

Evaluation of the CLACC Programme

***Final Report
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Table of Contents

		Page
1	Introduction	1
2	The Evaluation Process	6
3	Major Findings	6
4	Assessment/Critique	13
5	Conclusions and Recommendations	16
Annex 1	Recommendations from 2007 Evaluation	17
Annex 2	CLACC Partners	18

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
DfID	Department of International Development, UK
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

1 Introduction

CLACC – the programme for Capacity Strengthening of Civil Society in the Least Developed Countries (LDCs) for Adaptation to Climate Change – was created to address concerns that LDCs were ill equipped to address the growing issue of adaptation within the climate change field. It is widely agreed that LDCs are amongst the most vulnerable countries to changes in the climate.

There are efforts throughout the world to address adaptation issues. Climate change discussions and negotiations were dominated by efforts on mitigation. While mitigation must go on, LDCs in particular, must focus on the problems confronting them and the problems that they can have some influence over. Influence can be achieved by increasing awareness and in increasing the capacity within their countries to confront adaptation, both in policy terms and in direct initiatives. 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.

This is the second year of a three-year monitoring of CLACC. The advantage of this is to see how capacity in the LDCs builds over an extended period. A single “snapshot” can be misleading.

The Context

It is well understood that mitigation gained the upper hand in climate change discussion, policies and programmes. It is also realised that in the past five or so years, adaptation cannot be the poor cousin, that there is a need to really give it substance, give it prominence and give it priority. There is disappointment that adequate funding is not coming through to fund adaptation projects in developing countries. There is also a realisation that developing countries need more capacity to create awareness and the ability to identify priority projects and actually implement them. CLACC helps fill that need.

The context, however, is changing as the urgency arises. Scientists are worried that global temperatures will rise quicker than hoped, in part because of less than needed mitigation results. There is more evidence of climate change leading to more damage and, it is widely agreed, that LDCs in particular will suffer. To date, they have the least ability to anticipate and react to changing climate conditions.

It is not an issue of being overly alarmist but there is a need to be deliberate and prepared. The scientific knowledge about climate change and about adaptation is changing and to meet those challenges, there is a need for LDCs to take a measured response. Because the international community has been slow to provide adequate support, financial or otherwise, it is important for LDCs to take the future into their own hands, as much as possible, until that international support meets the needs. Thus, CLACC is an important part of the solution.

2008 was an important year as was COP 14 in Poznan because it is the lead up to final negotiations for a post-2012 agreement on a global climate accord to be held in Copenhagen at COP 15 in December 2009.

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 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.

CLACC began in 2004 as an initiative of RING.¹ 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.

The CLACC project works through four regional partners, which are also members of the RING Alliance: in South Asia (BCAS) East Africa (ACTS), West Africa (ENDA) and Southern Africa (ZERO). 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 countries². The three LDCs in west Africa are francophone.

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 organisations³.

There were several changes amongst the Fellows in 2008. A list of current Fellows as well as “alumni” is in the annexes.

From the 2007 evaluation

The first evaluation report was completed in February 2008. It was agreed, at the time the evaluation process started, that the monitoring and evaluation would follow a 3-year cycle. This was considered better than a one-time snapshot of results. The evaluation assessed the CLACC programme in terms of overall performance, relevance, effectiveness, impact, efficiency and sustainability.

The 2007 report stated: 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 2007 report provided several recommendations that will be discussed throughout this year's report.

¹ The RING is an alliance of organisations (which includes from the north IIED, SEI and IISD). See: www.ring-alliance.org.

² 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.

³ Not all current Fellows have undertaken fellowships. There have been several changes because of Fellows changing jobs.

2 The Evaluation Process

Rod Janssen of HELIO International heads the evaluation process. This is the second 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-ordinators⁴.

This evaluation covers the calendar year 2008, although in many ways it is a continuing of the 2007 work.

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). Some were contacted by email.
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 2008.

Rod Janssen met several Fellows throughout the year, including the annual meeting at COP 14 in Poznan. Mr. Janssen had periodic discussions with IIED staff as well as others involved with different aspects of CLACC.

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 sometimes meet with Fellows and many have developed a fairly good working relationship.

3 Findings

The work programme of CLACC is divided into three categories: on-going activities, completing old work programme, and current work programme. CLACC begins with a "base" of specific elements and then annually adds to that with work that can end up being on-going or can be one-off.

⁴ HELIO International has monitors in the regional countries of Bangladesh and Kenya.

3.1 On-going activities

- awareness creation/work with NGOs

Awareness creation and working with NGOs to build up their capacity is a key objective of CLACC. Ideally, it is formalised, and CLACC Fellows are encouraged to create NGO forums in order to structure discussion and dissemination of information.

Some of the activities below also explain activities used by CLACC fellows to create awareness and help build capacity within civil society.

From Nepal:

NGO group formed for networking on Climate Change issues have been continuing. They are meeting regularly and discussing on the Climate Change issues. They have also conducted a consultation meeting also inviting related government organizations and INGOs. One such consultation meeting was held on 22nd August 2008 in Kathmandu. Twenty-two persons had participated in the meeting. The major discussion was held on the issue of Climate Change in Kathmandu. The meeting has been useful for identifying the major problem relating to Climate Change for Kathmandu and for identifying relevant stakeholders working on the various related issues. The meeting also contributed in the identification of sources of data, map and information needed for the study.

- resource centres

Each CLACC fellow is to create and maintain a resource library on climate change information. These have been created in all of the countries. The results of their usage are mixed, depending on the location of the organisation and the easy access to the public. But, by and large, this is working well. There remains a problem getting adequate publications/documentation in French, however.



Sudanese Environmental Conservation Society (SECS) Library, where Climate Change information sources is available

- *Tiempo* focus groups

This regular publication has become a mainstay in discussing climate change issues and it encourages experts to submit articles. To improve awareness as well as to improve the level of discussion, Fellows set up focus groups or develop lists of NGOs and other interested parties who should regularly receive *Tiempo*. This does several things. First, it spreads the

information, it provides feedback on the usefulness of the material and it raises the profile of the Fellow who does the organisation. This can establish the Fellow and his or her organisation in the forefront of news on climate issues.

There is a mixed record with some quite diligent about having regular gatherings.

From Nepal:
 Tiempo reader's panel has been established and promoted with the objective of raising awareness on climate change. The group also meets occasionally to discuss on the issues to give feedback for improvements. The group consists of 24 individual professionals from 20 organizations including 8 specialists. Initially, LI-BIRD had provided a copy of the Tiempo and after that IIED is circulating the issues. The feedback has yet to be obtained from the panel.

One good point was that a version in French became available in 2008.

- *website*

The CLACC website can be a valuable tool for sharing amongst the team and for providing valuable information about climate change and about the activities of CLACC to interested parties. Care has to be given that it is kept up to date. This is difficult for any website, but it has the potential for being the first point of contact for many in developing countries to know more about climate change and this has to be remembered.

The website is managed for CLACC by BCAS.



- *videos*

Many videos have been produced and several are even on YouTube (e.g. The Challenge of Water, produced by ENDA and including the French-speaking CLACC countries. It was shown at COP 13 in Bali. More were available in 2008.

From Malawi
 The 5 minutes video showing how Malawi is being affected by Climate change and how local communities are adapting to climate change through interventions by non governmental organisation has been produced by CURE with CLACC Fellow as the executive producer. The Fellow states that the video has been sent to IIED. This video has been shown on the Television Malawi (TVM) by the Fellow during the World Environmental Day this year and some other functions organized by CURE.

- *attend COPs*

It is hard to stress how important attending the COPs is for CLACC Fellows. It exposes CLACC Fellows to the full range of topics and people related to climate change, and in particular, related to adaptation. COPs include the actual intergovernmental discussions and negotiations; side events on specialised topics; exhibitions from organisations displaying their research, products and publications; informal sessions on many topics; networking; NGOs gathering through the CAN network; the opportunity for CLACC Fellows to be together, informally and formally; contacts with national delegations; and exposure to the host countries themselves. And in 2008 there was a CLACC side event on the cities project (see below).

Fellows meet daily to discuss what they are doing and what they plan to do. They share manning the IIED/CLACC booth. They attend the Development & Adaptation days. Several of the videos are presented at it. Several Fellows take an active role in the discussion periods.

Many of the Fellows work closely with their national delegations and get involved in the negotiation process to some extent.

The annual CLACC meeting is held during the COP. At least two Fellows did not attend: one because of visa problems and the other for having problems with flights. Some CLACC Fellows did not stay long at COP, curtailing the trip for a variety of reasons.

Two Regional CLACC Fellows prepared very good summaries of their activities at the COP.

Some CLACC Fellows also attend the sessions of the UNFCCC subsidiary bodies – SBSTA and SBI. In 2008 they were held in Bonn in June.

- *newsletter*

The newsletter had proven to be a valuable means of communicating messages from CLACC. To date, there have been seven produced, although only one in 2008. There had been one ready in June 2008, but it had not been formatted and was never finished. The one published in 2008 was prepared for COP 14 and distributed widely there. The newsletters are available on the website, although the 2008 newsletter is still not available (as of February 2009).

The newsletter is managed by ACTS in Kenya.

3.2 Completing old work programme

- *health studies*

Most of the health studies are just being finalised in early 2009. There are still some editing to do and the synthesis report needs to be prepared. Several of the CLACC Fellows continue to promote their own individual report within their country.

Many CLACC Fellows are meeting at the CBA (Community Based Adaptation) meeting in Bangladesh in late February 2009.

From Uganda:

The value of this important piece of work depended entirely on how effectively this report would be disseminated. There is no evidence of a concise dissemination strategy for the report. This report would be a highly effective tool in generating conviction on why climate change is an urgent issue for country development planning.

From Malawi:

The CLACC Fellow and CURE have not yet made follow-ups (or monitoring studies) to determine how the recommendations of the study are being implemented by the stakeholders. My follow-ups with the stakeholders reveal that these recommendations have not been/ are not being implemented satisfactorily. Some of the stakeholders are not even aware of this study. However, CURE insists that those stakeholders that did not come at the dissemination workshop were sent copies of the study report. However, the results of this study have still informed policy makers especially in ministry of health on how they can plan mitigate increased malaria and cholera. My visit to the National Malaria Control Program under the Ministry of health revealed that the Malawi Government is recognizing the effects of Climate Change on human health especially on Malaria.

3.3 Current work programme

- cities

Under the guidance of David Dodman of IIED, CLACC Fellows are undertaking an extensive project on getting a better understanding of adaptation issues in urban settings. The end result will be a series of city level maps that will show the risks and vulnerability to climate change. The maps provide a graphic overview of the main issues that cities must overcome.

CLACC Fellows have had to work with city officials to get good demographic data. This is often very poor in cities in LDCs. Many cities have no detailed maps of extensive areas within their jurisdiction.

Very few Fellows have any extensive knowledge of city issues, have few contacts in those administrations and have no expertise in creating maps. Fortunately, BCAS does have good expertise and they, together with Dodman, have provided strong support to Fellows. One problem encountered was getting good, disaggregated data in order to produce the maps.

Mr. Dodman organised a workshop in Nairobi in 2008 to help Fellows further their work.

Several organisations have prepared their maps already.

from Mauritania:

This study on Cities and Climate Change was expected to be conducted from July 2007 to June 2008. The related activities are organised into three phases as follows:

- Preparatory Phase: August and September 2007: Literature Review and Stakeholder Analysis, Organize a Brainstorming Session,
- Development of Risk and Vulnerability Maps Phase: October 2007 to April 2008: Prepare a set of base maps, risk and vulnerability maps, Organize a Review Meeting, Prepare City Atlas
- Sharing and Dissemination Phase: May to June 2008: Sharing Atlas with City Planners, Decision Makers and other Stakeholders.

This study has been completed except for dissemination phase.

From Mali

A consultant was hired to undertake a study on the vulnerabilities of Bamako to climate change. This study was completed in October 2008 and covered all the six communes of Bamako. A workshop is planned in January 2009 to present the result of this study to the main stakeholders. The contact group created under the CLACC play a crucial role in the implementation of this study. They provided comments and reviewed the draft report produced by the consultant.

CLACC organised a side event at COP 14, which went well. Three Powerpoint presentations on cities are available on the IIED website but not on the CLACC website.

From Regional Fellow from ENDA:
 The CLACC Cities and Climate side event took place on the 5th of December. The meeting room was crowded from the beginning to the end attesting people's interest in that event. Sherpard (Zimbabwe) presented a case study on Harare city, Euster (Tanzania) presented a case study on Dar-es-Salaam, Mizan (Bangladesh) presented his work on Khulna city and I presented our work on Diourbel (Senegal) city.

from Malawi:
 I feel that this is an important project which will inform policy makers and other stakeholders, especially the Blantyre City Assembly of the most climate change vulnerable areas in Blantyre City and thus chart the way forward on how they implement the adaptation strategies in such areas. However, I feel that lessons must be learnt from the Climate Change Health study report that important stakeholders must not be left out during the dissemination of the results.

- regional workshops

CLACC held three regional workshops in 2008:

- Dar es Salaam, March 2008
- Dakar, April 2008
- Kathmandu, April 2008

The objectives of the workshops were to:

- facilitate networking among key individuals working on climate change adaptation in the specific region.
- share information on ongoing climate change projects and activities in the region.
- identify potential joint future activities that would promote the adaptation agenda amongst civil society groups in the countries and regions.

Between 30 and 40 people attended each of the workshops, the majority coming from national and international NGOs. Reports were prepared for each of the workshops and these are available on the website.

One problem in East Africa was that the CLACC organisation in Uganda did not attend, in part because of its view of its role in CLACC. But, overall, the final reports were well prepared and the overall results were very positive.

- Community Based Adaptation to Climate Change in Africa (CBAA)

From IDRC website:
 This project proposes to carry out climate change adaptation pilot projects in communities in eight African countries, six of which are least developed countries. The communities will be selected in collaboration with relevant actors, particularly meteorological services, using the South-South-North Adaptation Project Protocol (SSNAPP), a methodology used for mapping vulnerability to climate change. The projects, implemented by nongovernmental organizations, will take a learning-by-doing approach, identifying ways of communicating climate change information to poor communities, and from communities to other stakeholders. The lessons learned will be shared with stakeholders at the local, national, regional and international levels, and inform ongoing initiatives promoting climate change adaptation and sustainable development.
http://www.idrc.ca/fr/ev-118898-201_104898-1-IDRC_ADM_INFO.html

This project funded by IDRC of Canada and DfID of the UK includes seven CLACC countries (Kenya, Malawi, Sudan, Tanzania, Uganda, Zambia and Zimbabwe) as well as South Africa. It is a three-year project that is to be completed in early 2011. The entire project is headed by ACTS of Kenya.

In September 2008, a workshop and field visit was held in Cape Town. ACTS states that it hopes to hold a CBA Conference in September 2009 in Tanzania as part of the CBAA project.

- economics of climate change

There is a two year project, led by Muyeye Chambwera of IIED, to carry out collaborative economic research and capacity-building on the costs of climate change impacts and costs and benefits of adaptation in twelve Least Developed Countries. According to IIED website: "this work will incorporate analysis of non-market impacts of climate change and adaptation. In the first phase we are forming a network, supporting local economists in review of available data and selection of appropriate methodologies and developing a detailed proposal for funding in the second phase."

Work is being undertaken in seven CLACC countries (Malawi, Zambia, Uganda, Sudan, Senegal, Bangladesh, Nepal). CLACC fellows identified and contracted economists. The initial work includes undertaking reviews of literature and consulting country stakeholders on the country status and priorities for adaptation, and identifying, in the process, areas where economic input would aid decision-making. Mr. Chambwera has already visited Mozambique, Malawi and Zambia recently and met with CLACC Fellows there.

There is hope to expand the project to include all CLACC fellows.

<p>From Muyeye Chambwera of IIED The CLACC fellows help the economists (most of whom are new to climate change) to access climate change adaptation literature as well as facilitating meetings between the economists and key stakeholders. This work is due to end in march 2009, and we hope to get funds to undertake analyses in some of the countries that are promising.</p>

4 Assessment/Critique

CLACC is about capacity building. As stated in the overall objectives, CLACC is to strengthen the capacity of civil society in LDCs to adapt to climate change. This is a staged approach because, first, the CLACC Fellows must gain important capacity. The problem is in knowing what capacity building means in this context.

There are three essential components to capacity building for the CLACC programme:

- knowledge;
- skills; and
- confidence/leadership/involvement/commitment.

Knowledge

This is moving forward very well under CLACC. Fellows have kept up to date on latest findings from the IPCC and other sources. IIED has been effective in providing them with new materials as they become available. In part, these are for the Fellows themselves. In part, they are for the resource centre, to be made available to a wide range of NGOs, researchers and others within their countries. The “science” of adaptation is an evolving area and the Fellows have been able to follow progress being made.

On the policy side, there are two elements. First there are the policies, national and international. Second there is the policy process, again national and international.

Policy development regarding adaptation – and climate change in general – is a dynamic process and, by and large, the CLACC Fellows have grasped it very well. There is a sense of empowerment from having this knowledge. Some Fellows have good contacts or provide support to their national delegations, a sign that their knowledge is beneficial.

The policy process is something totally different and they have been firmly supported by Saleemul Huq to understand the process. This is important for national and regional NGOs in order to provide whatever type of intervention deemed appropriate.

There are several new CLACC Fellows that need to be brought up to the same level of the others and that can be a difficult and time consuming process. But it is a necessary one.

Skills

The three main types of skills that have been developed include project management skills, research skills and communications techniques. CLACC Fellows have been exposed to all of them. They were introduced to project management skills in the health studies and this went quite well, although the final working documents have taken time.

Research skills were highlighted in the cities project. Many Fellows were taken out of their comfort zone to contact municipal administrations, assess what the local priorities were and what data was available or useful. They were also introduced to mapping requirements. They were not to be mappers but they were to learn what it took to develop good and useful maps.

Communications skills came in many ways. First, Fellows must learn to write well, in reports to other CLACC Fellows, in articles for *Tiempo* and other such activities. There was a need to develop awareness campaigns, to organise review groups and other similar activities. Those are important communications skills. Communications skills also included being able to speak in front of audiences and this happened in side events and even in question and answer periods of Development & Adaptation Days. Most CLACC Fellows were also taught to create videos. There are many techniques that they learned. And many developed very good videos. Now, more are interested in doing so.

Thus, CLACC Fellows have come through this quite well. And one senses that they realise that learning skills is ongoing and not a one-time event.

Confidence/leadership/involvement/commitment

Over the two years, there is a growing sense of confidence amongst the Fellows. They have been together with IIED staff for several years and so they feel comfortable with the international meetings and dialogue. Their personalities come forward and that is important that they show their individual-ness. They enjoy being part of an international network and it is a “badge of honour” for them in their own countries. There is an appreciation that what they do is very special and that so few in their own countries have such opportunities.

New members generally integrate well and the improved level of confidence was also evident in relatively new members.

For the organisations, most are fully supportive of CLACC. But not all are. Some worry that the programme does not fund enough to meet the obligations. At least one other, is less convinced about the entire subject matter and approach.

The following box, by the head of GED, however, reflects an important change in Mozambique. It took time but it is working.

From GED in Mozambique
Regarding CLACC activities, Silene (the current Fellow) is very happy with that. She has been working very hard. I am also very happy because CLACC is now adding a lot of value to GED. In the past we did not use much CLACC because Albertina (the former Fellow) was far away from us and we did not have much information about what was happening. Silene is in our office and we are accompanying all activities she is performing. In summary CLACC is excellent!

And the box about Mali shows that active involvement leads to results.

From Mali
The CLACC Fellow has been very active in these different activities that give a sense of the level of dynamism of the debate on climate change in the country. There is a sign that climate change is being considered as an important issue. The involvement of the civil society organisations is also very encouraging as they play an important role in the implementation of adaptation to climate change impacts, which are already felt by the population. The interest of media into the issue of climate change is also encouraging as they play important role for advocating and informing the public and stakeholders on climate change.

And the Bangladesh example shows how one organisation has really changed its entire approach to climate change because of CLACC activities.

From Bangladesh
As a result of the CLACC program, Climate Change concerns are being included into many of CARITAS's development activities. In fact, Climate Change is beginning to be mainstreamed into Caritas's plans and programs. At least four persons in Caritas are now well conversant in Climate Change. CLACC activities have been the predominant source of information and hands-on learning experience in Climate Change Vulnerability and Adaptation for Caritas.

CARITAS Headquarters was so inspired by the SSN Drought Project in Gomastapur that they have agreed to supplement the funding that BCAS has secured for its SSN Flood project in Gopalganj. Mizan has been able to add greater value to the SSN project as a result of the CLACC fellowship.

At the regional workshops, heads of CLACC organisations were encouraged to participate and take a stronger involvement in the overall activities. This has been useful.

While there are overview update emails to CLACC Fellows about current work, it is not like a normal work programme. Several Fellows have difficulty knowing how to allocate time to specific tasks, not always knowing the priority individual work should have. One monitor provided a detailed cost breakdown of work and related that to overall costs. There appeared to be dissatisfaction by the organisation of the level of work that needed to be undertaken. Fellows are “exposed” to a lot of things going on at IIED and even SEI. It can be confusing to know exactly what role is to be played.

CLACC is not like a normal work programme. There is still some concern about the amount of tasking given to Fellows and the long-term ‘vision’ of where this is leading. The regional workshops helped but it is not completely solved.

5 Conclusions

The basic conclusion is that CLACC is special. It has created its own culture, its own style of working. Saleemul Huq is a real mentor for them and everyone knows this will evolve as his role changes within IIED. And CLACC is a core activity of IIED. This is evident by even reviewing the IIED website.

CLACC is widely recognised and this is quite apparent, for example, at COPs. However, it is important that this not lead to complacency. For this reason, websites and newsletters have to be clear and up to date. Image is not static.

The work is constantly evolving and that is important. Essentially, CLACC has to stay one step ahead of the policy development. It has to keep building the capacity within the countries of operation. The objectives of CLACC are about capacity building of civil society within participating countries. CLACC Fellows are a vehicle to that capacity building and are not the end result.

Thus, the impact will be in outreach and broadening the base of those individuals and organisations who have gained in experience and capacity. While the results are good, they can improve. And they are always evolving as new actors come to play an ever-increasing role in the participating countries. Adaptation as a climate change policy area will only grow in importance. And once adequate funding is in place, there will be considerable pressure to deliver results. And there will be a need for more individuals and organisations to play a role in policy and in programme development – locally, regionally and internationally. There will be more of a need to work with local authorities as well as with small communities. And it is encouraging that former Fellows take their gained experience into new roles. This has a valuable multiplier effect. Overall, it is a daunting but exciting challenge.

Outreach was very well done through the regional workshops in 2008. It is hoped that they will lead to well-structured approaches in the future. The programme has matured well and it deserves a long future.

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;
- There is a need to ensure that all CLACC organisations are fully supportive of the CLACC activities and of the CLACC Fellow;
- There is a need for Fellows to complete annual reports in a timely fashion; these reports are important for overall CLACC management as well as for their own organisations;

- There is a need to develop and/or more material that is suitable for a French speaking audience and it may be of benefit to have a small section (maybe not all) of the website in French;
- There is a need for project leaders from IIED to recognise the pace of project development that is realistic, given the constraints that many Fellows have within their own organisations;
- CLACC objectives should reviewed on a regular basis to ensure that they reflect the actual objectives that are understood by all participants; and
- Dissemination, stakeholder involvement and awareness creation of CLACC results, such as the health study, must be an on-going activity.

Annex 1 Recommendations from 2007 Evaluation

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.

Annex 2

CLACC organisations and Fellows

Organisations

BCAS - Bangladesh Center for Advanced Studies is an independent, non-profit, non-government, policy, research, and implementation institute working on sustainable development at local, national, regional and global levels.

LIBIRD - Local Initiatives for Biodiversity, Research and Development is a non-governmental organization based in Nepal. It is committed to capitalize on local initiatives for sustainable management of renewable natural resources and to improve the livelihoods of resource poor and marginalized people.

RSPN - Royal Society for the Protection of Nature's missions is to inspire personal responsibility and actively involve the people of Bhutan in the conservation of the Kingdom's environment through education, applied research and information dissemination.

CARITAS - Caritas Bangladesh tries to become a partner of people – especially the poor and marginalised, with equal respect for all – to attain integral development, to live a truly human life in dignity and to serve others responsibly.

ACTS - African Centre for Technology is a Nairobi-based international intergovernmental science, technology and environmental policy think-tank that generates and disseminates new knowledge through policy analysis, capacity building and outreach.

EPMS - Environmental Protection Management Services based in Tanzania is dedicated to enhancing environmental management and sustainable development through encouraging wise use of the available knowledge, facilitating access to relevant information, training, research and investment opportunities as well as through hands on projects

DENIVA - Development Network of Indigenous Voluntary Associations is a Ugandan Network of Non-Governmental and Community Based Organisations providing a platform for collective action and a voice to voluntary local associations to strongly advocate for the creation of more opportunities for people and CBO participation in the development of Uganda.

SECS - Sudanese Environment Conservation Society, Institute of Environmental Studies' main goal is the conservation of environment and achievement of sustainable development through community participation. SECS is an active NGO enjoying a leading role in the formulation and execution of an environmental literacy program.

ENDA - Environmental Action in the Third World

OFEDI - Organisation des Femmes pour la gestion de l'Energie, de l'Environnement et la promotion de Développement Intégré [translated into English] OFEDI is an organization of Benin (West Africa) which offers a range of solutions to development problems in particular those relating to energy, climate change and the environment through an integrated approach

ZERO - ZERO Regional Environment Organisation coordinates, catalyses, facilitates and evaluates all types and levels of development projects in the Southern African region. It's vision is global paradigm shift, changing minds and promoting prosperity for all.

EECZ - Energy and Environmental Concerns Zambia

CURE - Coordination Unit for the Rehabilitation of the Environment is an independent Non-Governmental Organisation established in March 1994, in an effort to provide technical support and improve networking amongst NGOS, the Government of Malawi, Donors and other organizations or individuals working in the area of Environment.

GED - The action Group for Renewable Energies and sustainable Development is a non-profit making NGO established in 2002 in Maputo, Mozambique, with a view to fill the gap in the field of energy and climate change issues in the country.

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