

# Struggling to mainstream climate issues?

Lessons learnt from CDKN's knowledge brokering experience



Climate & Development Knowledge Network

## Challenge 2

Climate change is not sufficiently high on political agendas or part of institutional mandates



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CDKN alliance partners



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## About the contributors

This document was written by Lucia Scodanibbio, CDKN Learning and Knowledge Brokering Lead. The experiences summarised in this series refer to the collective work of a much larger team of CDKN colleagues and partners, who generously shared their knowledge brokering lessons and approaches to mainstreaming climate change issues through interviews and joint learning sessions. Thanks to the following colleagues for their contributions and insights: Arsema Andargatchew and Robi Redda (Ethiopia); Chris Gordon, Prince Ansah and Amanda April (Ghana); Edna Odhiambo (Kenya); Margaret Angula and Cecil Togarepi (Namibia); Revocatus Twinomuhangi (Uganda); Claudia Martinez and Patricia Velasquez (Colombia); Gabriela Villamarín (Ecuador and Latin America); María José Pacha (Latin America); Sandra Isola and Jessica Huertas (Peru); Nivedita Mani (India); Kamal Devkota, Kaustuv Neupane and Geeta Sandal (Nepal); Bedoshruti Sadhukhan (South Asia); Lisa McNamara (Global).

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**Cover Image:** Display of the Climate Clock done by Okyeame Kwame (musician and activist) and Portia Adu-Mensah during CDKN Launch. *CDKN Ghana*

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As a result of climate change, Namibia faces reduced and more erratic rainfall and more extreme weather events, impacting water supply, agriculture, health and biodiversity. *Sophie Lashford, ASSAR*

## Introduction

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### Background

Since 2010, the Climate and Development Knowledge Network (CDKN) has supported decision-makers in designing and delivering climate-resilient development in focal countries in Africa, Latin America and South Asia through a combination of knowledge, research and advisory support. Our approach has been to facilitate locally-owned and -led processes, working in partnership with governmental and non-governmental actors at multiple scales.

Through this work we have become aware of the important, often invisible, role that ‘intermediaries’ or ‘brokers’ play in linking knowledge producers with knowledge users, and in managing complex processes for effective decisions and actions on climate change. In 2018, we shifted our attention to focus on knowledge brokering to help accelerate and amplify climate action. We work closely with stakeholders to promote evidence-based decision-making by fostering learning, collaboration and leadership through capacity strengthening and integrating diverse types of knowledge.

Along the way, CDKN has sought to document our learning and that of our partners to better understand how knowledge and evidence of climate change can inform and translate into policy and action. This reflection process has investigated different tools and approaches for enhancing the use of knowledge in decision-making, the barriers encountered in facilitating change, and the lessons that may be useful for others who are navigating similar challenges.

The lessons showcased in this document initially emerged during a series of learning exchanges that brought together CDKN’s partners in Asia and Africa to discuss the ways in which they had sought to mainstream climate issues in decision-making processes. They identified core challenges that they had come across during these processes and brainstormed different solutions and approaches to overcome them. A series of detailed interviews with CDKN’s different focal country partners followed, to identify, document and share some of the strategies and approaches they had used.

As a result of this learning work, we identified seven **challenges** to mainstreaming climate issues across governance scales and sectors, including with national to local government decision-makers and community members on the ground. These seven challenges have been used to structure this series. Each challenge has a number of **pathways** and **case studies** that demonstrate the knowledge brokering approaches that were used, as well as **key takeaways** that exemplify the main lessons learned in each of the case studies. This series is not intended as a definitive guide about climate mainstreaming, but we hope that others may gain some tips about knowledge brokering approaches and tools that could help as they seek to integrate knowledge about climate issues into their own contexts.

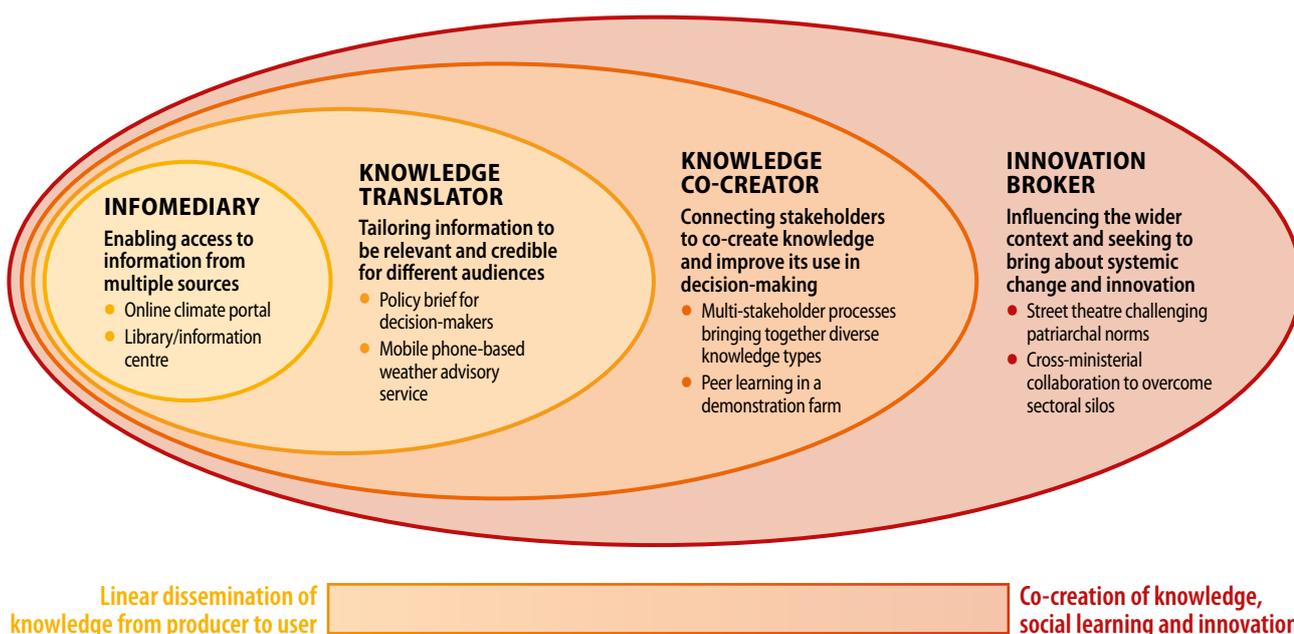
**IT IS HOPED THAT THE LESSONS PRESENTED HERE CAN:**

-  Influence researchers and decision-makers about the importance of knowledge brokering
-  Enable learning exchanges with other knowledge brokers in the global South
-  Encourage donors to think differently about the design of future programmes, to ensure sufficient time for impact and openness to being adaptive as new demands emerge

## What is knowledge brokering and who are knowledge brokers?

Knowledge brokering is the process of moving knowledge into action. Knowledge brokers link producers of knowledge and users of knowledge to facilitate the generation, dissemination and eventual use of that knowledge.<sup>1</sup> The range of activities they are involved in can be understood along a spectrum that goes from working with information flows to seeking to bring about systemic change (see figure below). Whilst knowledge brokers have often focused on making knowledge more relevant and accessible (the left-hand side of the spectrum), the scale and urgency of the climate crisis today calls for knowledge brokering practice to move towards innovation brokering (on the right side of the spectrum).<sup>2</sup>

**INFORMATIONAL** ..... **RELATIONAL** ..... **SYSTEMS**



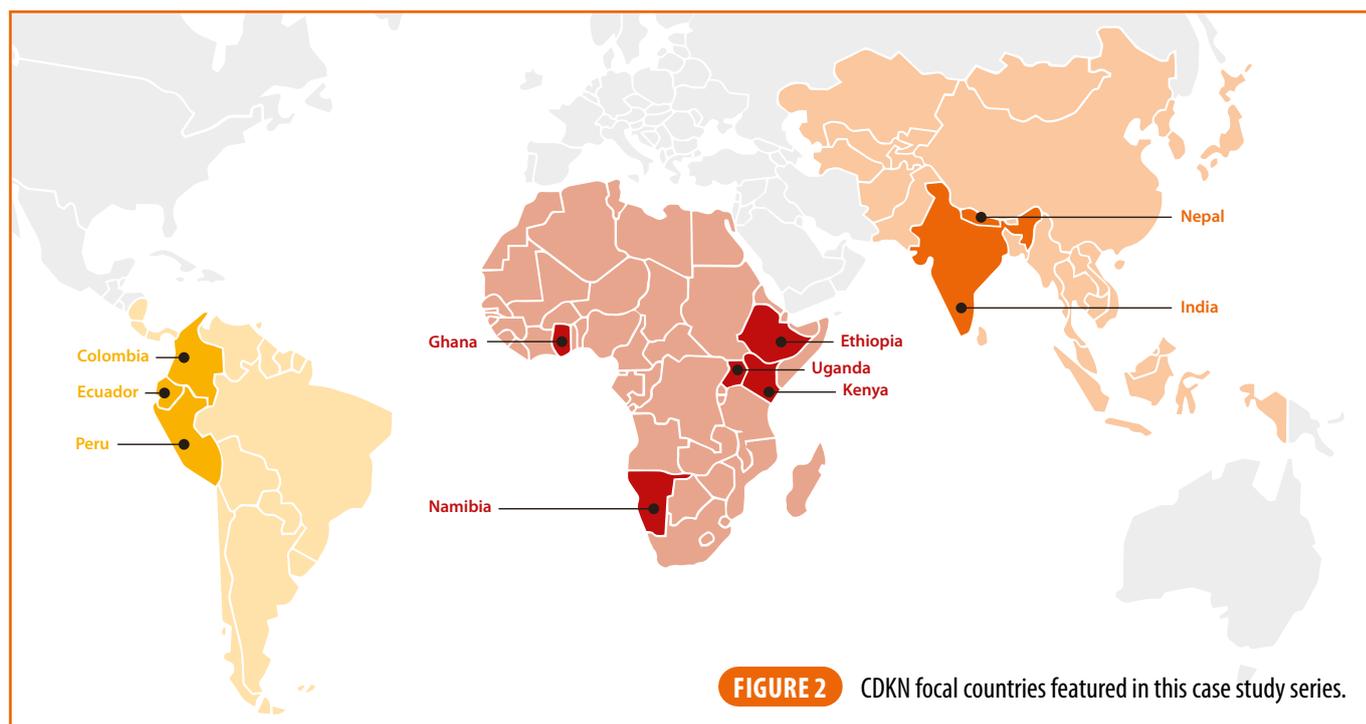
**FIGURE 1** Spectrum of knowledge broker roles, adapted from Harvey et al. (2012)<sup>3</sup> and Shaxson et al. (2012).<sup>4</sup>

## This series is structured as follows:

### CHALLENGE

### HOW KNOWLEDGE BROKERS CAN RESPOND

<p><b>1</b> Key stakeholders lack sufficient information about the significance and urgency of climate change</p>	<p>Build a critical mass of tailored and accessible knowledge, highlighting the extent of climate change impacts on different sectors or groups. Knowledge, however, is not sufficient by itself, and needs to be combined with a range of engagement strategies, including to collaboratively develop responses to the challenges being faced.</p>
<p><b>2</b> Climate change is not sufficiently high on political agendas or part of institutional mandates</p>	<p>Invest time and effort in understanding the governance landscape. Be creative at finding different ways of aligning your messages with government policies, visions and mandates.</p>
<p><b>3</b> Climate change is mainly seen as an environmental responsibility, with little cross-sector collaboration</p>	<p>Assist by creating or building on existing platforms for different stakeholders to discuss climate issues and strengthen relationships.</p>
<p><b>4</b> Subnational actors lack guidance and support to implement climate change frameworks set at the national level</p>	<p>Provide support through existing vertical government and governance structures; mainstream climate issues into other related, better-decentralised sectors; or collaborate with strategic institutions to advance the climate mainstreaming process.</p>
<p><b>5</b> Limited capacities and resource allocation prevent climate change integration and implementation</p>	<p>Think carefully about the medium of knowledge transfer beyond outputs. Do this by co-organising training and engagement activities jointly with stakeholders and promoting learning and understanding about climate resilience from on-the-ground experience.</p>
<p><b>6</b> When gatekeeping and bureaucracy become obstacles to project progress</p>	<p>Know your context well, using multiple tactics while maintaining flexibility. Work both with government actors with continuity in the system and in partnership with other key actors to overcome challenges.</p>
<p><b>7</b> Limited support hinders climate integration at the community level</p>	<p>Connect local groups to different sources of knowledge and to intermediaries that can enhance access to specific resources.</p>



## Challenge 2:

### Climate change is not sufficiently high on political agendas or part of institutional mandates

#### CASE STUDIES

#### PATHWAY A

Invest in understanding the governance landscape



#### KENYA

Mapping institutional responsibilities to inform targeted recommendations for non-motorised transport in **Nairobi**



#### NAMIBIA

Increasing CDKN **Namibia's** understanding of how to navigate the cultural and political landscape

#### PATHWAY B

Link your message to a government policy and institution's vision and mission



#### NEPAL

Introducing climate-smart agriculture technologies in a **Nepali** national government programme on model agriculture villages



#### NAMIBIA

Assisting **Namibia's** Ministry of Environment, Forestry and Tourism to fulfil its mandate

#### PATHWAY C

When links are less obvious, be creative in finding connections to government mandates



#### INDIA

Addressing knowledge gaps to elevate the policy relevance of peri-urban issues in **India**



#### NAMIBIA

Using multiple strategies to mainstream climate issues in **Namibia's** Ministry of Gender Equality, Poverty Eradication and Social Welfare



#### PERU

Joining the climate cause through partnering with better-funded allies in **Peru**

## CHALLENGE

# 2

Woman sorting chillies to be dried in Peru. SPDA

## Climate change is not sufficiently high on political agendas or part of institutional mandates

Decision-makers often operate within complex and varied agendas. For researchers and knowledge brokers to increase their opportunities for impact, it is essential to analyse and understand these agendas. When decision-makers perceive an issue as important, they are more likely to act on it. Conversely, if the issue does not align with their priorities, it may require multiple iterations – through formal and informal meetings and engagements – to raise awareness and facilitate action.

While progress has been made in integrating climate-related goals into legislation and policy – such as through the cross-sectoral nationally determined contributions (NDCs) – these commitments are frequently housed within environmental ministries. These ministries are typically tasked with implementation, but broader buy-in is needed across other sectors. To secure support beyond the environmental domain, it is critical to identify synergies between the mandates and priorities of other sectors and the objectives of knowledge brokers. This may involve sensitising stakeholders to expand their agenda to include climate concerns. Achieving this requires investing time and resources to understand the governance and political landscape, in order to identify entry points and windows of opportunity. Creativity and resourcefulness are also essential to engage other sectors in meaningful and contextually appropriate ways.



PATHWAY  
**A**

Invest in understanding the governance landscape

CASE STUDIES



**KENYA**

Mapping institutional responsibilities to inform targeted recommendations for non-motorised transport in **Nairobi**

KEY TAKEAWAYS

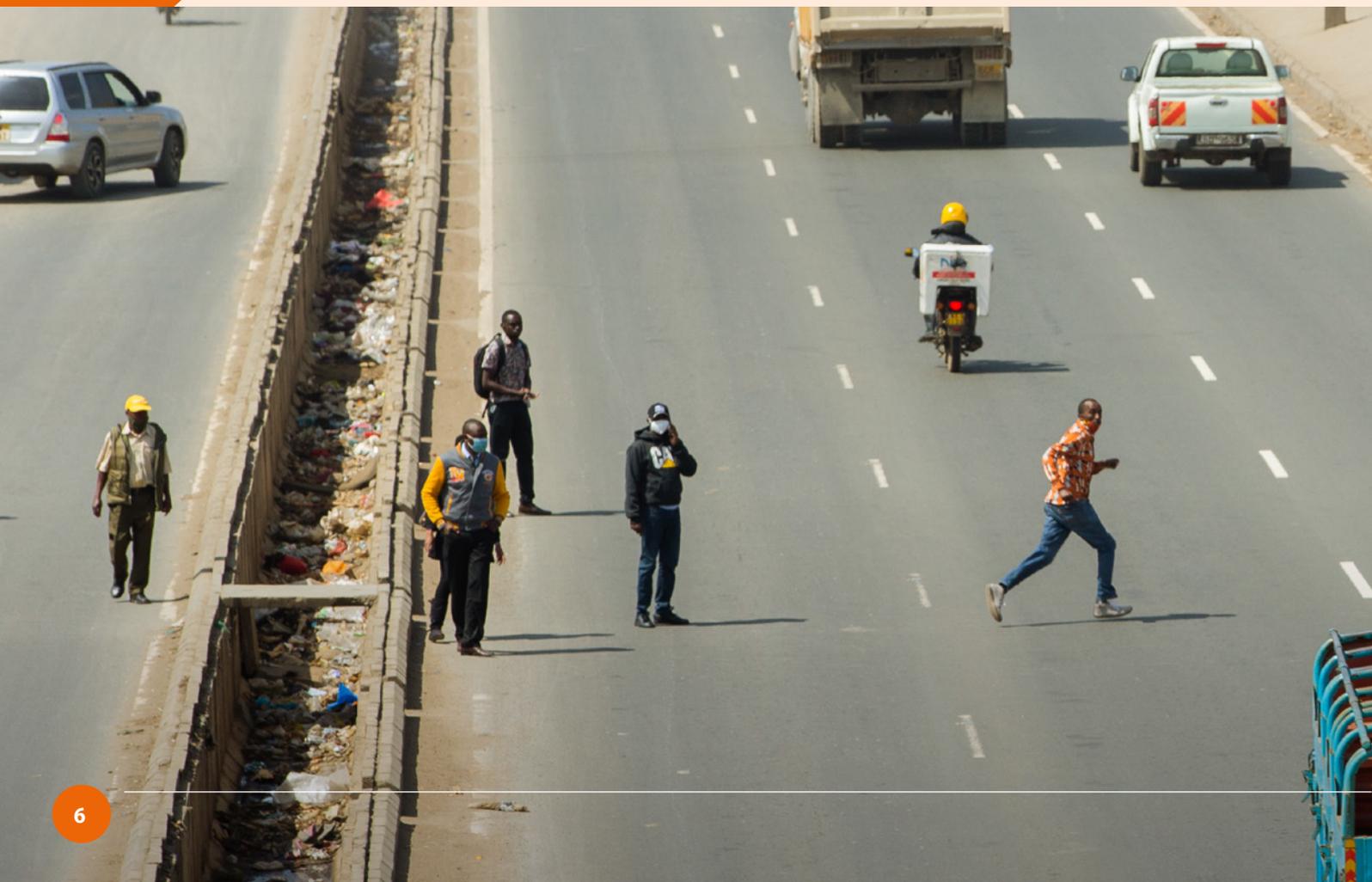
- 1 Carrying out a governance mapping exercise made roles and responsibilities around transport issues in Nairobi clearer, especially in a landscape where there are often overlapping mandates and confusion about who is responsible for implementing specific tasks.
- 2 Providing needed knowledge, relevant to a particular policy issue, at the right time, can lead to the uptake of research results.
- 3 Tailoring the recommendations to what different road agencies needed to do helped them to promote non-motorised transport.



**NAMIBIA**

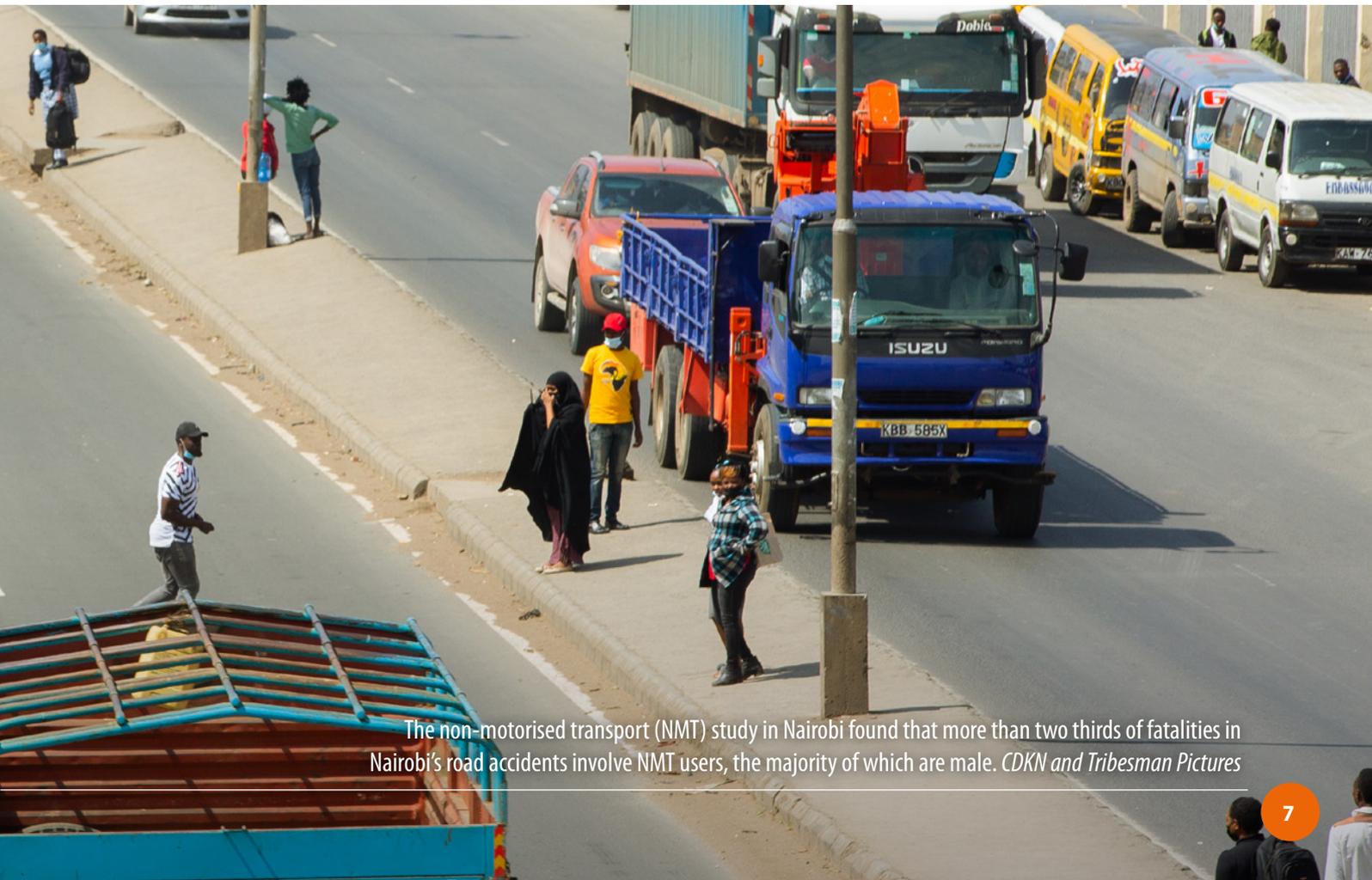
Increasing CDKN **Namibia's** understanding of how to navigate the cultural and political landscape

- 1 Holding individual meetings with key institutions helps knowledge brokers assess their level of understanding of climate change issues and of their responsibilities. This helps to plan subsequent activities (e.g. training, raising awareness) and to initiate a dialogue on what is needed to mainstream climate issues.
- 2 Understanding the cultural and political context helps to adequately engage with the right stakeholders and obtain support for activities. An openness to learn and flexibility, as well as the right connections and networks, can help build this understanding.



## Invest in understanding the governance landscape

To be effective at influencing policy and practice, knowledge brokers need to hone their skills and ability to analyse the governance landscape and the socio-political and cultural contexts they operate in. This means becoming aware of the power differentials between the stakeholders they seek to convene, of the roles and responsibilities of sectoral actors at different governance levels, or of the potential windows of opportunity they could take advantage of to facilitate the integration of climate issues into institutions' agendas. Gaining insight into policy and regulatory contexts, helps to understand the boundaries and rules that influence outcomes. Informal rules, taboos, norms and stakeholder values also need to be considered as these can function as effective barriers to or enablers of change.



The non-motorised transport (NMT) study in Nairobi found that more than two thirds of fatalities in Nairobi's road accidents involve NMT users, the majority of which are male. *CDKN and Tribesman Pictures*

# KENYA



## KEY TAKEAWAYS

- 1** Carrying out a governance mapping exercise made roles and responsibilities around transport issues in Nairobi clearer, especially in a landscape where there are often overlapping mandates and confusion about who is responsible for implementing specific tasks.
- 2** Providing needed knowledge, relevant to a particular policy issue, at the right time, can lead to the uptake of research results.
- 3** Tailoring the recommendations to what different road agencies needed to do helped them to promote non-motorised transport.

[View more Kenya case studies in Challenges and](#)

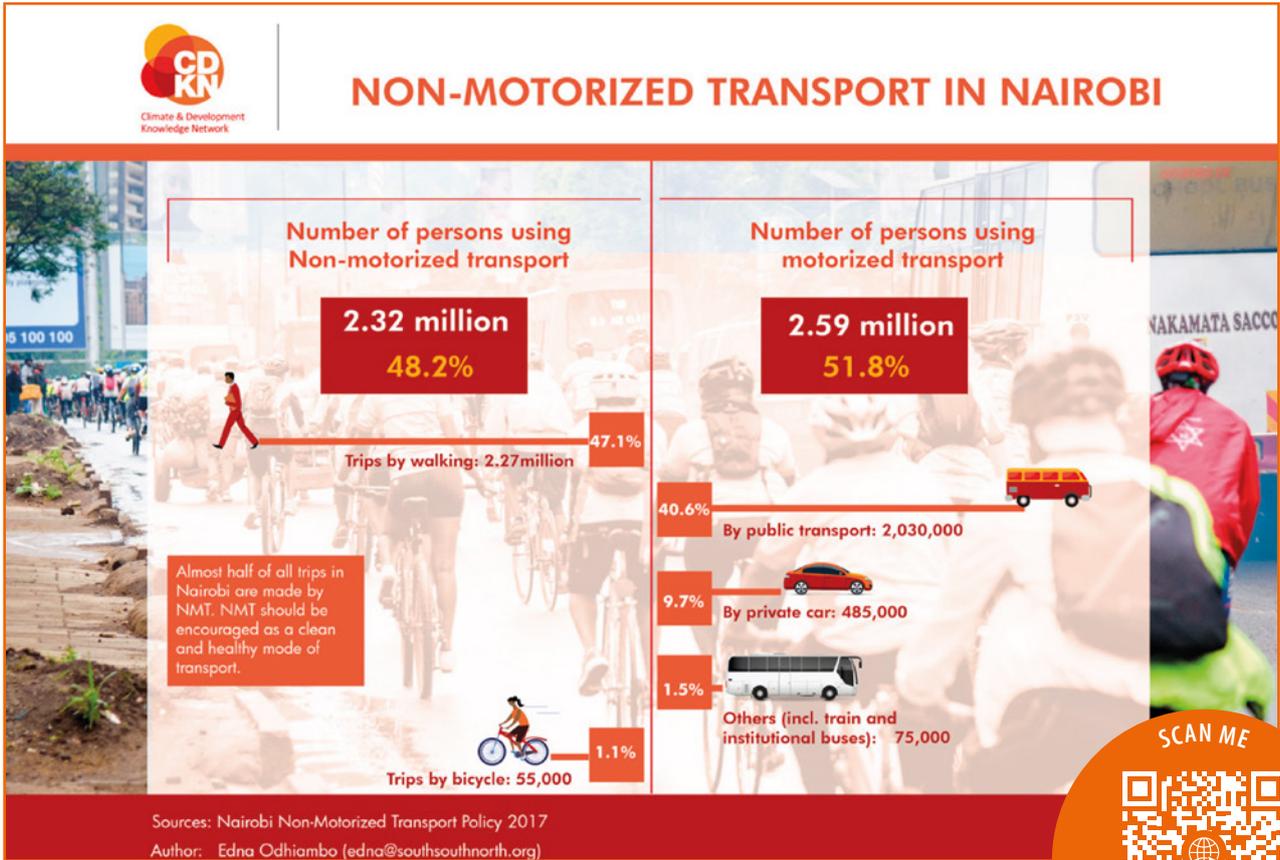
## CASE STUDY

### Mapping institutional responsibilities to inform targeted recommendations for non-motorised transport in Nairobi

At the beginning of **CDKN's involvement in non-motorised transport (NMT) issues in Nairobi**, an **analysis of the governance landscape** was undertaken to understand different agencies' responsibilities and mandates with respect to NMT. Furthermore, the CDKN study on promoting NMT provided answers and filled several data gaps that had been identified in the NMT Policy and Masterplan. The study answered questions about the trends in NMT users, safety and infrastructure, thus providing the Nairobi Metropolitan Services (NMS) and other road agencies with credible, usable evidence from multiple sources to plan a more inclusive network of NMT.



▲ In Nairobi, nearly 50% of all daily trips are made by walking and cycling, particularly by low income earners. *CDKN and Tribesman Pictures*



The CDKN work also underpinned Nairobi’s vision ‘to make walking the mode of choice’ and supported Kenya’s transport sector climate change strategy of investing in a mass transit system, complemented by NMT infrastructure for last mile connectivity and short trips. Knowing who the key actors were helped the CDKN team to ‘tag a duty-bearer’ in the recommendations section of **its study**. Providing highly relevant knowledge at a critical time led to significant uptake and ownership of the results. This was important, given NMS’s tight timeline to deliver on their mandate within two years. All functions of the NMS were transferred to the Nairobi City County Government in 2022.



▲ One of the streets surveyed during the non-motorised transport study in Nairobi. CDKN and Tribesman Pictures

# NAMIBIA



## KEY TAKEAWAYS

- 1** Holding individual meetings with key institutions helps knowledge brokers assess their level of understanding of climate change issues and of their responsibilities. This helps to plan subsequent activities (e.g. training, raising awareness) and to initiate a dialogue on what is needed to mainstream climate issues.
- 2** Understanding the cultural and political context helps to adequately engage with the right stakeholders and obtain support for activities. An openness to learn and flexibility, as well as the right connections and networks, can help build this understanding.

[View more Namibia case studies in Challenges and](#)

## CASE STUDY

### Increasing CDKN Namibia's understanding of how to navigate the governance landscape and strengthen collaboration between ministries

As the CDKN Namibia team **implemented different project activities** aimed at mainstreaming climate issues in national to local policy-making processes, it gained a better understanding of national, regional and local political and socio-cultural dynamics, and the ways to navigate these for increased impact. For example, as they interacted with diverse stakeholders, they learned about the right protocols to increase the attendance of marginalised and minority populations at their workshops, and about the importance of involving both the political and administrative arms of the regional government as both play important roles at a subnational level.

To assist the Ministry of Environment, Forestry and Tourism (MEFT) to better fulfil its mandate of mainstreaming climate issues into policies and planning, the Namibia project team decided to focus its efforts on the two ministries that are at the forefront of community empowerment and rural development. The intention was for the project team to collaborate with the **Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPESW)** and the **Ministry of Urban and Rural Development (MURD)** to mainstream gender-responsive climate change action in rural development initiatives and governance systems.

At the national level, initial appraisals of the two ministries through individual meetings gave the project team an indication of their level of awareness of both climate change issues and of how they understood their responsibilities in this area, according to the climate change policy, strategy and action plan. In many cases, although some individuals had a good grasp of the concept of climate change, they did not know that their institution was meant to play an active role in the National Climate Change Committee (NCCC).<sup>5</sup> Although MEFT had sent a letter requesting their participation in the NCCC or asking for information on how they were contributing to address climate issues, no further effort had been made to facilitate or formalise their role. For example, even in the cases where someone from their ministry had attended the NCCC meetings, they would not report back on these issues, given they did not have a formal channel to do this (e.g. through inclusion in their annual work plan).

These initial appraisals helped to identify the capacity gaps that needed to be addressed – for example, through training activities and the use of tools that would enable them to think of opportunities to become more active in the climate field. In the case of MGEPSW, the stakeholder mapping tool helped them to identify who they needed to work with to implement certain aspects of their mandates. The early meetings also helped to eliminate the concern that additional work was being put on their shoulders. While the CDKN project team often did not know the best way to implement certain aspects, once staff from these ministries understood what they were being asked to do, they suggested who should be involved and the best ways of moving forward.

Meetings between the top leadership of MEFT, MGEPSW and MURD – to strengthen horizontal relationships between them and enable them to discuss the inclusion of climate change issues in their work – also ensured that the technical staff below were given the mandate to work on these issues. The project team was well aware of the need to engage both politicians and technocrats in national ministries for the effectiveness of project activities and to ensure that top management was on board. This high-level buy-in ensured that those below had the mandate to collaborate with the project team.

Key features that enabled a continuously evolving understanding of how to operate in a complex governance landscape were curiosity, an openness to learn and flexibility to change based on the lessons learned. Having strong connections and networks at multiple levels, which could assist the learning process, was crucial.



Give half a day to politicians and 1.5 days to technocrats.”

– Margaret Angula, Namibia project lead.



▲ Interacting with diverse stakeholders (including in the Onesi constituency, depicted here) helped the team to better understand how to have more inclusive participation in its meetings. *Sophie Lashford, ASSAR*



▲ Stakeholder mapping with the Oshana Regional Council in February 2020. *UNAM*

## PATHWAY B

Link your message  
to a government  
policy and  
institution's vision  
and mission

### CASE STUDIES



#### NEPAL

Introducing climate-smart agriculture technologies in a **Nepali** national government programme on model agriculture villages



#### NAMIBIA

Assisting **Namibia's** Ministry of Environment, Forestry and Tourism to fulfil its mandate

### KEY TAKEAWAYS

- 1 Finding complementarities and alignment between one's agenda and the government's, was a successful strategy used by NGO Local Initiatives for Biodiversity, Research and Development to support the implementation of a Nepali province's climate-friendly agricultural programme.
  - 2 Co-developing a training manual and programme (including operational guidelines and a compendium on climate-smart agriculture (CSA) strategies) to support the Ministry of Agriculture's environment-friendly programme, served to further integrate CSA into policies and programmes.
  - 3 Using alternative formats (e.g. a compendium and series of flyers on good practices that can be scaled up) helped to reach different audiences and address their specific needs.
- 
- 1 Aligning knowledge brokering activities with government policies and strategies can be done in multiple ways, such as through their thematic priorities (e.g. drought, gender), types of activities (e.g. raising awareness, capacity strengthening) and scales of operation (from local to national level).
  - 2 Being part of national platforms like the National Climate Change Committee, can help knowledge brokers learn about the priority issues of the stakeholders they seek to influence and thus shape their activities accordingly.



## Link your message to a government policy and institution's vision and mission

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When seeking to obtain buy-in for a project, knowledge brokers need to show the ways in which it aligns with the mandate, vision or priorities of the key stakeholders they seek to influence. Depending on the focus of a project, in addition to helping realise climate strategies or action plans, knowledge brokers may wish to highlight any alignment with policies in the agricultural sector, gender or women's affairs, rural development, disaster risk reduction, or other key sectors. Supporting public policy goals, such as poverty reduction or the upliftment of vulnerable groups may also attract the attention of busy decision-makers. Showing the links between project goals and what the government is seeking to achieve can result in knowledge uptake, joint ownership of activities, support (e.g. opening doors to other key stakeholders) and increased project longevity.



Women's group harvesting bottle gourds in Nepal. *LI-BIRD*

# NEPAL



## KEY TAKEAWAYS

- 1** Finding complementarities and alignment between one's agenda and the government's, was a successful strategy used by NGO Local Initiatives for Biodiversity, Research and Development to support the implementation of a Nepali province's climate-friendly agricultural programme.
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[View more Nepal case studies in Challenges and](#)

## CASE STUDY

### Introducing climate-smart agriculture technologies in a Nepali national government programme on model agriculture villages

In Nepal, climate change is impacting agricultural production through hazards like floods, landslides, droughts and cold waves. In addition, farmers often practise unsustainable techniques, relying on the indiscriminate use of fertilisers, which degrade soil and water quality. In this context, the government (from the federal to the local level) has been developing a range of policies and programmes to tackle these challenges. In 2018, in Gandaki province, the then-called Ministry of Land Management, Agriculture and Cooperatives (MoLMAC) initiated the Chief Minister's Environment Friendly Model Agriculture Village Programme (CMEFMAVP) for implementation in 36 selected local government units, with the aim of making communities and their farming systems more climate-resilient and sustainable.

To support the effective implementation of the CMEFMAVP, particularly in a context where frontline staff have limited knowledge of resilient and sustainable agricultural technologies, the non-governmental organisation Local Initiatives for Biodiversity, Research and Development (Li-BIRD) developed the 'Supporting Gandaki Provincial Government for Climate Compatible Agriculture Development (CCAD)' programme. To start, Li-BIRD provided technical assistance to develop operational guidelines endorsed by the Provincial Government for the implementation of CMEFMAVP. This included providing customised knowledge-based support services for mainstreaming climate-smart agriculture (CSA) technologies and practices into provincial and local governments' policies, plans and programmes developed for CMEFMAVP.

To enhance the capacity of provincial and local governments on CSA practices in Gandaki Province, Li-BIRD conducted training programmes, meetings and discussions with diverse partners. In collaboration with MoLMAC and the Pokhara Agribusiness Promotion Support and Training Centre (ABPSTC), Li-BIRD developed a **training manual** and conducted capacity strengthening programmes on CSA strategies. The training targeted the staff of the CMEFMAVP across the province, farmer cooperatives, training institutes, rural municipal staff and other practitioners. The manual was adopted by MoLMAC, Gandaki province and local municipalities. This resulted in upscaling CSA technologies and practices.

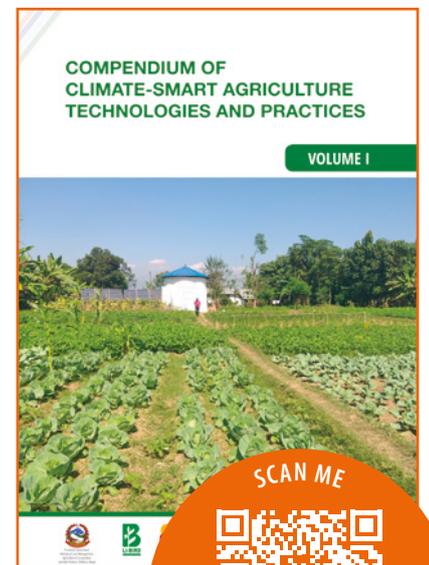
These technologies and practices were integrated into fiscal plans and policies of the provincial and local governments for promoting climate-compatible agriculture development that considered gender and social inclusion principles. Similarly, Pokhara ABPSTC regularised CSA in its training curriculum to facilitate training sessions independently.

Li-BIRD also developed a **compendium of CSA technologies and practices** in partnership with the Gandaki Provincial office of MoLMAC and the Research Programme on Climate Change Agriculture and Food Security led by the Consultative Group on International Agricultural Research (CGIAR). The compendium consists of 23 climate-smart technologies and practices relevant for different agro-ecological regions of Nepal. This is targeted towards implementing agencies, staff and members of model villages (e.g. groups, cooperatives) of CMEFMVAP in Gandaki Province to help them scale up CSA technologies and practices. Farmer cooperatives have started to adopt practices from the CSA compendium and have been able to prepare and demand more specific and targeted CSA technologies and practices from CMEFMVAP and local governments.

Finally, to further strengthen capacities of local governments and farming communities, Li-BIRD produced four flyers on CSA technologies and good practices – for example, on the **use of organic fertilisers and pesticides, manure improvement, drip irrigation** and the **use of information technology** for climate-friendly agriculture. The flyers were translated into Nepali from English and disseminated to the provincial and local government authorities, as well as related agricultural institutes (e.g. Agriculture Knowledge Centre (AKC)) for their use. These knowledge materials and continuous engagement with the MoLMAC encouraged the provincial office in Gandaki to increase the number of villages under CMEFMVAP from 72 to 87, in coordination with the AKC and local governments.



▲ Farmers harvest crops grown with solar irrigation in Nepal. *LI-BIRD*



# NAMIBIA



## KEY TAKEAWAYS

- 1** Aligning knowledge brokering activities with government policies and strategies can be done in multiple ways, such as through their thematic priorities (e.g. drought, gender), types of activities (e.g. raising awareness, capacity strengthening) and scales of operation (from local to national level).
- 2** Being part of national platforms like the National Climate Change Committee, can help knowledge brokers learn about the priority issues of the stakeholders they seek to influence and thus shape their activities accordingly.

[View more Namibia case studies in Challenges and](#)

## CASE STUDY

### Assisting Namibia's Ministry of Environment, Forestry and Tourism to fulfil its mandate

The objectives of Namibia's National Climate Change Strategy and Action Plan (NCCSAP) include the integration of climate change issues in sectoral policies and development planning at all levels, the reduction of climate impacts on vulnerable populations, and the strengthening of institutional capacities for the implementation of climate responses. Its guiding principles mention the importance of awareness raising, stakeholder participation, capacity-building and mainstreaming of climate issues.

The alignment between the objectives of the Adaptation at Scale in Semi-Arid Regions (ASSAR) project (the project that CDKN Namibia built on) and NCCSAP was apparent from its first presentation to Namibia's then National Climate Change Committee (NCCC). The project's focus on addressing topical issues, such as droughts, floods, rural development, gender and strengthening resilience, resonated with national priorities. Its cross-scalar approach consisted of activities targeted at stakeholders from local to national levels.



▲ Getting ready to train the ministry of gender on the vulnerability and risk assessment tool. *CDKN and UNAM*

These activities included: understanding and promoting actions to reduce the vulnerabilities of the most marginalised local populations; strengthening the capacities of subnational government units (the constituency development committees) in climate and disaster risk reduction issues; and helping the Ministry of Environment, Forestry and Tourism (MEFT), as chair of the NCCC, to fulfil its mandate.

Through its engagement with the NCCC and MEFT, ASSAR's team was able to identify several areas where it could support the mainstreaming of climate issues, both horizontally (across sectors) and vertically (from national to local levels). These included raising awareness of the impacts of climate change across the Ministry of Urban and Rural Development as well as the Ministry of Gender Equality, Poverty Eradication and Social Welfare to increase their involvement in the NCCC. Though part of the NCCC, both ministries had struggled to understand how climate change affected their mandate, the ways in which they were meant to mainstream climate issues and, consequently, how they should report on implementation of the NCCSAP to the NCCC. As a result of ASSAR's work, climate issues were better understood and became important elements in a follow-up project funded by CDKN. This assisted the understaffed MEFT to fulfil its role of **supporting NCCC partners to mainstream and build their capacity on climate action.**



Thanks to ASSAR's project orientation, and its cross-scalar and Research-Into-Use approach with a focus on the most marginalised and on current hot topics, MEFT realises that ASSAR is not just a research project."

– Margaret Angula (CDKN project lead, Namibia)



▲ Identifying the links between climate issues and development planning is an effective strategy to mainstream climate issues. CDKN and UNAM



## CASE STUDIES

## KEY TAKEAWAYS



### INDIA

Addressing knowledge gaps to elevate the policy relevance of peri-urban issues in **India**

- 1 Setting up a collaboration between the Indian government's National Institute of Disaster Management (NIDM) and Gorakhpur Environmental Action Group (GEAG) helped disseminate the NGO's knowledge from the ground and enrich the government's capacity-building programmes and documentation on urban resilience.
- 2 Collaborating on a capacity toolkit that addressed knowledge gaps identified by NIDM helped to ensure ownership and integration into policy and training programmes.
- 3 Engaging regularly with NIDM, including through updates and sharing leadership in the capacity toolkit development, was key to the success of GEAG's approach.



### NAMIBIA

Using multiple strategies to mainstream climate issues in **Namibia's** Ministry of Gender Equality, Poverty Eradication and Social Welfare

- 1 Adding a climate and social differentiation lens to an activity that the Ministry of Gender Equality, Poverty Eradication and Social Welfare had already planned and budgeted for was a successful mainstreaming strategy.
- 2 Showing the links between different ministries' work and climate change issues, to provide a justification to include climate elements in their institutional work plans, helped government staff to allocate time to project activities.
- 3 Holding meetings to raise awareness on these issues among senior ministry staff, along with capacity strengthening at all levels, was needed to create a common understanding.



### PERU

Joining the climate cause through partnering with better-funded allies in **Peru**

- 1 Linking climate change issues to other joint causes, such as working with young or vulnerable people, or furthering gender issues, can help to foster collaboration among diverse partners and mainstream climate issues.
- 2 Getting involved in initiatives led by the Ministry of Environment, given their greater access to international climate funds, can be a good strategy for other ministries to work more closely with the climate agenda. Climate funds are more readily available when compared to, for example, funds for youth or gender issues.

## PATHWAY

# C

When links are less obvious, be creative in finding connections to government mandates





## When links are less obvious, be creative in finding connections to government mandates

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Often sectors outside of the environmental ministries are not aware that they have certain obligations in the climate sphere. These may have arisen from international commitments the country has made or from the environment ministry itself (e.g. through a national climate strategy, policy or action plan), with little horizontal follow-up or communication with the relevant sectors to adequately inform or capacitate them. Knowledge brokers can therefore be proactive in assisting sectors outside of those with core climatic responsibilities to either become aware of their requisites, or to find ways to bring them on board the climate agenda. This means they may need to be creative in finding links between their goals and the mandates, existing activities and objectives of the sectors they seek to influence.

A number of different strategies may be needed. Some examples include:

- Carefully study your stakeholder's vision and mission, to identify links. As relationships with key sectors are strengthened, it may be possible to even analyse and align with their work plans and key performance indicators (KPIs), which can further pave the way to obtain buy-in.
- Lobby senior and high-level leaders to create support from the top.
- Highlight the value of synergising (e.g. to obtain new sources of funding).
- Raise awareness of how their activities are related to climate change, of what is required of them to better fulfil their mandate, and of how doing things in a different way can make them climate resilient. This could include helping them to add a climate lens to their existing policies and programmes (e.g. through retrofitting these so that they become more resilient), or highlighting how climate change can be integrated into service sectors that are their primary mandate, or other topics that are of more immediate relevance (e.g. productivity, trade, health, education, agriculture).
- Use understandable language that shows what climate change means and how it impacts them and their constituents daily through, for instance, food security, livelihoods and income.

# INDIA



## KEY TAKEAWAYS

- 1** Setting up a collaboration between the Indian government's National Institute of Disaster Management (NIDM) and Gorakhpur Environmental Action Group (GEAG) helped disseminate the NGO's knowledge from the ground and enrich the government's capacity-building programmes and documentation on urban resilience.
- 2** Collaborating on a capacity toolkit that addressed knowledge gaps identified by NIDM helped to ensure ownership and integration into policy and training programmes.
- 3** Engaging regularly with NIDM, including through updates and sharing leadership in the capacity toolkit development, was key to the success of GEAG's approach.

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## CASE STUDY

### Addressing knowledge gaps to elevate the policy relevance of peri-urban issues in India

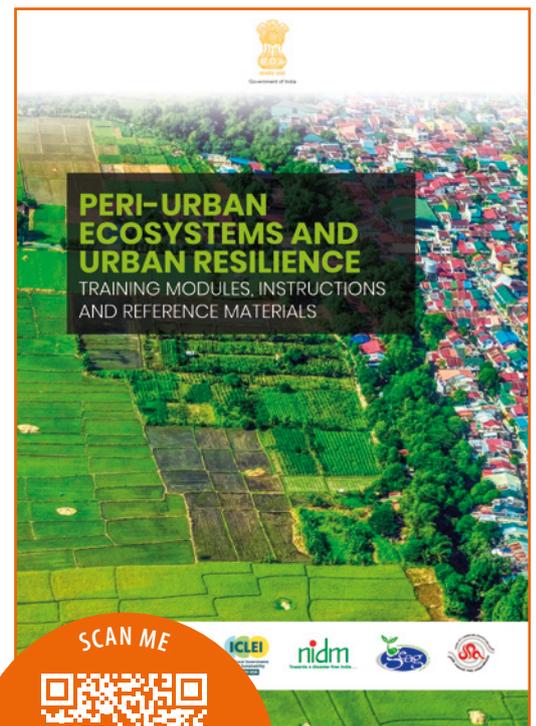
In India, the recognition of peri-urban areas is still an emerging issue. Not only are the boundaries of these areas unclear, but the value of their ecosystem services to enhance resilience in both cities and their contiguous regions is declining due to indiscriminate land use change and population growth. These areas also suffer from governance gaps due to their unclear recognition and conceptualisation at state government and policy level. For example, the agricultural policy for rural areas is not matched by one for urban areas, which means that peri-urban farmers remain largely invisible and do not get any policy support for agriculture. Furthermore, there is a lack of coordination between different line departments with responsibilities at urban and rural level, whose mandates can overlap or leave critical gaps. From there, the gaps widen as there are no mechanisms or directives that come down to the city or grassroots level for taking action on these areas. As a consequence, strict adherence to rules and laws is a challenge, as is provision of services (e.g. agricultural subsidies, credits), given peri-urban concepts are not integrated in rural or urban development, and climate resilience planning mechanisms.

To address these challenges, Gorakhpur Environmental Action Group (GEAG) partnered with three key stakeholders: the National Institute of Disaster Management (NIDM), the National Institute for Urban Affairs and the School of Planning and Architecture in Bhopal. Together, they developed a proposal to address peri-urban concerns, based on an assessment of knowledge gaps. This work was funded by CDKN in 2019 and 2020.

NIDM is an apex institution of the Government of India. It falls under the Ministry of Home Affairs, and is responsible for human resource development, capacity-building, training, research, documentation and policy advocacy in the areas of climate and disaster resilience – with knowledge production as one of its integral components. Given this mandate, GEAG partnered with NIDM to jointly develop a **capacity toolkit** that provided an opportunity to address those knowledge gaps pertaining to peri-urban spaces, which the institution had identified over time, especially in the areas of tackling climate change adaptation and disaster risk reduction.

This collaboration strengthened awareness and provided tools and knowledge to address the peri-urban challenge. By mainstreaming the toolkit in NIDM's policy and training programmes, GEAG further hoped it would lead to a scaling up of the issue and help advocate for the inclusion of peri-urban concepts in appropriate policy mechanisms. Continuous meetings and discussions with NIDM, updating them about the latest activities and keeping them as a lead in the development of the capacity toolkit were successful approaches.

This collaboration also thrived due to an emphasis on mutual benefits. NIDM has used GEAG's practical experiences on the issue of peri-urban resilience, gender, and socially equitable actions needed in urban resilience planning and packaged the knowledge and disseminated it in their reports, publications and training programmes. NIDM also promoted and facilitated training and capacity-strengthening of key stakeholders for resilient urban systems using the benefits of peri-urban ecosystems in addressing climate and disaster risks and vulnerability. Through this collaboration, GEAG with the support of NIDM, was able to better mainstream the knowledge generated in this process to train policy planners, relevant officials in government ministries and other stakeholders for policy mainstreaming.



▲ Launch of the Peri-Urban Ecosystems and Urban Resilience Training Toolkit with the National Institute of Disaster Management and Gorakhpur Environmental Action Group, 2021. GEAG

# NAMIBIA



## KEY TAKEAWAYS

- 1 Adding a climate and social differentiation lens to an activity that the Ministry of Gender Equality, Poverty Eradication and Social Welfare had already planned and budgeted for was a successful mainstreaming strategy.
- 2 Showing the links between different ministries' work and climate change issues, to provide a justification to include climate elements in their institutional work plans, helped government staff to allocate time to project activities.
- 3 Holding meetings to raise awareness on these issues among senior ministry staff, along with capacity strengthening at all levels, was needed to create a common understanding.

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## CASE STUDY

### Using multiple strategies to mainstream climate issues in Namibia's Ministry of Gender Equality, Poverty Eradication and Social Welfare

As the Namibia team increasingly engaged in different activities and with varied actors, including government departments that did not include climate change as part of their mandate, they realised how critical it was for project activities to be aligned with stakeholders' institutional mandates and programmes, for climate change issues to be mainstreamed.

The focus on MGEPEWSW, for example, was motivated by the fact that this ministry is responsible for empowering women and vulnerable men through a grant for community development income-generating activities and it has a mandate to mainstream gender-responsive policies in all sectors in Namibia. The team's work therefore focused on complementing the ministry's existing grant support for income-generating activities using a tool, the **vulnerability and risk assessment (VRA)**, that would promote the consideration of climate adaptation as an element of the funded activities. The VRA also sought to ensure that the selection process to identify the beneficiaries and projects in their programmes was sensitive to different features of grantees' identity (e.g. marital status, age or ethnicity), beyond only gender – which was a key interest of the team's work. Focusing on an existing MGEPEWSW programme that was already planned and budgeted for, provided an entry point for the ministry to integrate climate and social differentiation criteria into its institutional activities.



▲ Training the ministry of gender staff in the vulnerability and risk assessment tool. CDKN and UNAM



▲ Carrying out a Vulnerability and Risk Assessment exercise with Oshana Regional Council. CDKN and UNAM

Where project activities were not aligned with institutional mandates, the project team sought to build a shared understanding of specific issues with particular ministries (for example showing the link between their work and climate change), to ensure that the annual institutional work plans drafted at the beginning of each year included these concepts (e.g. the keyword ‘climate change’). Paying attention to alignment could help government staff dedicate time to project activities, such as through receiving approval (from their superiors) to attend events and training. To this end, the project team also opened the discussion on how colleagues from MGEPSW could have climate change outputs tied to their performance agreements (which outline their targets and key performance areas for the year). The idea was for ministry staff to voluntarily include climate as part of their performance targets (and not to be mandated to do that), especially those ‘whose eyes were being opened’ through involvement in project activities.

To achieve this necessary level of institutionalisation, the team realised the importance of meeting with managers, political leaders and people of influence early in the programme to get them on board. One-on-one or small-team meetings (up to three or four people) with each relevant institution appeared to be most effective. Indeed, these worked, as once MGEPSW (and other targeted ministries) realised it was within their mandate to mainstream climate change adaptation into their activities, they requested capacity strengthening on the issue. Training workshops with both technocrats and managers created opportunities to discuss how to institutionalise climate change in the country. The workshops used **specifically designed tools and communication materials** to transmit the sense of urgency of and initiate climate change actions.

**Key messages**

- Alignment with stakeholders' institutional mandates and priority issues opens the door for obtaining the collaboration and support, and for influencing policy and government action.
- Being responsive to needs, and looking for win-win opportunities of opportunity for influencing policy and practice, is fundamental to success. Research (involving flexible partners and funds), capacity to produce the government, institutions, and opportunities to learn and change course.
- Knowledge products are just one ingredient for evidence to inform decisions and practice. These materials needs to be accompanied by continuous assessments along the governance levels, as well as a range of activities, regular activities to manage urgent actions and avoid risks to gain the way for action.
- Those who share and broker knowledge need to build dedicated networks and have a solid network of strong relationships and long-term opening powers to bring together diverse knowledge across local, regional and national spheres. These networks may, however, unintentionally also lead to being overwhelmed and burnt out.
- Continuous engagement to knowledge brokers with actors in the governance system, and being able to build on previous projects' achievements, relationships and outputs, is key for long-term impact.

**Authors:** This Learning Story was developed by the University of Namibia (UNAM) and CDKN. It is based on the research conducted by the University of Namibia (UNAM) and CDKN as part of implementing different research projects on climate adaptation and resilience from 2014-2021.

**Editing and design:** CDKN Knowledge for Change Centre

**SCAN ME**

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# PERU



## KEY TAKEAWAYS

- 1 Linking climate change issues to other joint causes, such as working with young or vulnerable people, or furthering gender issues, can help to foster collaboration among diverse partners and mainstream climate issues.
- 2 Getting involved in initiatives led by the Ministry of Environment, given their greater access to international climate funds, can be a good strategy for other ministries to work more closely with the climate agenda. Climate funds are more readily available when compared to, for example, funds for youth or gender issues.

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## CASE STUDY

### Joining the climate cause through partnering with better-funded allies in Peru

In Peru, the country's climate change management framework requires the consideration and application of intercultural, intergenerational and gender equality approaches. Going beyond a focus on the differentiated impacts of climate change on women, these approaches consider how different ethnic and indigenous groups, as well as ages (e.g. the youth, the elderly) face different vulnerabilities. To further these issues nationally and subnationally, a novel partnership was created between the Ministry of Environment, the Ministry of Culture and the Ministry of Women and Vulnerable Groups. With the latter two ministries having the interests of vulnerable groups like indigenous people, Afro-Peruvians, women and youth as part of their mandate, the need to work together was clear. However, limited personnel, funding, capacities and understanding of the topic, as well as an intricate bureaucratic system and belief that 'others' were responsible prevented them from leading, and collaborating, on certain issues – particularly the link to climate change.



▲ Many sectors and types of stakeholders contributed to the development of Peru's nationally determined contribution, strengthening their capacities and creating momentum for climate action. *Ministry of Environment of Peru (MINAM)*

The Ministry of Environment's access to international climate finance, associated technical expertise to support the integration process, as well as a global context which increasingly called for commitments to mainstream gender issues and collaboration with youth and other vulnerable groups, made it clear that a partnership was the only way forward.

Thanks to the willingness and strong ethic of the technical staff involved in this novel collaboration, who had the buy-in and trust of their directors, the ministries developed a productive and successful relationship. As a result of smooth communications between the three ministries and the strength of working collaboratively towards the same aim, doors were opened to obtaining further support and working jointly on several other initiatives tied to the **implementation of the country's nationally determined contribution**. Going further, this partnership was beneficial for the Peru CDKN team, which had previously struggled to collaborate with the Ministry of Culture due to the complex bureaucracy and fragmentation between its different departments. The Ministry of Environment helped to open doors and ease cooperation, such that the different partners could collaborate on **addressing the needs of the Afro-Peruvian population**.



▲ Peru's climate change regulations call for the consideration of intergenerational issues and addressing the needs of groups of different ages, including the elderly. *SPDA*

## Endnotes

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5. The National Climate Change Committee has been renamed the Rio Conventions Committee since the writing of this document.



Pedestrians crossing busy road in Nairobi, analysed as part of non-motorised transport study. *CDKN and Tribesman Pictures*

## THIS SERIES IS STRUCTURED AS FOLLOWS:

- CHALLENGE 1** Key stakeholders lack sufficient information about the significance and urgency of climate change
- CHALLENGE 2** Climate change is not sufficiently high on political agendas or part of institutional mandates
- CHALLENGE 3** Climate change is mainly seen as an environmental responsibility, with little cross-sector collaboration
- CHALLENGE 4** Subnational actors lack guidance and support to implement climate change frameworks set at the national level
- CHALLENGE 5** Limited capacities and resource allocation prevent climate change integration and implementation
- CHALLENGE 6** When gatekeeping and bureaucracy become obstacles to project progress
- CHALLENGE 7** Limited support hinders climate integration at the community level

## ABOUT CDKN

The Climate and Development Knowledge Network (CDKN) works to improve the well-being of the most climate-affected people in the global South, especially marginalised groups, through transformative climate action. CDKN is managed by SouthSouthNorth, in partnership with Fundación Futuro Latinoamericano (FFLA) and ICLEI South Asia, and co-funded by the Ministry of Foreign Affairs of the Netherlands and Canada's International Development Research Centre (IDRC).

We work in partnership with public, civil society and private sectors to mobilise knowledge, leadership and capacity in the global South in support of locally-owned and -led climate action.

Please visit: [www.cdkn.org](http://www.cdkn.org)

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