

**CASE STUDY: ICCAS PROJECT**

**FACILITATION AND MANAGEMENT OF A COMMUNITY ADAPTATION FUND: ROLE OF COMMUNITY LIAISON OFFICERS**

 

**Submitted**

By

**David A. Simmons**

92A Benjamin St., Diego Martin

Trinidad and Tobago

**Email:** **davidAsimmons@outlook.com**

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| **Integrated Climate Change Adaptation Strategies (ICCAS): Thematic Report** |
| **Title:** Facilitation and Management of a Community Adaptation Fund: Role of Community Liaison Officers | **Period:** Mid 2016 – June 2018 |
| **IMPLEMENTING AGENCIES** |
| United National Development Programme (UNDP) | **The Environment Unit of the Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment** | German Development Cooperation (GIZ), BMUB |

**Background**:

The Integrated Climate Change Adaptation Strategies (ICCAS) project was designed to provide a holistic approach to climate change adaptation and mainstreaming in Grenada. The overall aim of the ICCAS project was to increase resilience of vulnerable communities and ecosystems to climate change risks on the three islands: Grenada, Carriacou and Petite Martinique. The project, which has four Components, used a comprehensive, integrated approach for analysing and implementing adaptation strategies. It also used a unique approach of establishing the institutional and operational framework for building adaptation and resiliency with direct support for the implementation of small-scale adaptation initiatives through a community-based climate change adaptation fund. This fund contributed immensely in informing ordinary citizens about the impacts of climate change and demonstrated, through actual interventions, how they can initiate various activities, in their homes, schools and communities to build resiliency.

The complete ICCAS Programme was comprised of four (4) components out of which a number of projects were conceived and executed as part of the Community Climate Change Adaptation Programme. These projects can be grouped along the following themes:

* Agriculture and water
* Marine and coastal areas
* Education and awareness
* Flood mitigation
* Recycling
* Land degradation

A notable aspect of the implementation of these projects was the role of the Community Liaison Officers (CLOs). The CLOs were not initially a part of the project when it was conceptualized. The project design only provided for a full- time Project Coordinator and a Technical Officer to assist with the management of the project. However, once it was recognized that some of the persons responsible for implementing those community funded projects could be challenged in fulfilling all of the project preparation and management required it was agreed that a number of CLOs would be assigned to assist these community groups to act as ongoing liaison between the Project Team and the individual projects. The main tasks of the CLOs were to facilitate communication, and to be coordinators of the projects within the various districts where the projects were being implemented to help ensure project success. Six CLOs were hired, one for each of the Agricultural Extension Districts.

**Role of Community Liaison Officers in the Projects**

The CLO, under the supervision of the UNDP-ICCAS Project Team Leader was responsible for Project Supervision of the Community Climate Change Adaptation Funded (CCAF) projects within their respective Agricultural Extension District. Responsibilities included all activities associated with the successful implementation of sub-projects, such as, assisting with planning and coordinating project activities, procurement of goods and services, monitoring and evaluation of project activities, project supervision, reporting, and communication awareness activities. Most importantly, the ICCAS Community Liaison Coordinator (CLO) was responsible for delivering key communications and administrative tasks including updating the ICCAS website, transfer of lessons learned from the Climate Change Adaptation Fund; assisting with planning and coordinating meetings, workshops and outreach events and assisting will all administrative matters including; procurement of goods and services; documenting and filling of ICCAS documents and providing support for all sub-projects and personnel (CLO).

**Objectives/Goals**

The CLO’s main purpose was to keep the project on track and to ensure that stakeholders on both sides (project beneficiaries and project sponsors) are kept informed on what is happening with the project. This was critical in ensuring that the project met the expectations of all stakeholders.

**Programme Impact**

Review of the projects’ functioning indicates that the CLOs were highly effective in motivating the community groups involved in the implementation of community funded projects. The CLOs were the key point of contact on all projects, were directly involved in project coordination, monitoring of progress, communication between communities and sponsors and resolution of problems and issues. Therefore, they were key to the projects’ effective implementation and the resulting achievement of the ICCAS program’s goals.

**Positive Lessons that can be Extracted from this Project Approach**

1. Flexibility in project implementation facilitates a more successful project outcome – project sponsors saw the need for additional on the ground resources to keep the projects on track, to monitor progress and to facilitate communication and responded quickly by adding the CLOs to the project implementation team;
2. Prior to the implementation of the community-funded projects, several training initiatives were undertaken to ensure that potential applicants were capable of preparing and submitting proposals.
3. In addition to proposal writing, the implementing entities were also trained in gender mainstreaming to ensure that gender considerations were built into the projects. They also convened training workshops on the use of project management tools, and basic accounting to facilitate effective management of the projects supported by CCCAF
4. The addition of the CLOs to the program was key to project success by:
	1. providing on the ground support to the communities to help keep projects on track by providing technical support, assisting in resolving project issues quickly and ensuring that the project remained focused on achieving the project goals
	2. ensuring feedback to the project sponsors so that they were kept aware of the progress and potential problems in the communities
	3. supporting monitoring and evaluation activities
5. Initial provision of project management training to the CLOs helped to ensure that they were able to provide the project management support the ICCAS projects needed.
6. The CLOs were not initially part of the budget but once the need was identified the donor was flexible enough to allocate funds for recruiting several CLOs. The budget limitations however, forced the project implementation unit to be very flexible and look for solutions that did not impact the budget.
7. Measures to reduce expenditure were as follows:
	1. CLOs were located in existing office space in the Agricultural Extension Offices within the communities where the projects were being executed
	2. CLOs were sourced from the communities in which the project was being implemented
	3. Expenditures were limited to essential items such as computer and other office related items

**Areas for improvement when replicating this Project Approach**

1. Given the success of the CLO, they should be an integral part of coordinating groups of small projects like this from project inception.
2. Initial training in project management and project monitoring and the use of relevant tools and templates in these areas would facilitate more effective functioning of the CLOs.
3. Retention of CLOs through the life of the projects would have a positive effect on project outcomes; sponsors need to consider longer contracts and improved remuneration to retain resources after they have acquired skills and experience.
4. Review of the monitoring and evaluation process suggests that the CLOs needed more support in carrying out this function and that the M&E activities should have been launched earlier so that baselines could be more realistic.
5. The CLOs were the main interface with communities and when there was poor communication with the CLOs on financial or other activities that affected the projects they were the targets of community resentment. This could be avoided in the future by having clear and automatic communication processes that allows the CLO to manage their community interface effectively.

**Key Comments on CLO Role from Stakeholders**

The budget restrictions in the CLO acquisition forced the administration to find and situated their CLOs within the communities which in fact turned out to be very positive in terms of the liaison activity. The CLOs were familiar with the communities and were able to relate better to the major stakeholders. Additionally, their physical location within the agricultural offices produced effective coordination with the agricultural extension services that provided technical support.

Stakeholders in the communities in which the project was being implemented felt a greater sense of ownership having to relate to someone they believed had their interest at heart.

**Resources:**

Author: David Simmons & Christina Barradas-Brewster/ Consultants/ Caribbean/davidasimmons@outlook.com

Location of Project: Caribbean/OU/Grenada

MHT: What is the Major Habitat Type for this partnership? national

Types of Partners: Government, Place-based NGO, International NGO, Community Based Organization etc.

Priority: all sectors

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Links: <http://www.iccas.gd/?q=about-iccas>

<https://www.facebook.com/ICCASGrenada/>