



How to institutionalize the capacity for learning into complex policy programs addressing climate change?

A design for monitoring and evaluation in the Dutch Delta Program

European Environmental Evaluators Network

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Learning

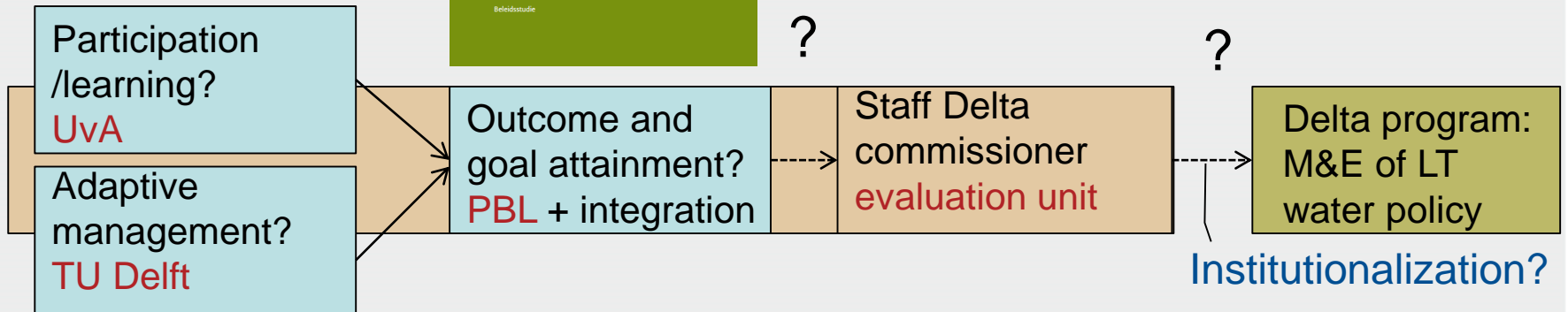
- relevant for climate adaptation policies
 - to improve implementation of adaptation strategies (learning from experience; ‘best practices’)
 - to inform the revision of adaptation plans

Dutch Delta program

- Designed as a ‘learning arrangement’
- Ambition: enable **timely adjustment** to unexpected developments within or outside the program (“adaptive management”)
- Focus on the **use of monitoring and evaluation results** to revise and improve adaptation plans

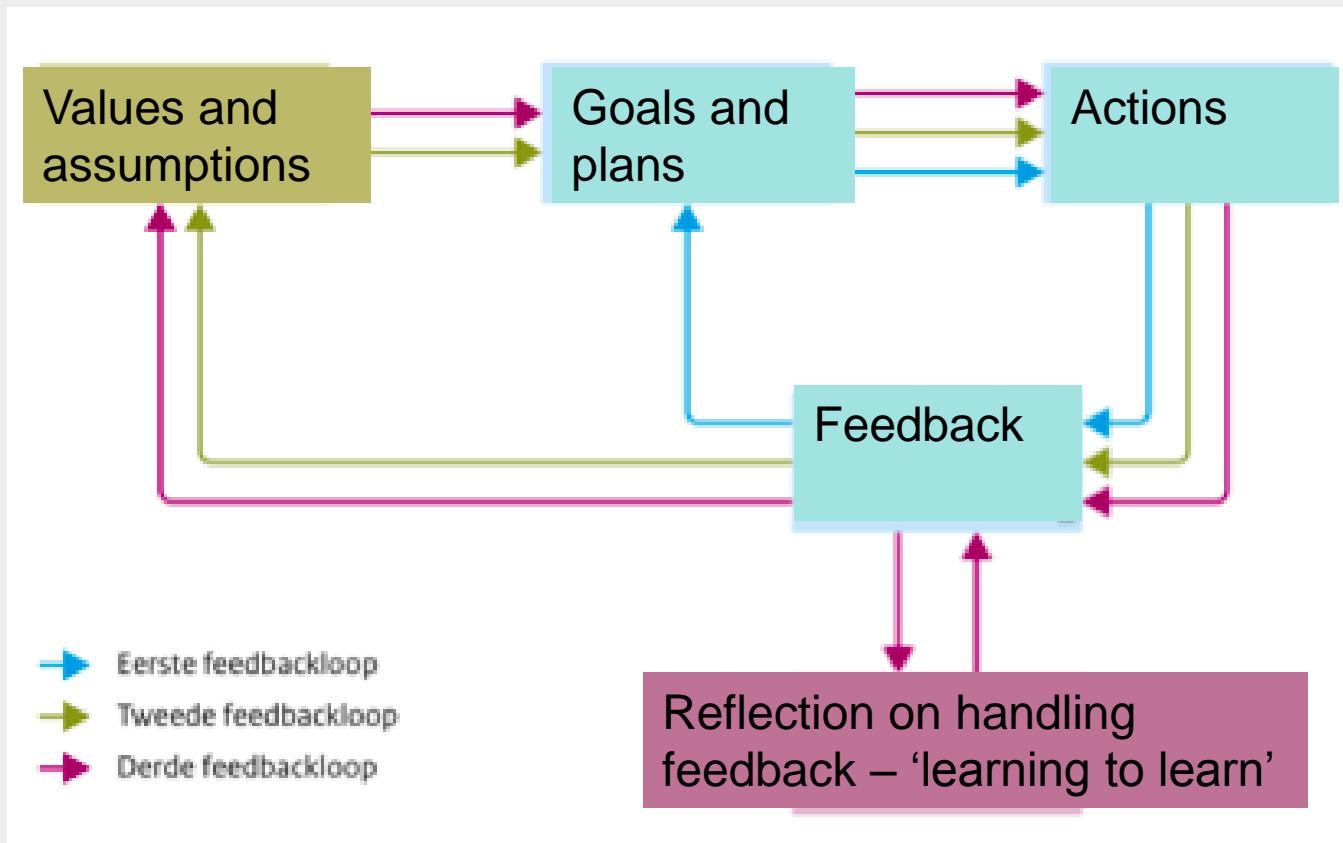


Delta program = three NAS themes: water safety / fresh water supply / spatial adaptation



- How to design an ‘architecture for M&E’ for the Delta program?

Learning = revision of plans / underlying assumptions in the light of feedback



M&E: systematized production of feedback

- **Technical learning**: learning about indicators (signposts / trigger values) + unforeseen values
- **Social learning**: learning in and through interaction, about plans and perspectives of others

→ Reinforce one another:

- Mutual adjustment / ‘smart combinations’
- ‘Others’ may help to observe what is counterintuitive / not anticipated in plans / M&E



Photo: Family Van den Broek, Deurne

DP as a “learning arrangement”

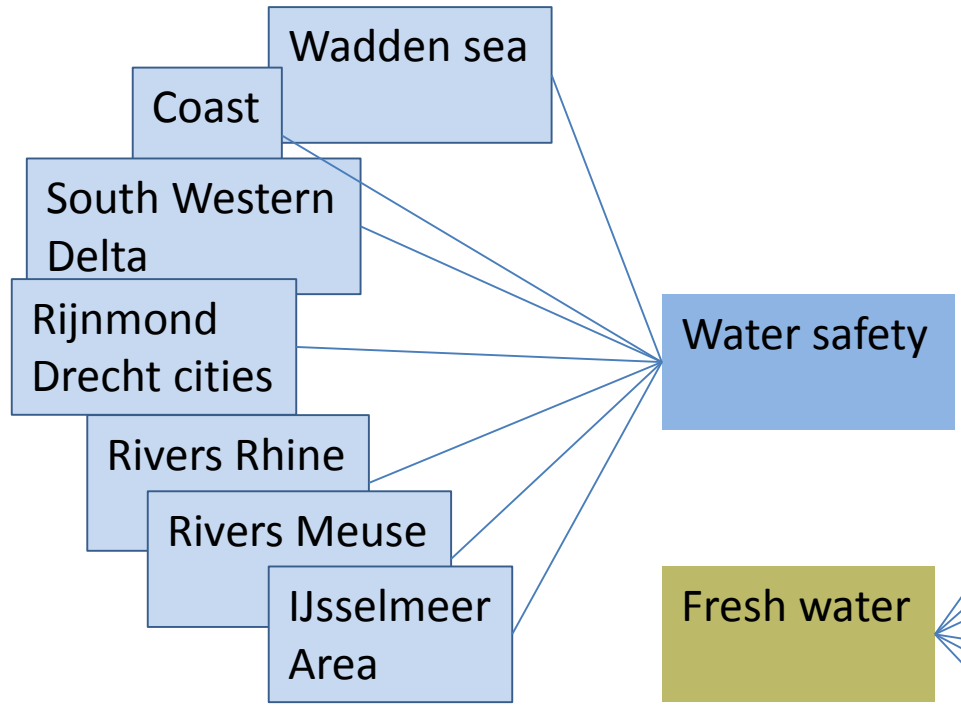
Tensions:

- Adaptive management / learning vs. top-down multi-year planning / need for accountability + reliability
- Goal achievement vs. goal adjustment
- Advice: practical solutions
- **System learning**: learning to learn, improving the program’s learning capacity

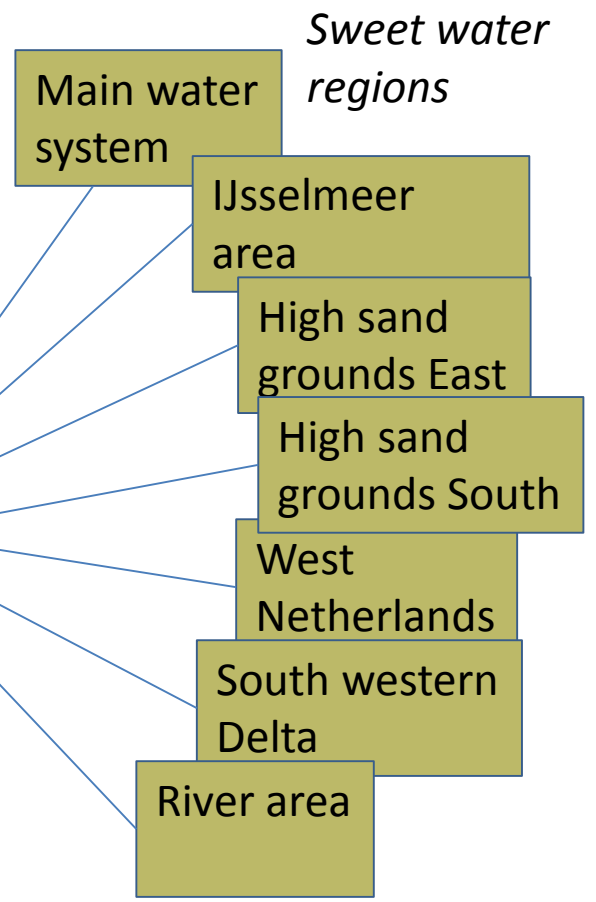
1. Approach actors as Communities of Practice

- Explicitly encourage an **open attitude** towards expressing surprise, failure and doubt
- Emphasise learning: include a ‘reflection paragraph’ in every report
- Consider non-state actors (citizens, NGOs, professionals, scientists etc.) as ‘full members’ of (small / incipient) CoPs
- Cherish contestation as moments for unanticipated feedback → don’t limit ‘participation’ to pre-arranged settings

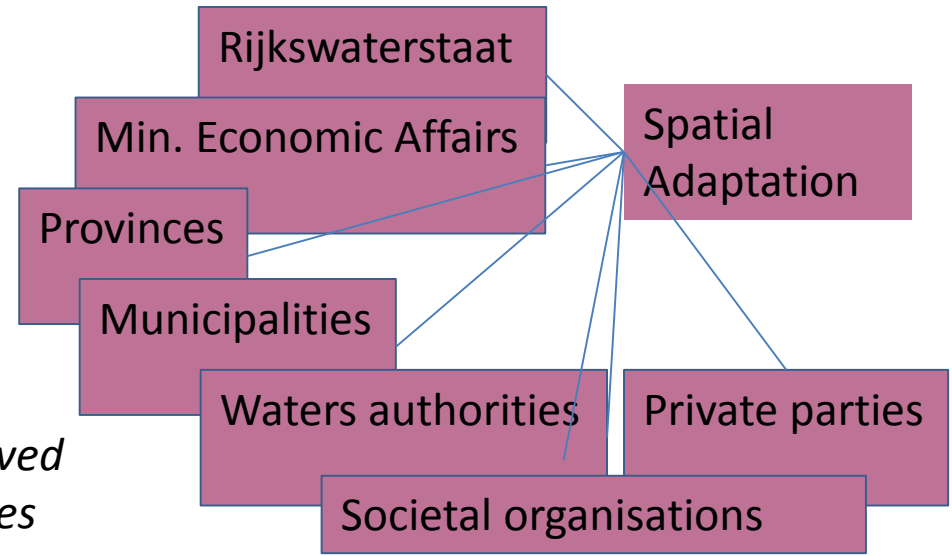
Regional programs



Delta program



Involved parties

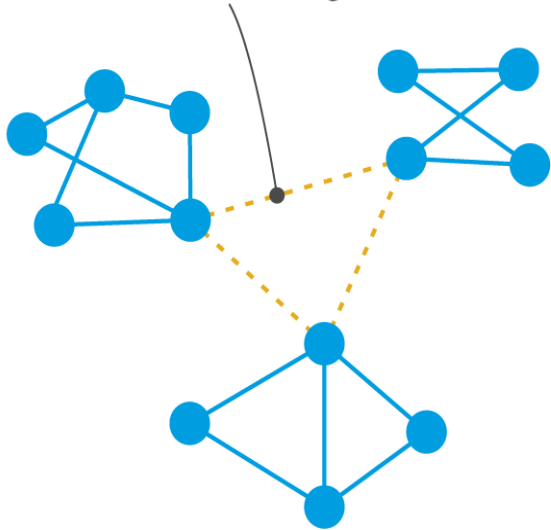


2. Facilitate knowledge sharing and use

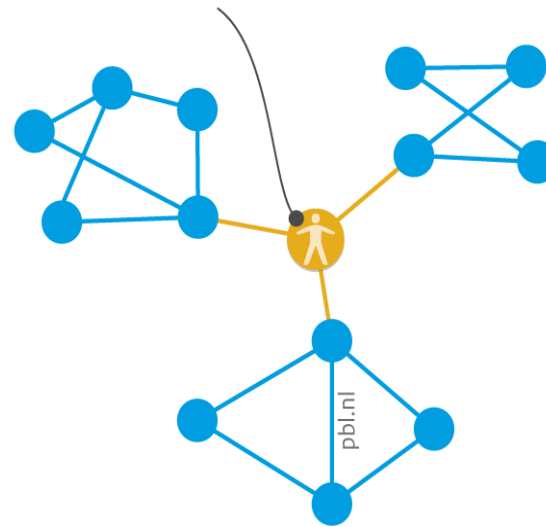
- Decentralize M&E
- Build on M&E already in place
- Appoint **knowledge brokers**
- Invest in system for disclosing knowledge (“tagging”)
- Collect and weigh information on central level: Core group
- Collect and weigh ‘external’ info: Signal group

Optimize feedback in a multi-level network setting

Hiaat in kennisuitwisseling tussen netwerken



Hiaat opgevuld met kennismakelaar



knowledge brokers: closing gaps in networks

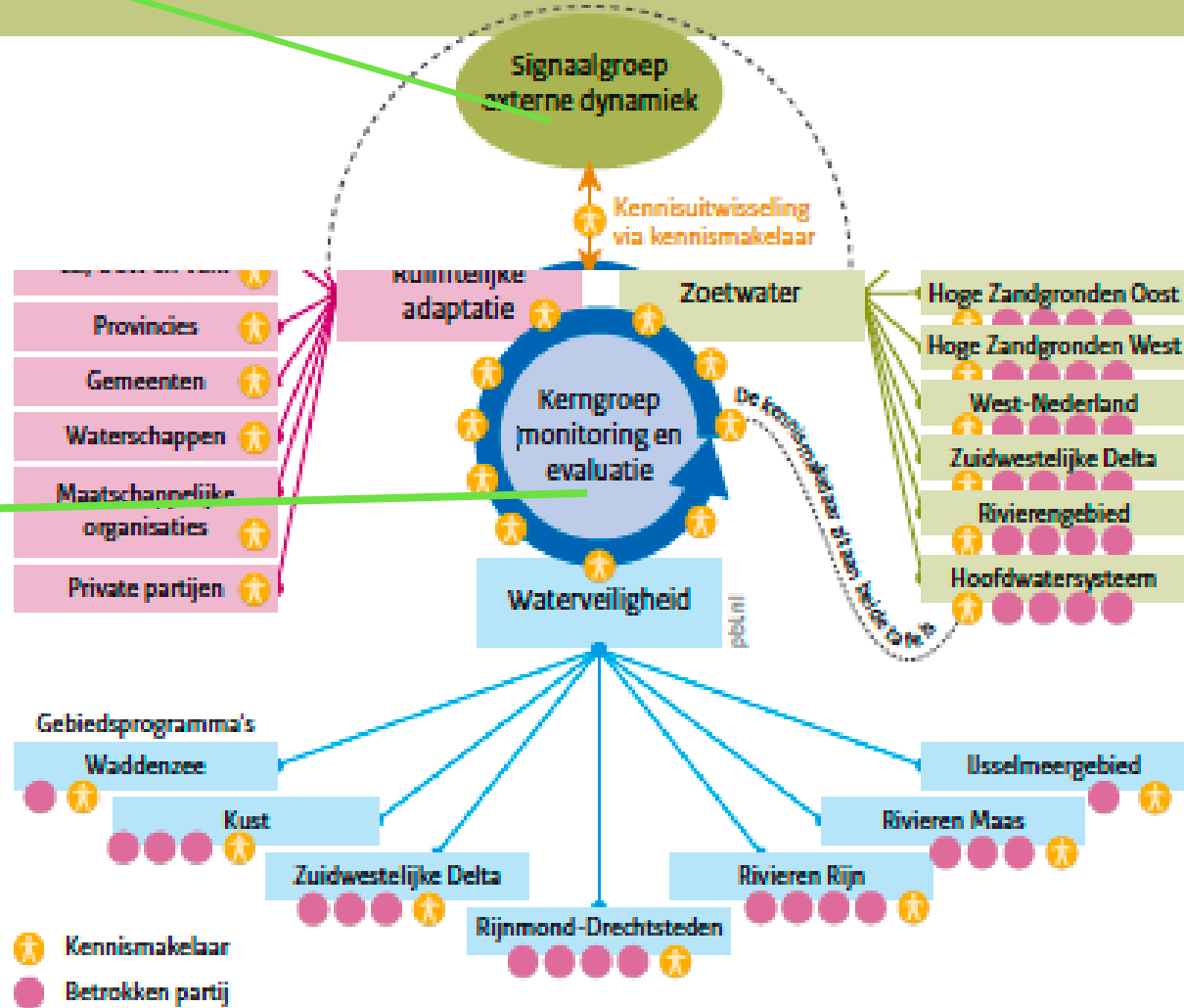


Signaalgroep en kerngroep in het Deltaprogramma

Group of experts signaling relevant external dynamics (e.g. new info from IPC.)

Group of knowledge brokers and M&E 'core group' collecting and analyzing insights from decentralized knowledge exchanges

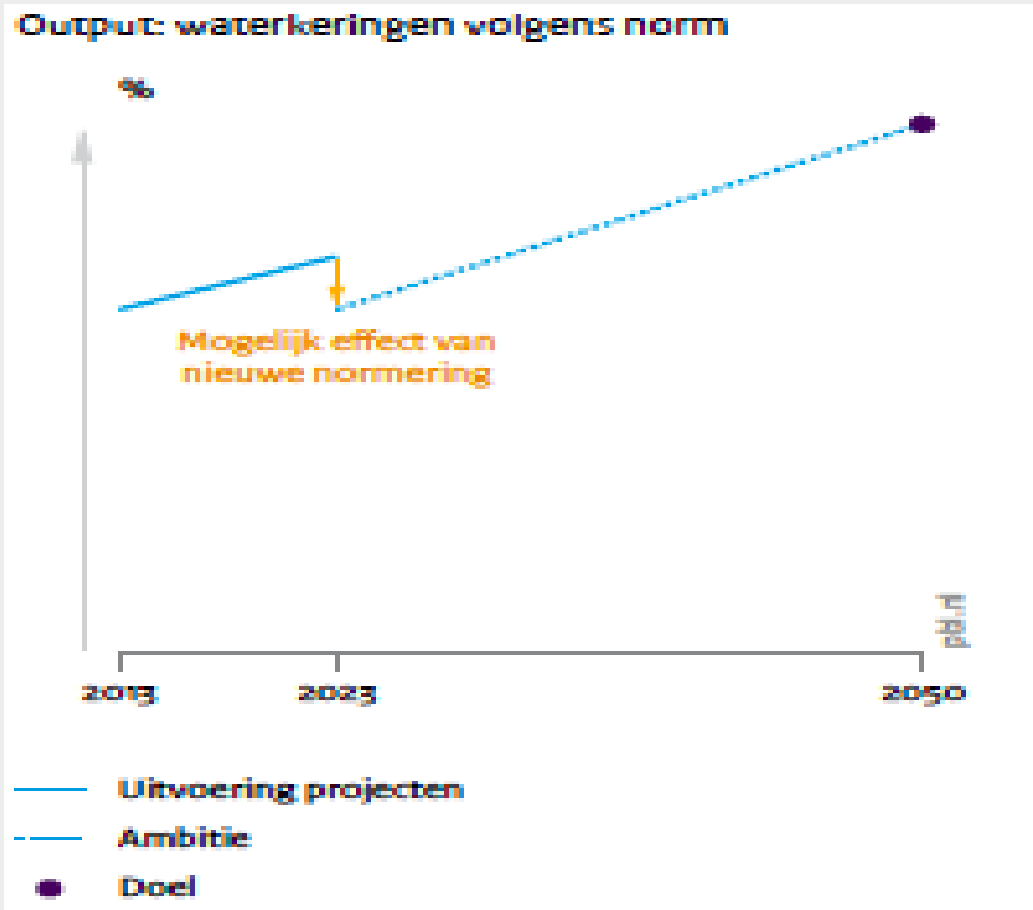
Externe dynamiek
Klimaat, economische en maatschappelijke ontwikkelingen, nieuwe kennis en technologie



3. Plan to be flexible

- **Include in plans** how and when learning processes can accumulate in a revision of plans on a strategic level
- Design ‘**performance anchors**’ = a topic list for recursive progress mapping
- See goal achievement evaluations in the light of recurrently revised goals

Adaptation in planning practice: anchor points for revising norms / indicators





Thank you

