

Project Governance Guidelines



Project Governance

Climates enables an empowering network built on genuine friendship and knowledge, resulting in communities able to support each other's climate resilience projects.

This document sets out the guidelines we use to ensure projects align with our objectives and values.

Our values

We understand genuine empowerment cannot be driven solely by donor priorities or our own cultural values, but by enabling community-driven responses.

By championing the values of equality, loyalty and mateship, Climates is demonstrating solidarity with communities on the frontline of climate change.

Combining local and traditional knowledge with global perspectives, we can produce strong, innovative solutions that promote independence and social inclusion.

What are community-driven projects?

There is a strong reliance on international aid to address climate challenges in the Pacific. Sudden impacts, such as severe tropical storms, require an immediate distribution of resources, often at the expense of crucial social and economic development projects. Climates encourages local solutions, and enable communities to become less reliant on external assistance through:

- **Grassroots efforts** drive community inclusion to address the twin objectives of promoting social inclusion and avoiding dependency.
- **Identifying shared goals and outcomes** among community members and other stakeholders to ensure buy-in and consistency among parties.
- **Building local capacity, resources and networks** within communities, with meaningful global linkages enabling increased long term autonomy.
- **Community-owned and driven projects** inspires communities to make their own decisions and to undertake activities aimed towards self-reliance.

Ultimately, Climates views itself as an extension to communities' existing personal and professional networks.

What are climate resilience projects?

According to the International Panel on Climate Change ([IPCC, 2014, p127](#)), resilience refers to:

“The capacity of social, economic and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity and structure, while also maintaining the capacity for adaptation, learning and transformation.”

Climates seeks to empower people across the Australia-Pacific region to address our climate challenges together. We take a broader view on this, noting that for community-level climate resilience to be sustainable in a carbon constrained future, it is important to address both adaptation and mitigation activities.

Key IPCC definitions:

- Adaptation ([IPCC, 2014, p118](#)): *“The process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate or avoid harm or exploit beneficial opportunities. In some natural systems, human intervention may facilitate adjustment to expected climate and its effects.”*
- Mitigation (of climate change) ([IPCC, 2014, p125](#)): *“A human intervention to reduce the sources or enhance the sinks of greenhouse gases (GHGs). This report also assesses human interventions to reduce the sources of other substances which may contribute directly or indirectly to limiting climate change, including, for example, the reduction of particulate matter emissions that can directly alter the radiation balance (e.g., black carbon) or measures that control emissions of carbon monoxide, nitrogen oxides, Volatile Organic Compounds and other pollutants that can alter the concentration of tropospheric ozone which has an indirect effect on the climate.”*

Internationally, there is no firm agreement on what constitutes climate adaptation or mitigation activities. However, there are various methods to identify the benefits of financial aid or projects to address climate challenges.

The Green Climate Fund (GCF) defines activities as *“low-emission (mitigation) and climate-resilient (adaptation) projects and programmes developed by the public and private sectors to contribute to the sustainable development goals of countries.”* Climate-resilient and low-emission development activities are assessed by the GCF [Results Management Framework](#), which requires the proposal to clearly explain project impacts against a list of key performance areas.

Low-emissions impacts ([p11](#))

- Increased low-emission energy access and power generation;
- Increased access to low-emission transport;
- Increased energy efficiency in buildings, cities and industries; and

- Sustainable land use and forest management, including REDD+.

Climate-resilient impacts ([p12](#))

- Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions;
- Increased resilience of health and well-being, and food and water security;
- Increased resilience of infrastructure and the built environment to climate change threats; and
- Improved resilience of ecosystems.

The GCF's [Investment Framework](#) provides further detail for project approval criteria. This includes assessing a project's potential impact, paradigm shift and sustainable development outcomes, as well as assessing the needs of the recipient, country ownership, and efficiency and effectiveness.

Climates assesses potential benefits of projects through consultation with communities and local experts, using the GCF low-emission and climate-resilient impact areas as a guide. For the Climates project approval process see the 'Scoping Project Alignment' and 'Board Assessment Criteria' sections below.

Are there other values to consider?

Conflicting cultural values can enhance risks and compromise outcomes of community-led projects. As a requirement for all projects, Climates will research and discuss local cultural values and customs prior to engaging in project implementation to ensure an alignment of core values between both Climates and the project communities.

Child protection

It is mandatory for all of Climates' commercial and community partners to enforce adequate child protection policies.

Gender equality

Gender equality is about equal opportunities, rights and responsibilities for men and women of all ages. Gender inequality exists due to unequal power distribution between men and women, exacerbated by weak laws, policies and institutions, and these inequalities are normalised by discrimination and social relations. While it is important to consider the cultural values and objectives of the community driving and owning the project, Climates does not support approaches that are inconsistent with values of gender equality.

The Department of Foreign Affairs and Trade's [Gender equality and women's empowerment strategy 2016](#) establishes three priorities to guiding this work:

1. Enhancing women's voice in decision-making, leadership and peacebuilding;

2. Promoting women’s economic empowerment; and
3. Ending violence against women and girls.

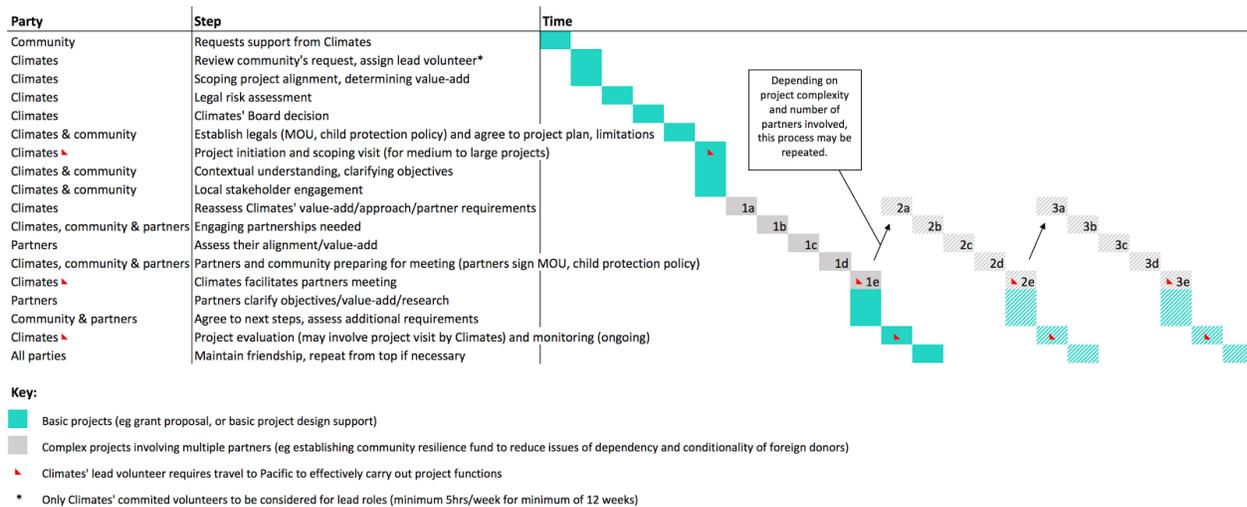
The [Care website](#) includes various resources, including the [Gender market vetting form](#), to ensure projects are consistent with gender equality values.

Other values

Instances may arise where other cultural values conflict between parties involved in a project. These must be addressed as soon as possible, before progressing with the project.

In these cases, please liaise with Climates’ Projects Coordinator: projects@climates.org.au

Overview of project lifecycle



Climates develops projects in a modified version of the United Nations Development Program (UNDP) Low-Emission Climate-Resilient Development Strategies ([UNDP LECRDS](#)) framework. This international framework assists national and sub-national governments in developing countries to prepare low-emission climate-resilient development strategies. These are based on a series of steps and various robust and integrated assessments (eg scientific, institutional, scientific, financial and socio-economic) such as climate change scenarios, current and projected sustainable development needs, and climate change response options.

Climates have modified the five step UNDP LECRDS process into a 18 step lifecycle, with an iterative five step project design and implementation phase.

Scoping project alignment

Problem	<p><i>What is the situation or problem the community seeks to address?</i></p> <p><i>What is the community's objective(s) in response to this?</i></p> <p><i>Has the community proposed a solution?</i></p> <p><i>Does the community's proposed solution address the problem?</i></p>
Resources	<p><i>What does the community require to achieve its objectives (people, materials, funding, expertise, time)?</i></p> <p><i>Of those requirements, which can be locally accessed (including alternatives)?</i></p> <p><i>Can remaining requirements be sourced through Climates (people, networks, grants)?</i></p>
Feasibility	<p><i>Have the community or a third party assessed and estimated the feasibility of the proposed response?</i></p> <p><i>Can Climates assist in conducting a feasibility study?</i></p>
Stakeholders	<p><i>Have local government bodies, traditional owners been consulted?</i></p> <p><i>Have the wider community and neighbouring communities been consulted?</i></p> <p><i>What support currently exists for this community/problem?</i></p>
Context	<p><i>What steps have the community or stakeholders taken to address the problem previously?</i></p> <p><i>What national, regional or international programs or plans are relevant to this proposal?</i></p>

Board decision assessment criteria

<p>Alignment</p>	<p><i>Does the proposed project produce climate-resilient and/or low-emissions development benefits? (See GCF Results Management Framework pp11-12)</i></p> <p><i>Is the proposed project physically, or are its beneficiaries, located within one of Climates’ agreed partner countries? (See Pacific Climate Change Science website)</i></p> <p><i>Is the proposed project addressing a community-identified problem? (Identified by whom, key stakeholders of interest and influence)</i></p> <p><i>Does the proposed project involve, or have potential for, the co-design of innovative solutions? (the partner/s has demonstrated willingness to consider alternative solutions/work with Climates to co-design)</i></p> <p><i>Does the proposed project and known partner/s demonstrate a commitment to child safety in line with Climates’ Child Protection Policy?</i></p> <p><i>Does the proposed project and known partner/s demonstrate sensitivity towards gender issues and exhibit willingness to promote gender equality?</i></p> <p><i>Does the proposed project and known partner/s demonstrate inclusive and participatory practices and policies towards marginalised sectors of society, beyond gender?</i></p> <p><i>Does the known partner/s demonstrates environmentally sustainable practices within and beyond the scope of the project?</i></p> <p><i>Does the project support Climates’ broader strategic objectives?</i></p>
<p>Sustainability</p>	<p><i>Does the proposed project have reasonable prospects of economic sustainability beyond its collaboration with Climates?</i></p> <p><i>Does the proposed project and partner make use of local and regional resources as much as feasible?</i></p> <p><i>Could the proposed project enhance environmentally sustainable practices in the local communities?</i></p> <p><i>Could the proposed project provide social benefits to the local communities?</i></p>
<p>Role for Climates</p>	<p><i>Does the proposed project require Climates’ support to be successful?</i></p> <p><i>Does the proposed project represent an effective use of Climates’ limited time and resources?</i></p> <p><i>Does the proposed project allow Climates to demonstrate enduring support and mateship to the Pacific partner?</i></p>

