Process Monitoring in Climate Services

"Climate Services ensure that the best available climate science is effectively communicated with agriculture, water, health, and other sectors, to develop and evaluate adaptation strategies."

-www.climate-services.org

Climate Services are an example of large scale complex systems, requiring not only technical capacities, but competence to facilitate active communication and exchange between stakeholders in the development and evaluation of adaptation strategies.

Introducing monitoring and evaluation in multi-stakeholder and cross-sectoral systems, like Climate Services initiatives can be a challenging exercise due to the make-up of stakeholders involved.

Different stakeholders often have different theories of change, leaving initiators of such initiatives faced with a challenge of putting together a monitoring and evaluation system that can be viewed as credible by everyone.

The Collective Leadership Institute recommends Process Monitoring as a tool for self-assessment in Climate Services initiatives. The tool is made up of 8 interrelated and mutually supportive success factors and provides an opportunity to keep track of the quality of the process design.

1. Leadership and high-level sponsorship
- Leadership and high-level sponsorship *(e.g. a donor)* present is inspired to integrate the purpose of the collaboration.
- *Question* – How present is this leadership? Or… Is the leadership being shown present enough to inspire the collaboration according to set objectives or rules of engagement?

2. Cohesion and relationship-management
- Building a collaboration system identity, recognising interdependence as a strength. Going beyond institutional egos is essential for collaboration, for drawing on the various strengths and resources that diverse stakeholders offer. The whole is greater than the sum of the parts.
- *Question* – How present is this factor in our initiative? Can we say that it exists, in a manner that helps it to operate?

3. Goal and process clarity
- Clarity of a shared vision and process of how to get there is important. The larger vision for change must be clear, compelling and shared and owned among all involved stakeholders.
- *Question* – How clear is our goal and process?

4. Knowledge and competence
- Capacity to learn and adapt. Actors in any dynamic and functioning collaboration ecosystem need to assume that continuous improvement is the norm and engage in iterative learning for adaptation of strategies and practices.
- *Question* – Do we have the necessary collective capacity to own this initiative?

5. Credibility
- Creation of an identity of the collaboration system, with clear structures, purpose, roles and a mandate for action where applicable.
- *Question* – Is our process credible enough that it contributes to a positive reputation of the network?

6. Ownership
- With the principle of *"people implement what they have helped to create"*, a process highlighting the relevance of the project to each actor creates a culture of collective responsibility and secures commitment and contribution
- *Question* – On a scale of 1 to 6, one poor and 6 best, how would we rate current ownership of the network by the members?

7. Inclusiveness
- Inclusion of a sufficient diversity of stakeholders to fulfil the above vision for change. Inclusion ensures legitimacy and the necessary perspectives and competencies for success.
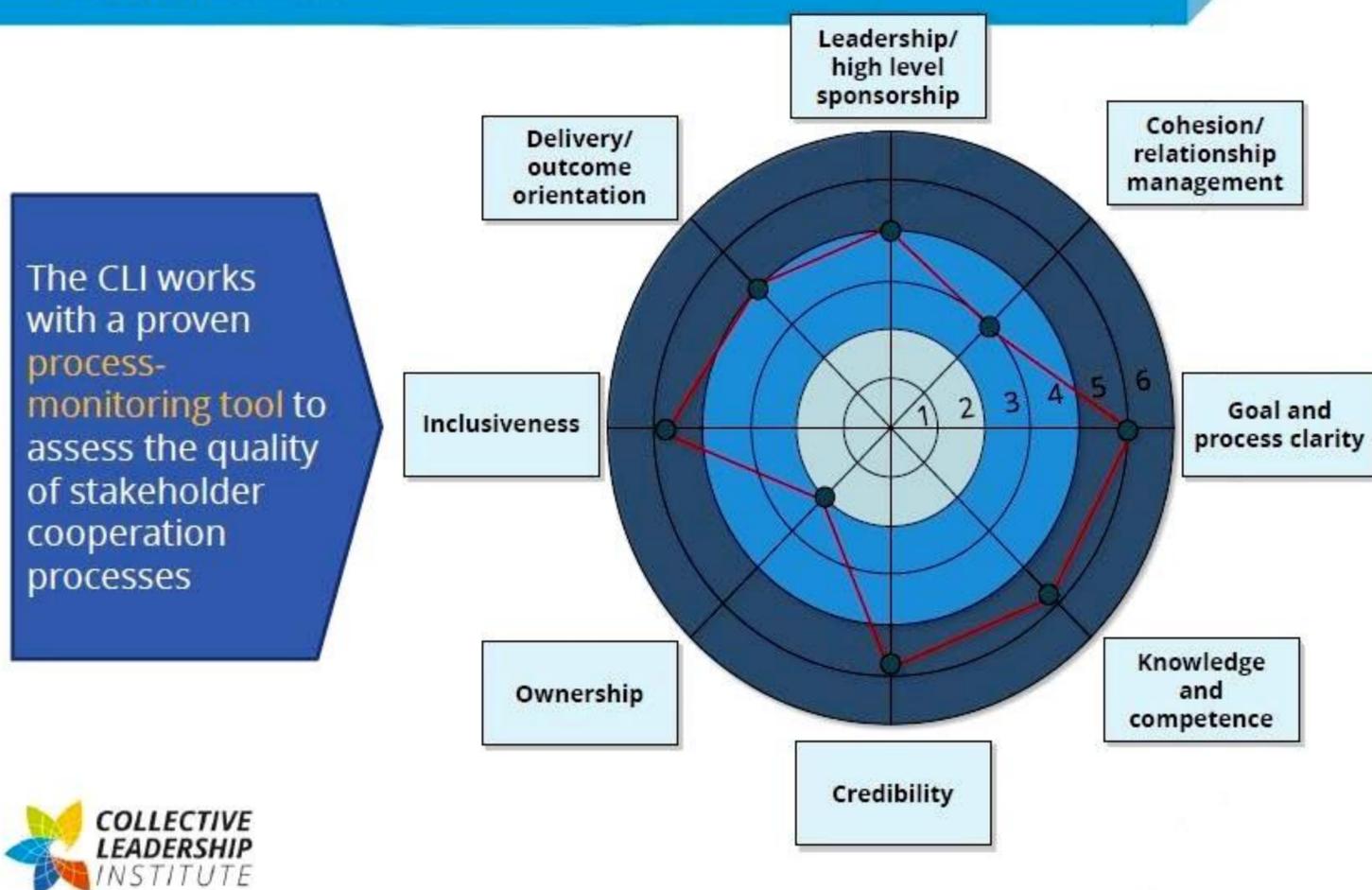- *Question* – Are our processes inclusive enough in our network?

8. Delivery and outcome-orientation
- Focus on outcomes is a prerequisite of success in collaboration. Tangible results must become visible and be communicated.
- *Question* – On a scale of 1 to 6, one poor and 6 best, how would we rate our focus on the agreed outcomes? Are we reaching them?

CLI's experience in providing strategic capacity building support to multi-stakeholder collaboration initiatives has shown that the use of the tool can lead to the emergence of trust, transparency and ownership. It also inspires important conversations on how to adjust implementation strategies and attend to factors key to an initiative's success.

References:
The Collective Leadership Institute (www.collectiveleadership.com)
Stakeholder Dialogues (www.stakeholderdialogues.net)