating to key CRM criteria. Answers — yes, partially or no — are translated into scores, which are aggregated to provide an overall score for each indicator and tracked over time. The answers to each question need to be supported by descriptive narratives that describe the processes and causal mechanisms and pathways that link an intervention's outputs to observed outcomes and impacts. These narratives should be developed with the stakeholders involved in, and affected by, the interventions.

### Measuring institutional responses to climate change in different contexts

Case studies from Cambodia, Kenya, Mozambique and Nepal show how TAMD has generated a range of bespoke frameworks at national, sub-national and local levels.

## Indicators can be modified for use at regional and local level, and tailored to contextual circumstances

**Cambodia.**<sup>4</sup> The Cambodian government has committed to build a national M&E framework, using TAMD as a foundation, that measures and tracks how well Cambodia is managing climate risks and meeting its development targets. Track 1 comprises a core set of five crosscutting indicators to assess the extent of the country's institutional readiness and CRM:

1. Status of development of national policies, strategies and action plans for climate change response
2. Climate integration into development planning
3. Coordination
4. Climate information
5. Climate integration into financing.

Scorecards for each indicator established a baseline for the current status of national CRM and used a readiness ladder approach to understand and track Cambodia's position within an overall process of climate change policy and institutional development. A weighted total score (percentage) was then calculated and plotted for each of the five indicators.

Results from Cambodia showed that coordination is currently strong, reflecting the governments' authority in pulling people together, but climate information systems are weak.

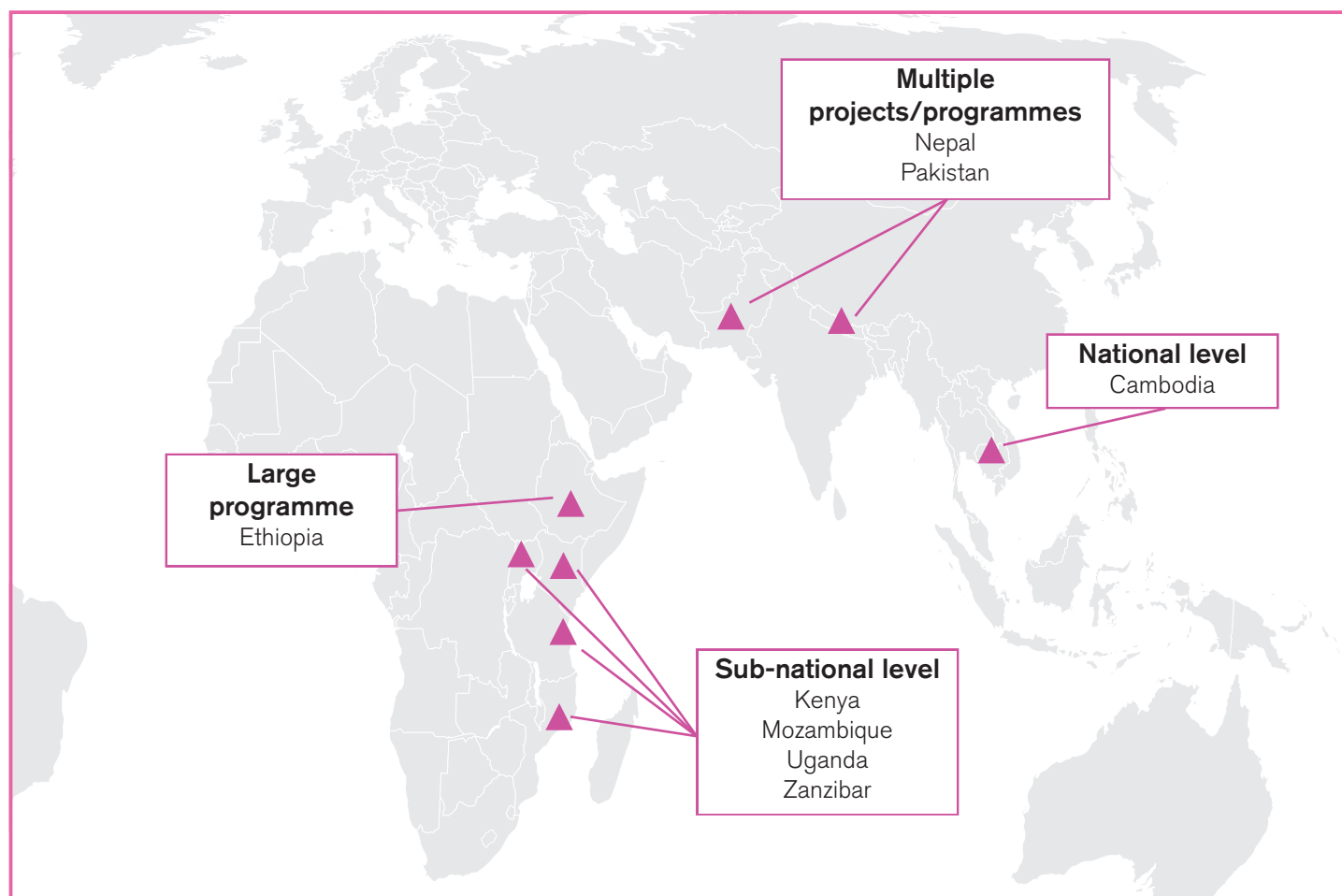
**Kenya.**<sup>5</sup> County governments in Kenya's dryland areas have been planning for the impacts of drought for many years and do not consider CRM to be distinct from their development activities. TAMD was piloted in Isiolo county to assess the extent to which county-level CRM processes

Table 1. Track 1 indicator categories

| Scale                          | Track 1: CRM indicators   |
|--------------------------------|---|
| National                       | <ul style="list-style-type: none"> <li>Mainstreaming climate change into planning</li> <li>Institutional coordination for integration</li> <li>Budgeting and finance for integration and adaptation</li> <li>Institutional knowledge of, or capacity in, climate change, adaptation and integration</li> <li>Using climate information to inform planning</li> <li>Planning under uncertainty, using appropriate information and methodologies</li> <li>Participation of relevant stakeholders in national planning processes</li> <li>Awareness among stakeholders of climate change, risks and responses</li> </ul> |
| Sub-national, regional, sector | As national, adapted for sub-national/regional contexts, plus learning and flexibility indicators   |
| Local                          | As national, adapted to relevant key local (formal) institutions, plus uptake of CRM measures such as risk-spreading mechanisms (financial, livelihood, social)   |

Source: Brooks et al. 2013.

Figure 1. Countries and scales at which TAMD has been applied



(Track 1) would enable and enhance the performance of the (Track 2) community-level adaptation-related interventions being led and implemented by the decentralised climate funds and ward adaptation planning committees. The process identified four main types of CRM process:

1. Strengthening early warning systems
2. Enhanced finance and budgeting processes, including budgeting for climate change
3. Disaster risk reduction policy development and operationalisation
4. Enhanced project coordination and planning to minimise duplication.

Track 1 and 2 indicators and theories of change developed by the ward committees and the county technical team for planning, water, livestock and natural resource governance confirmed that the county's envisaged outcomes and impacts were similar to the community's long-term needs and aspirations. They also showed that the county CRM processes would likely create an effective enabling environment for communities to implement their adaptation

actions and enhance their resilience in the long term. The framework developed for Isiolo county can also be used to understand the relationship between ward-level adaptation benefits and development indicators in the many national strategic plans, showing that community-level adaptation actions contribute to national development.

Results from Kenya's county- and ward-level scoring process show that, while coordination and participation is currently strong, the mainstreaming of climate change into decentralised planning remains weak.

**Mozambique.**<sup>6</sup> TAMD has been piloted at national and local level in Mozambique, facilitating the development of a national M&E system for climate change and a methodology for producing local adaptation plans — the country's first local-level planning instrument.

Empirical findings for national CRM (Track 1) indicators revealed that levels of integration of climate change considerations into Mozambique's planning system are low and that institutional development to help drive this integration is weak. Coordination mechanisms on climate change

need to be improved and the production, dissemination and use of climate-related knowledge is limited. Local-level findings suggest that there has been limited integration of climate change into district planning systems, and that districts are struggling to plan for an uncertain future and find finance to implement climate-related interventions.

**Nepal.**<sup>7</sup> Nepal has a number of country-level climate change programmes, each with their own M&E framework. To understand how changes in community and household resilience might be measured and aggregated across different national interventions, the TAMD approach was deployed to devise a way of measuring and tracking the progress and effectiveness of these combined actions as a whole.

The pilot used a series of scorecards to track CRM at district and village levels and thus map and assess the institutional context of each intervention. Local scorecards focused on disaster risk reduction and local capacity to use information to learn and change from past events. The scorecards were completed at district workshops and participatory meetings with village development committee secretaries and key informants. The outcomes can be used for comparison and to target areas in need of institutional support.

Results from Nuwakot, and Shyalapakha showed low levels of coordination, but strong awareness of climate change among stakeholders.

## Lessons learnt

**1. Scorecards offer a relatively simple way to monitor institutional progress where key areas relevant to the intervention or desired outcomes have been identified.**

- They allow for the quantification of qualitative information based on triangulated evidence from a wide range of stakeholders.
- They can be used in a light touch way with key stakeholders and narratives, and their visual representation makes them easy to understand.

## Notes

<sup>1</sup> For a comprehensive account of the TAMD framework, see Brooks, N et al. (2013) An operational framework for tracking adaptation and measuring development (TAMD). IIED, London. <http://pubs.iied.org/10038IIED> / <sup>2</sup> Brooks, N et al. (2011) Tracking adaptation and measuring development. IIED, London. <http://pubs.iied.org/10031IIED> / <sup>3</sup> Outputs: goods or services delivered by an intervention (project, programme or action) and used by others. Outcomes: short-term changes in the population or system targeted by the intervention that result from delivering or using outputs. Impacts: longer-term changes that result from outputs and outcomes, either within or outside the population or system the intervention targets – for example, the intervention may produce or influence wider societal changes. / <sup>4</sup> For more information on the readiness ladder approach and TAMD in Cambodia (including results), see Rai, N et al. (2014) Developing a national framework to track adaptation and measure development in Cambodia. IIED, London. <http://pubs.iied.org/17259IIED> / <sup>5</sup> For more information and detailed results on TAMD in Kenya, see Karani, I et al. (2014) Institutionalising adaptation monitoring and evaluation frameworks: Kenya. IIED, London. <http://pubs.iied.org/17251IIED> / <sup>6</sup> For more information and detailed results on TAMD in Mozambique, see Artur, L and Gomes, M (2014) Tracking adaptation and measuring development (TAMD) in Mozambique: Q4 report - feasibility testing phase. IIED, London. <http://pubs.iied.org/10090IIED> / <sup>7</sup> For more information and detailed results on TAMD in Nepal, see Fisher, S et al. (2014). Tracking adaptation and measuring development in Nepal. IIED, London. <http://pubs.iied.org/17242IIED>

- To arrive at a score, stakeholders need to discuss the issues, which helps facilitate a common understanding of the outcomes.
- The ladder-based scoring approach used in Cambodia, with progressive milestones as sub-indicators, integrates and tests the assumptions of a theory of change on how institutional readiness will improve.
- Managing scorecards over time gives comparable scores, allowing institutional performance to be measured.

### 2. It is important to establish baselines.

Baselines provide certain points against which contextual factors can be monitored, allowing changes to be tracked over time. It is important to consider the starting points when comparing samples rather than simply looking at an indicator's present value, because the magnitude of progress is at least as important as the present level achieved.

### 3. Stakeholder participation is paramount.

Stakeholders such as national, sectoral and sub-national governments as well as local people provide a rich source of information and are capable of identifying and prioritising measures of change for adaptation actions when empowered with the requisite capacities. Scoring through participatory processes can complement the expert literature when constructing and measuring indicators and can build agreement on institutional pathways. It is also important to engage the right stakeholders in analysis and to triangulate evidence where possible.

### 4. We must link back to evaluation and planning.

Linking institutional capacity evaluations back to the theory of change and development or resilience outcomes will ensure that analysis supports planning and learning for climate change.

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## Knowledge Products

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Garama 3C Ltd is a small UK-based consultancy firm specialising in climate change and international development, focusing on adaptation, mainstreaming, M&E and the delivery of related training in the UK and globally.

The Africa Climate Change Resilience Alliance in Mozambique, the Integrated Development Society Nepal and LTS Africa have been involved in testing TAMD and the scorecards in their respective countries.

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