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Evaluation of the CLACC Programme

*Final Report
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Main Acronyms

CAN	Climate Action Network
CBA	Community-Based Adaptation
CBAA	Community-Based Adaptation in Africa
CLACC	Capacity Strengthening of Civil Society in the Least Developed Countries (LDCs) for Adaptation to Climate Change
IDRC	International Development Research Centre, in Canada
IIED	International Institute for Environment and Development
LDCs	Least Developed Countries
LSHTM	London School of Hygiene and Tropical Medicine
NAPA	National Adaptation Programmes of Action
RING	Regional and International Networking Group
SEI	Stockholm Environment Institute

2007 Evaluation of the CLACC Programme

1 Introduction

The Capacity Strengthening of Civil Society in the Least Developed Countries (LDCs) for Adaptation to Climate Change – the CLACC programme – began in 2004 as an initiative of the Regional and International Networking Group (RING). It was created to address concerns that LDCs were ill-equipped to address the growing issue of adaptation within the climate change field. LDCs are amongst the most vulnerable countries. CLACC was created to help strengthen the capacity of civil society in a limited number of LDCs in Africa and South Asia. The main component of CLACC is its fellowships that bring individuals from partner organisations in LDCs into an on-going process of capacity building.

CLACC is managed by IIED on behalf of the group. CLACC operates in 15 countries: 12 in Africa and 3 in South Asia. CLACC is divided into four regions: South Asia, West Africa, East Africa and Southern Africa. While CLACC is for LDCs, each region is headed by a Regional partner, which is a member of RING. The regional partners play an important co-ordination and management role for the CLACC Fellows. The three LDCs in west Africa are francophone.

The Climate Change Programme at IIED, headed by Saleemul Huq, spearheads the CLACC programme, giving it the management and reporting structure, undertaking to obtain funding, providing the activity, intellectual and policy guidance.

IIED is supported by other partner organisations that provide guidance and leadership on specific topics. Partner organisations include the Stockholm Environment Institute and the London School of Hygiene and Tropical Medicine.

CLACC Fellows do not work in isolation in their own countries. There are many opportunities for them to work together to share experiences, particularly at the annual COPs. They also work more closely together at the regional level.

As these Fellows evolve in this process, the CLACC programme adds new activities to their responsibilities. These activities are directed towards the overarching objective of strengthening the capacity within civil society of the LDCs involved.

2 The Evaluation Process

Rod Janssen of HELIO International heads the evaluation process. This is the first of a three-year monitoring and evaluation exercise. Rod Janssen works with a team of in-country monitors. These monitors are primarily for the LDC countries and not for the regional co-ordinators¹.

This evaluation covers the calendar year 2007, although some of the monitoring started in late 2006 at COP 12 in Nairobi.

¹ HELIO has monitors in the regional countries of Bangladesh and Kenya.

According to the terms of reference, the evaluation is undertaken by:

1. Evaluation of Programme management:

- By reading all documentation produced over the year) including monitoring reports).
- By meeting with and interacting with Saleemul Huq of IIED during the year
- By talking to other members of the CLACC management team.
- By getting feedback from CLACC Fellows and other partners

2. Evaluation of in-country outcomes of CLACC partners:

- By engaging an in-country “monitor” in each CLACC country
- By asking the in-country monitor to provide an annual report on levels of awareness of climate change issues in each country as well as the activities of the CLACC partner
- By talking to in-country monitors whenever necessary by phone.

3. Evaluation of individual CLACC Fellows:

- By reading all reports provided by each individual CLACC Fellow during the year
- By meeting and talking to each CLACC Fellow (primarily at the COP)

4. Results from meeting CLACC Team:

- By attending the annual CLACC Team meeting at the COP each year.

This has been the process undertaken in 2007. However, HELIO was unable to come up with a monitor in Zambia and the CLACC fellow has agreed to try and help find one soon. This is not considered a major problem.

Rod Janssen attended several CLACC team meetings throughout the year, including the annual meeting at COP 13 in Bali. He even met most of the Fellows at COP 12 in Nairobi. He also sent a questionnaire to Fellows half way through the year in order to get a better understanding of the views of the Fellows. He has met several individual Fellows throughout the year at other meetings.

Mr. Janssen has regular discussions with IIED staff as well as others involved with different aspects of CLACC on an on-going basis.

The in-country monitors were tasked to monitor specific deliverables expected from the Fellows and also to get a sense of how adaptation is being given priority in the specific country. These monitors are under the supervision of Rod Janssen of HELIO International and are completely independent of CLACC. This is a requirement of HELIO, since it provide an independent monitoring service for many projects. All of the monitors have a background in environmental issues, although not necessarily as adaptation specialists. Monitoring reports are provided in an annex to this report. Monitors were given a fairly free hand to monitor how the Fellow was working in the country and how the objectives of CLACC were being met. The monitors were specifically asked to focus on the health study (see below), how adaptation was being integrated into the work of the country organisation, how effective the library/resource centre was, and to get some sense of the priority being given in the country to adaptation. The monitors met with Fellows and were to develop a fairly good working relationship. In some cases, the two knew each other.

3 CLACC

CLACC – Capacity Strengthening of Civil Society in the Least Developed Countries (LDCs) for Adaptation to Climate Change – is sometimes called a project, sometimes an initiative. It brings together northern partners with those in 15 LDC and poor countries.

CLACC started in 2004 as an initiative of RING² and involved RING partners who were in the main LDC-relevant regions (i.e. ACTS in Kenya, BCAS in Bangladesh, ENDA in Senegal and ZERO in Zimbabwe) plus IIED (that co-ordinates RING climate change activities) and the Stockholm Environment Institute (SEI). The London School of Hygiene and Tropical Medicine (LSHTM) is also a northern partner. CLACC is managed by IIED on behalf of the group.

The stated objectives of CLACC are to:

- Strengthen the capacity of civil society in LDCs to adapt to climate change creating greater adaptive capacity among the most vulnerable groups;
- Establish an information and knowledge system catering to countries dealing with the adverse impacts of climate change; and
- Mainstream the NAPA process with key non-governmental stakeholders.

CLACC supports LDCs to adapt to climate change. Because their degree of vulnerability is high, the programmes in LDCs require long-term capacity strengthening within governments as well as civil society.

The CLACC project works through four regional partners in South Asia (BCAS) East Africa (ACTS), West Africa (ENDA) and Southern Africa (ZERO). They are all members of the RING Alliance. CLACC focused on these regions because they include the communities that will be disproportionately and negatively affected by climate change. Within those four regions, a total of 15 countries participate. Beside the four regional partners, there are individual partner organisations in the other countries³.

A range of initiatives is undertaken through CLACC to meet the objectives. These are undertaken through the partner organisations in the 15 countries where there are specific people who have become “CLACC Fellows.” A few years ago, regional CLACC Fellows actually undertook fellowships in European partner organisations, while country CLACC Fellows undertook fellowships at the regional partner organisations⁴.

A list of current Fellows as well as “alumni” is in the annexes.

The work programme essentially follows an annual cycle starting in July. The work programme, discussed at CLACC team meetings, is laid out in a letter from IIED (Saleem Huq) to each head of the partner organisation. The one that is of primary interest to this evaluation is the letter from 2006. It lays out the previous and relevant activities of CLACC, that are still underway, for the most part. It also outlines the proposed activities for 2006 and beyond.

² The RING is an alliance of organisations (which includes from the north IIED, SEI and IISD). See: www.ring-alliance.org.

³ In Bangladesh, BCAS is the regional partner but there is also a country partner, Caritas, that acts in a similar fashion to the other (non-regional) country partners.

⁴ Not all current Fellows have undertaken fellowships. There have been several changes because of Fellows changing jobs.

The letter also states the funding that is available for the Fellows to undertake the various activities. It is a lump sum amount that goes to the organisation to use. For specific studies, such as the health study (see below) separate funding was provided. IIED also keeps funding available for travel and meetings.

The relevant activities are:

- CLACC publications (including newsletter) and website
- Country case studies on climate change and human health
- Input to National Adaptation Programmes of Action (NAPAs)
- Forming an NGO group in each country
- Climate change library/information resource centre (CCIRC)
- *Tiempo* reader panel
- Attending COPs

In 2007, the new work programme included:

- Attending COP 13 in Bali
- Regional strategy meeting in early 2008
- Cities and Adaptation Initiative
- Focus group meeting for *Tiempo* subscribers

There is also work that is not specified in those letters. They include the Fellows working with videos, community-based adaptation exchange, participating in *weADAPT* and *wikiADAPT* with SEI, contacting media, and implementing adaptation projects through funding from IDRC in Canada.

The 2007 work programme was discussed in detail at the CLACC team meeting at COP 13 in December 2007. More will be said on the 2007 work programme under “Implementation Status” below.

Governance and Management

As stated above, CLACC is managed for the RING Alliance by IIED. The work programme is essentially set by Dr. Huq, in part by reviewing the previous year’s outputs, by a climate change advisory group to help IIED, through discussions with partner organisations and through discussions with donors. Work is monitored by IIED through regular contacts, overseeing the deliverables and having Fellows prepare annual reports and reports after the COP meetings.

The RING Alliance is kept informed on the implementation status.

Governance is also supported by the role of the Regional Fellows, who play a role in supporting the activities of the CLACC Fellows. Regional Fellows have helped in the overseeing of the health studies, workshops, etc. The role of the Regional Fellows will be given more attention in the next annual evaluation.

4 Major Findings

4.1 Overall Performance

Developing capacity within a country starts with developing the capacity of individuals who are going to play a major role in the national scope. To this extent, there has been much success. The CLACC Fellows have made considerable progress since they joined the programme. Many of them had no experience in climate change prior to this programme. Through CLACC, however, the Fellows have become highly motivated; they feel quite empowered by the knowledge they have gained; and they are proud of the network they belong to, the international experience and also the recognition they are receiving nationally and internationally. Their level of confidence has improved significantly during this initial monitoring period. This development has come about by the various tasks they have been given, by their attendance at COPs and other international meetings, by their managing the national health and adaptation studies, by their setting up of national NGO networks, etc.

Yet, while the capacity development of the Fellows is strong, there are concerns that the Fellows are being burdened by CLACC tasks that are often not part of their main activities within their organisations. Some state that it is only possible to work on CLACC activities after hours. For others, however, the CLACC activities fall neatly within their normal responsibilities.

The capacity within their own organisations is less obvious in some cases, where climate change or adaptation is not the main objective. It has been raised by some of the organisations that more emphasis should be placed on them and slightly less on the Fellows themselves.

There are often delays in many of the deliverables but they are generally not serious enough to hamper the overall performance of the programme. The health studies, for example, are behind schedule, yet draft reports were often used for local consultation.

The health studies, for the most part, have been well done and are making a strong contribution to national and international discussions. The side-event at COP 13 on the health studies, for example, was well attended and well received. Dr. Sari Kovats is currently reviewing the papers and they are being integrated into an overall report. There are some concerns about the quality that Dr. Kovats is addressing.

Nevertheless, dissemination at the national level of results of studies, etc., needs improvement in many countries. Often the consultation for the health studies, for example, did not have the full range of 'stakeholders' participate and that awareness of the major issues is still weak. The libraries/resource centres are available but underutilised, for the most part. This is easily remedied but the purpose of those centres is not to simply exist but to be used.

There is some concern that CLACC could be much more effective nationally if there was a longer-term perspective on the strategy and activities. The full range of CLACC activities can be seen a set of building blocks, each one contributing piece by piece to strengthening the capacity, first of the Fellows and their organisations and then of the country as a whole.

4.2 *Relevance*

Relevance: are we doing the right thing?

The extent to which the objectives of the project or programme match the needs of the target groups, the policies of the co-operation country and partner institutions, the global development goals and the client's basic development policy orientation.

CLACC started well before adaptation in climate change became a major consideration in climate discussions. The recent COP 13 saw a relative “explosion” of interest in adaptation, which had been building over the past couple of COPs. There is also a greater realisation that there is a need to strengthen (or develop) the capacity in order to be prepared for a ‘ramping up’ of activity due to an expected availability of funding for adaptation on a major scale. LDCs, amongst the most vulnerable in the world, could suffer doubly if they are not prepared. There is a need for sufficient capacity to address the issue in terms of developing and negotiating strategies, in mobilising local manpower, in developing and implementing local initiatives, in identifying where vulnerabilities are and when they will occur, in understanding all the implications of climate change in other sectors of society. For this, CLACC is important in the process.

Objectives of CLACC:

- Strengthen the capacity of civil society in LDCs to adapt to climate change creating greater adaptive capacity among the most vulnerable groups;
- Establish an information and knowledge system catering to countries dealing with the adverse impacts of climate change; and
- Mainstream the NAPA process with key non-governmental stakeholders.

Thus the objectives of CLACC are highly relevant. Strengthening the capacity is fundamental. And this has to be done, in large part, by an information system to help relevant organisations and individuals to be better aware of the issues and the opportunities, and to be able to mobilise resources to tackle the concerns.

And it has been shown that civil society has an important role to play in this process and, thus, CLACC fills a void that is generally there in LDCs. Often there is a well-developed civil society but not one that is oriented to climate change, and in particular adaptation.

It is also important to broaden that awareness and capacity within a wider community. This includes other affected sectors (health, local government, communities). HELIO monitors confirm that awareness is still a major concern.

Concerning NAPAs, more is described below under Impact, but the NAPA process is important. It is a plan of action and many of the CLACC organisations are action-oriented. Also, through their capacity building, they have developed a level of understanding and awareness that can be highly relevant.

4.3 Effectiveness

Effectiveness: are we achieving the project/programme objectives?

The extent to which the desired direct results are achieved and other direct results arise.

Overall, results are being achieved. Most of the work programme is directed towards the three main objectives. These are still early days and effectiveness is hard to determine. However, many monitors believe that the Fellows could be more effective, although overall the results are good.

The programme has been effective in strengthening the capacity of the Fellows themselves. As stated above, they have gained considerably and, without that strengthening, the other activities they have would suffer. The change in the Fellows was quite noticeable in their confidence in speaking at the CLACC side event; but more importantly, in a way, was their participation in the Development and Climate (D&C) Days. While some made presentations that were of high calibre, there were several interventions from the floor that were first rate. Also many CLACC Fellows were active in the video presentations at D&C Days on community-based adaptation.

Three Fellows were made members of their country delegations at COP and all Fellows met the heads of their delegations

Milestones were not set for the objectives as to what was expected to be achieved and when. This is no direct criticism since capacity strengthening of civil society, as stated in the objectives, is not easy to put boundaries around.

The Fellows are working with civil society within their own countries. But, both in developing networks and in having *Tiempo* focus groups, the strengthening of capacity will take time. The library/resource centre can also be important for other NGOs, but to date, it has been underutilised to a great extent, often not well enough publicised, and in the francophone countries, handicapped because almost all the material is in English. Also the developing of NGO networks and the *Tiempo* focus groups need to play a stronger role. Understandably this takes time, but the foundation must be there.

The health and adaptation studies were well received at the CLACC side-event at COP 13. The response nationally was also quite favourable, although it is felt that not all stakeholders were brought into the process and there is greater potential for increasing the awareness.

Several of the Fellows have been very active with the NAPA process and that is very positive. There is more below in the next section.

Participation at the COPs has grown over the year. As one Fellow said at Bali, “It’s all starting to make sense. Everything is coming together.” This statement is illustrative of the need to see the CLACC programme as an evolving process.

At COP 13, Fellows were expected to be involved with CAN and this is important both to simply be involved in a global climate network of NGOs but also to follow the climate negotiations through the lens of the NGO community. There is an adaptation group within CAN and most CLACC Fellows belong to it. This is valuable for going back to one’s country and working with civil society.

In the subsequent annual evaluations, greater attention will be given to the effectiveness of the CLACC programme.

4.4 *Impact*

Impact: are we contributing to the achievement of overarching development results? Extent to which the project or programme is contributing to achieving the desired overarching objectives and producing other indirect development results.

It is still relatively early to consider the impact of the CLACC programme. A fellowship is an on-going learning process, as stated throughout this report. But, there are signs of impact. And Fellows and programme managers must always be concerned about the impact of CLACC.

Some Fellows have been included in national delegations to the climate change conference and that is a strong recognition of their public stature and visibility. Understandably, not all of this can be due to the CLACC programme but the programme has reinforced or strengthened their positions.

The CLACC newsletter and the website can be used to disseminate results and raise the awareness of the main issues around adaptation. No attempt has been made to evaluate their impact this year.

Concerning the NAPAs, the role of CLACC has been important for some countries. It is an obvious role when one has a better understanding of the NAPA process as described in the box below. Thus, the Fellows should be well-placed to contribute to this.

Focus of NAPAs

The NAPAs focus on urgent and immediate needs – those for which further delay could increase vulnerability or lead to increased costs at a later stage. NAPAs should use existing information; no new research is needed. They must be action-oriented and country-driven and be flexible and based on national circumstances. Finally, in order to effectively address urgent and immediate adaptation needs, NAPA documents should be presented in a simple format, easily understood both by policy-level decision-makers and by the public.

The NAPA process

The steps for the preparation of the NAPAs include synthesis of available information, participatory assessment of vulnerability to current climate variability and extreme events and of areas where risks would increase due to climate change, identification of key adaptation measures as well as criteria for prioritizing activities, and selection of a prioritized short list of activities. The development of a NAPA also includes short profiles of projects and/or activities intended to address urgent and immediate adaptation needs of LDC Parties.

. . . from UNFCCC website

Much more will be said about impact in the next annual evaluation.

It is early to say how much impact CLACC is having on raising the awareness of climate change and adaptation in their countries and getting civil society mobilised to take action. The signs are positive but there are also signs that the full potential has not been tapped.

4.5 *Efficiency*

Efficiency: do we act cost-efficient?

A measure of the relationship between the resources invested (funds, expertise, time etc.) and the outputs and results achieved.

There is little to say here. The Fellows receive a relatively small sum annually, and for that, the work programme is quite extensive. And that work programme is expanding while the remuneration is not. This will be followed more closely in future evaluations.

For some Fellows, the CLACC activities flows neatly into their own work. For others, CLACC work is generally outside their mainstream activities and, in some cases, they are having to do this out of normal office hours.

The IIED staff working on CLACC, led by Saleem Huq, has relatively good systems in place and there are no signs of any concerns there. Senior management in IIED are kept informed of progress as are other non-CLACC partners. Working with the LDCs, communication can sometime be a problem, but it does not seem to be a major one affecting the work. The Regional Fellows play an important role in supporting the CLACC Fellows. The role and activities of the Regional Fellows will be watched more closely in the next annual evaluation.

SEI in Oxford also works closely with the CLACC programme. The LSHTM does as well on the health studies. Dr. Sari Kovats of LSHTM is undertaking her own review of the quality of the health studies.

4.6 *Sustainability*

Sustainability: are outcomes and impact durable?

The probability that the desired development results of the project or programme are ensured beyond the end of assistance.

The sustainability of capacity strengthening is fundamental. While there is a feeling that climate change discussions and activities have been going on for years, globally we are at early days in terms of effectively addressing the full range of concerns. It is fundamental that the LDCs develop a capacity to take a strong role in addressing and articulating their own concerns. There will inevitably be outside help but the LDCs have to be much more aware of the implications of climate change on their environment, on their economy, on their health. They have to be able to mobilise the resources they have at the community level, at a national level, within governments and by civil society. This is not something that is going to be solved quickly. Understandably, LDCs have become and are becoming more vulnerable due to forces beyond their control. But there is a need to understand those vulnerabilities, to be able to voice those concerns within the country and outside, and to take the initial action steps.

There has been a relatively big turnover of CLACC Fellows. This is to be expected. However, this can cause problems for their parent organisations. The organisations need to be seen as centres of knowledge in adaptation as well.

The turnover of CLACC Fellows has brought about a new category of alumni. These are former fellows who want to stay in regular contact with CLACC, even though they have changed jobs.

Saleemul Huq recently wrote to a former fellow expressing what it could take to stay an alumnus. He stated they could:

- Stay on the CLACC mailing list (send us your new e-mail and we will put it on the CLACC mailing list)
- Continue to have access to the (closed) CLACC website.
- Stay in touch with messages for the CLACC newsletter.
- Look for opportunities where CLACC may play a role in your new job.
- If you are interested, we can from time to time ask you for specific writing assignments (as we did in the past) which you could do in your personal capacity
- Remain an ambassador for CLACC
- Attend CLACC meetings (wherever possible)
- Come to regional CLACC meetings

Their on-going interest in CLACC, climate change and adaptation is an important aspect of sustainability.

5 Implementation Status

The CLACC programme has an ambitious work plan. The work plan was described above in Section 3 in fairly general terms. It is based on the letter sent to heads of CLACC organisations by Dr. Huq last summer.

It is important to review the main activities, some carried over from before, and some added on a more informal basis.

Health studies – there are some finishing touches for some reports and there will be an overall report prepared. The studies, which were to have been put on the CLACC website, are not there. There will also be some follow-up work on dissemination and awareness creation. The studies were authored by national experts and not by the CLACC Fellows.

City studies – The issue of cities and adaptation is an important topic that has not received much attention in LDCs. This project entails a mapping exercise to assess where the vulnerable areas are and to express this on maps. Official city maps do not go into this. Fellows are required to undertake several steps, including meeting a range of stakeholders to assess where the vulnerabilities are. This then would get translated into maps, using various available techniques. Some Fellows are familiar with these and would be used as resource people. The information gathering can be quite time consuming for the Fellows, especially for those who have no direct experience in this. There are certain milestones that have been set for the different deliverables. There have already been delays in the first deliverables.

Regional workshops – There will be four regional workshops held in early 2008. They will be used to “to discuss, brainstorm and plan next steps on the adaptation agenda in their respective regions and countries” according to the brochure. The workshops are to be for three days with the last half day as a dissemination event for a larger audience. The meetings will be held between early March and mid April.

The objectives of the workshops are:

- To identify and facilitate the meeting and networking of key *individuals from civil society* in each region on the issue of adaptation to climate change.
- To hold a workshop with these key individuals from each region to *brainstorm, network and plan the next steps* needed to promote the adaptation agenda in their respective regions and countries.
- To help the CLACC programme, Fellows and partners in each region and country identify what it can do to *promote the adaptation agenda amongst civil society groups* in the region and countries.

Library/resource centres – these centres are to be maintained, available to the public and further promoted.

Tiempo focus groups – this initiative is to continue.

Newsletter/website/publications – These initiatives are to continue. The Regional Fellow for Kenya is responsible for the newsletter while the website is handled by BCAS in Bangladesh. Fellows are also encouraged to publish articles on adaptation. There is also a writing workshop on Community-based adaptation to be held in 2008. The scope is greater than just CLACC Fellows. Fellows are also encouraged to contact the press to help create awareness and disseminate information.

Attending UNFCCC meetings – Fellows are expected to attend the next COP in Poland. There is funding for only selected Fellows to attend SB28 in Bonn in June.

CBA (Community-Based Adaptation in Africa) – this is a project, recently approved, and funded by Canada's IDRC. It will fund climate change adaptation pilot projects at the community level in eight African countries, six of which are LDCs. The project is being co-ordinated by ACTS of Kenya. The work programme continues until 2011. Details of the work programme are currently being developed.

Videos – some of the CLACC Fellows are undertaking videos on community-based projects. Most of the Fellows received training on video techniques from IIED. There are some camcorders but not enough for all Fellows.

Miscellaneous – CLACC Fellows are also exposed to other tools to help them in their work. One is weADAPT, created by SEI (see www.weadapt.org), which is a collaboration on climate adaptation. Part of it includes wikiADAPT that is an interactive space where users and experts share knowledge and experience on climate adaptation. The wiki contains core themes on Framing Adaptation, Risk Monitoring, Decision Screening, and Communication, as well as tools and methods, worked examples and useful guidance to aid adaptation planning and implementation, according to the website.

Also several of the fellows participated in the CBA workshop held in Bangladesh in 2007 and they will do so again at the next workshop in 2009 (see <http://www.bcas.net/2nd-cba/index.html>). The CLACC regional partner, BCAS, was the main co-ordinator for that workshop.

The work programme is reviewed regularly by IIED and the CLACC Fellows.

6 Conclusions and Recommendations

CLACC has made a lot of progress in its short existence. It is a relatively small project but one that is evolving. It is a core programme of IIED's climate change strategy.

Capacity strengthening in a country is multi-faceted. First it has been necessary to bring the Fellows and their organisations up to speed on the various aspects of climate change and adaptation – the science, the technologies, the policies, and the boundaries. And linked with that is the need to be able to disseminate results and create awareness. These are complex, individually, but more so when taken together. It is a case of learning by doing because the entire field of adaptation is evolving. For that, CLACC is well placed and has done a good job.

CLACC is about people and the overarching conclusion is that this is a success. The Fellows are motivated, have learned a considerable amount, have gained confidence and feel empowered to play their role in awareness creation and dissemination. They are gaining visibility and respect in their countries and are looked upon, more and more, as authoritative voices in the subject. Their participation at COPs is extremely valuable, as they learn the complexities of the negotiating process. Most Fellows are not too senior but they have shown the ability to be leaders for the next generation of climate change/adaptation experts. They have been given a tremendous opportunity and it is in their hands how they handle it. So far, the results are very good.

The Fellows are under the guidance of Saleemul Huq. He is their mentor and they respond immediately and positively to his leadership. He provides the vision and the intellectual and emotional foundation that is important for a fellowship. His management style works well for this programme and he has a good team of IIED staff to help him on specific elements of the programme, including the overall administration of funds, management controls and so on. There is concern, however, that the CLACC Fellows could be required to deliver more for this programme than is realistic, given their work priorities.

It is not certain whether all Fellows realised what being a CLACC Fellow entails and how much of an effort would be required. It is evolving and it is expanding. For those working in organisations where they can devote most of their time to CLACC, this is very good. But, some Fellows have many other responsibilities and this can be a problem. It does not mean they do not want to do it. It is a question of juggling priorities. And for this, there has to be a solid agreement between IIED and the partner organisations. Also, there is a need for a common vision that goes beyond one year.

The deliverables, such as the health study, are on track. The library/resource centres are in place. However, as described the annexes and the monitoring reports, dissemination and awareness creation are still lagging. It is difficult but it is necessary. There can be no complacency or sense that the job is finished. Awareness creation, capacity strengthening and dissemination are all on-going processes.

All of the tasks are manageable for the CLACC Fellows. The cities studies will most likely require more direct effort than they gave for the health studies and it is not certain that it is understood how much time is required for them.

The 2008 evaluation will:

- focus on the progress is addressing the 2007 recommendations;
- review the role and effectiveness of the Regional Fellows and their interaction with the CLACC Fellows;
- how effectively the CLACC partner organisations are being integrated into CLACC and not left solely to the CLACC Fellow;
- monitor how the lessons learned from the health studies in particular are being disseminated throughout the individual countries as well as to wider audiences through the CLACC newsletter and website;
- assess how capacity is being strengthened by the civil society in the CLACC countries by CLACC initiatives such as the Tiempo panels.

Recommendations

The main recommendations for the CLACC programme are:

- There is a need for a long term vision and commitment by IIED management in order to allow CLACC Fellows and their organisations to establish and maintain their visibility and their credibility within their national civil society;
- A better indication of the amount of effort should be provided for all the tasks undertaken, in order for the partner organisations to better manage their internal resources, including the CLACC Fellow;
- Any tasking of the CLACC Fellows, beyond what is stipulated in the annual letter to heads of partner organisations, should be fully transparent and understood by the heads of partner organisations;
- Regular monitoring by IIED is required to ensure that the workload placed on the Fellows is not overly burdensome given the Fellow's work obligations. This can be done through discussions with the Fellow and the heads of his or her organisation;
- All partner organisations should be fully engaged in the activities of CLACC;
- It is useful for more specific objectives be developed for individual projects and activities (e.g. new studies after the cities study) in order to allow for better monitoring and evaluation;
- Extra attention should be given in the francophone countries to ensure that the material in the library/resource centre, in particular, is suitable for a French speaking audience;
- The level of awareness in LDCs towards the full range of issues on adaptation is still relatively low. There is a need to assess on a regular basis how this can best be addressed and recommended actions should be forwarded to IIED for possible future action. The regional workshops can help in this process but they may have limited value due to the cost of travel to attend.

Annexes

Annex 1

CLACC/HELIO Contacts for Monitoring

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