



CANADA-UNDP
Climate Change Adaptation Facility



Empowered lives.
Resilient nations.

CANADA-UNDP CLIMATE CHANGE ADAPTATION FACILITY PROJECT RESULTS AND RECOMMENDATIONS

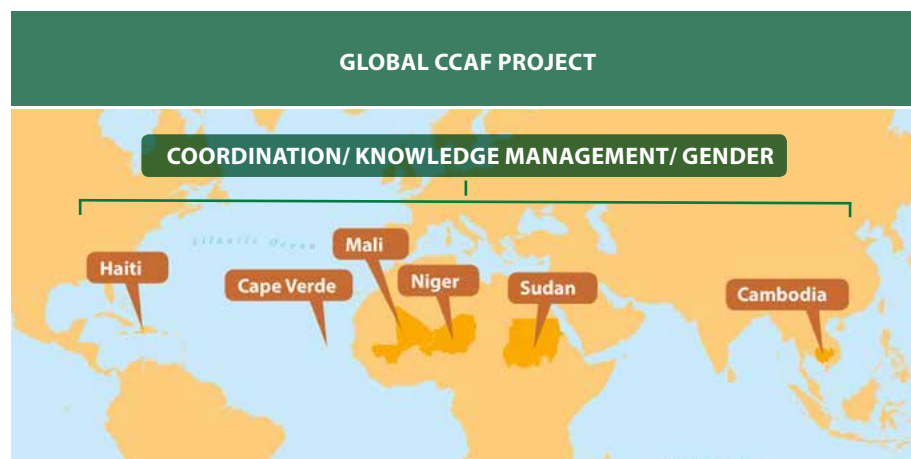
Six of UNDP's well performing Climate Change Adaptation projects supported by the GEF/LCDF were **selected**, **extended** and **scaled up** through additional funding by the Government of Canada, as part of the CCAF.

THE CCAF "UMBRELLA PROJECT"

The Canada-UNDP Climate Change Adaptation Facility (CCAF) was established in 2013 by the Government of Canada in partnership with the United Nations Development Programme (UNDP), with the aim to address the impacts of climate change on food security in developing countries. To do so, Canada and UNDP selected six of UNDP's well performing Climate Change Adaptation (CCA) projects supported by the Global Environment Facility's Least Developed Countries Fund (GEF/LDCF) with replication potential. These projects, in Cambodia, Cabo Verde, Haiti, Mali, Niger and Sudan, were extended

and scaled up through additional funding by the Government of Canada, as part of the CCAF. All six follow-up CCAF projects aimed to strengthen resilient approaches to agriculture and water management, with a focus on gender-related issues.

In addition to these six projects, the Facility included a global project - with a total initial budget of USD 1,166,763 - aiming to enhance coordination across the CCAF national projects portfolio, promote knowledge sharing, and promote gender considerations. This paper highlights the main results and lessons learned from this global project in particular, drawing on the recommendations that were made in its terminal evaluation.



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MAIN RESULTS

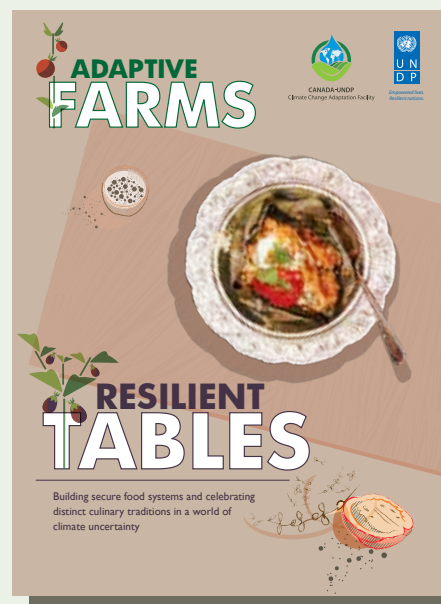
The global CCAF project proved to be extremely innovative in the knowledge products it delivered. The main project results are presented below, according to the three project outcomes.

1. Coordination

- Email listserv for the portfolio of national project to share information
- 1 Global exchange workshop where the national project teams met
- Participation in international events on CCA (e.g. UNFCCC COP).

2. Knowledge Management

- Consultations with national projects
- Online CCAF platform to share information
- Trainings
- Case studies on CCA from the national projects
- Photo stories
- Videos
- Blog posts and articles
- Project briefs



Flagship publication:
“Adaptive Farms, Resilient tables” exploring food security and CCA issues

3. Gender

- Infographics on gender-responsive approaches from the 6 national projects
- Interactive website showcasing the findings of the gender publication
- Integration of gender considerations into other CCAF knowledge products
- CCAF experience with gender shared at international events
- Blog posts and articles



Flagship publication:
Gender publication, “Filling Buckets, fuelling change – ensuring gender-responsive CCA”

MAIN BENEFITS AND ASSOCIATED CHALLENGES OF THE GLOBAL CCAF PROJECT

The CCAF approach is relatively unique in the sense that it differs from a classic programmatic approach. The global project does not oversee the CCAF national projects but is rather a support component aiming to improve coordination across the portfolio, to provide support for the elaboration and broader dissemination of knowledge products, and to promote specific themes and common approaches across the participating countries, in this case gender-related issues. This approach – setting up a flexible global project supporting several national projects - presents a number of benefits and associated challenges, some of which are summarized below.

BENEFITS

- An overall lean and flexible structure that is demand-driven and able to respond to the needs of the national projects
- A flexibility that fosters innovation in the elaboration of global knowledge products
- A global project able to significantly leverage and disseminate the results and knowledge generated by national projects at a broader scale with a relatively limited budget
- An opportunity to provide a deeper level of comparative analysis across distinct national projects
- An ability to play a catalytic role at the global level to inform thematic considerations (e.g. gender) in future CCA initiatives
- The generation of a good return for both the donor and implementing agency.

CHALLENGES

- Enabling full south-south cooperation, with technical cooperation between countries, requires a broad scope and budget
- With a lean structure, the global project is dependent on the involvement and responsiveness of the national projects without an official accountability line
- Measurement of the global project's impact on the national project is difficult without an integrated M&E system between projects



Sharing experiences between Sudan and Niger. Photo: Jennifer Baumwoll

RECOMMENDATIONS

The Terminal Evaluation of the global CCAF project brought forward several recommendations for similar types of projects. Some of these recommendations are presented below.

PROJECT DESIGN

- Develop a robust project document including sufficient information on the project relevance, beneficiaries, previous lessons learned, and sustainability
- Establish a lean management structure able to adapt quickly and think outside the box
- Sign MoUs with national projects clarifying their engagement in the global project
- Build an integrated M&E framework between the global and the national projects through a set of common indicators, to measure the impact of the global project on national projects
- Establish countermeasure mechanisms able to mitigate risks during implementation (i.e. project board)

PROJECT IMPLEMENTATION

- Visit the national projects from the onset to foster strong relationships and ensure a comprehensive understanding of the specific country context and needs
- Conduct in-depth need assessments and consultations with national project teams at project entry to ensure that the global project is demand-driven and provides added-value
- Keep regular contact and systematically seek the input of national project teams in the global project activities and inputs

PROJECT MANAGEMENT AND MONITORING

- Monitor project results regularly against to the logical framework to track progress towards initial targets
- Systematically record adaptive management measures as changes occur to ensure accountability and transparency
- Regularly collect information from the country teams on the common global indicators, to track the results of the global project on the implementation of the national projects

PROJECT EVALUATION

- Adapt the standard evaluation methodology to the context of a lean and flexible global project that does not implement activities on the ground in order to best reflect the results achieved



Haiti. Photo by Jennifer Baumwoll

Striking a balance between flexibility and formality

On one hand, the Terminal Evaluation of the Global CCAF project showed that it was particularly flexible, adaptive and innovative. On the other hand, the evaluation found that a more formal project management and decision making process would have ensured systematic countermeasures were in place in the event that the project went off track. In such umbrella projects, it is therefore important to strike a balance between flexibility - to ensure needs-driven and innovative project outcomes - and a formal project structure - to avoid mismanagement. Several safeguards could help in preserving this balance, such as for instance:

- Designing a robust project document that identifies clearly project beneficiaries and previous lessons learned on which it builds upon, that justifies its relevance and sustainability, and that includes a substantial M&E framework ...;
- Leaving some flexibility in the formulation of the planned project outputs to be able to tailor them to the evolving needs of the national projects throughout implementation;
- Establishing a lean management structure with a project coordinator able to think outside the box, space and time to be innovative, and with limited reporting lines; and
- Setting up, in parallel, appropriate response and countermeasure mechanisms able to mitigate risks and issues that could occur during the project implementation - identified during the design phase (i.e. project board, tracking management responses, etc.).

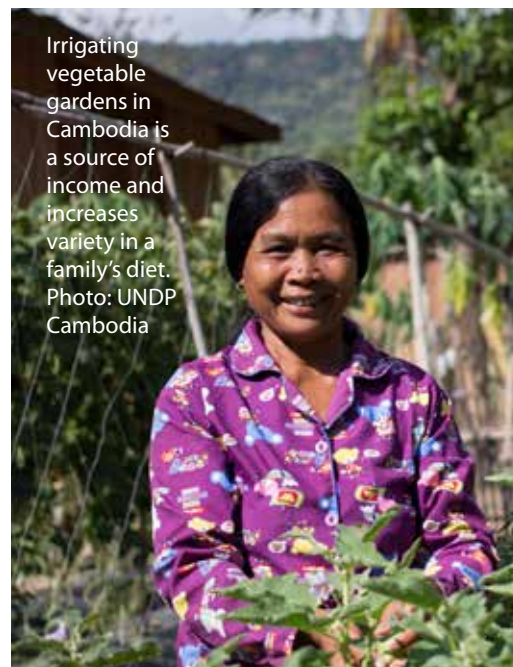
Global Umbrella Project over Portfolio of National Projects

Learning from the CCAF experience, several aspects should be considered when setting up a similar approach with a global project overarching a portfolio of national projects:

- The CCAF showed that selecting existing projects that have shown good results - and extending them through additional funding - allowed to significantly scale up their activities and results. This approach brings national projects quickly up-to-speed as their management structures are already in place. The projects can therefore focus on implementing activities and achieving results that will be fed into the global project.
- One of the CCAF added values was its interregional approach that brought together countries from Africa, Asia and Central America to share their respective experience, which was complementary to the UNDP regional structure. However, to make sure that all countries can benefit equally from the knowledge sharing mechanism of a global project, it seems best to select projects that can relate to at least one other project in the portfolio - in terms of region, or similar environments, contexts and challenges.
- The timeline of an umbrella project should be sufficiently staggered with that of the national projects. This will allow national experiences to be fed into the global project, while ensuring that the knowledge products elaborated by the global project can inform project implementation at the national level. This can be facilitated by having national projects start simultaneously and be at similar stages of advancement, and by instituting a time delay (approximately one year) in the implementation of the global project.



A community vegetable garden in Sudan. Photo: UNDP Sudan



Irrigating vegetable gardens in Cambodia is a source of income and increases variety in a family's diet. Photo: UNDP Cambodia



Ingredients for a Cambodian meal, from the CCAF publication *Adaptive Farms, Resilient Tables*. Photo: Andrea Egan



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