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# Planning a Transformative Resource Management Project in Grenada – Lessons Learnt from G-CREWS

## Challenge

The scarcity of treated water in Grenada had been documented and the Government of Grenada identified this issue as a national priority in both its National Adaptation Plan (2017) and the National Water Policy (2020). Climate change has already begun to aggravate the problem with an increasing average temperature and more erratic rainfall. More frequent heavy rainfall events make water supply outages more common due to high turbidity in the raw water supply. Saltwater intrusion in coastal groundwater aquifers due to sea level rise have further reduced the availability of freshwater. Not only the supply of drinking water to the population is affected, but also the growth of the Grenadian economy, mainly in the agriculture and the tourism sectors.

## The G-CREWS Project

It is against this background that the GIZ team in Grenada started to support the Government of Grenada in writing a project proposal to the Green Climate Fund (GCF) as part of the objectives under the Integrated Climate Change Adaptation Strategies project (ICCAS).

The prerogative for this project was that it should have a **transformative impact** on Grenada's water sector and that it should follow an **Integrated Water Resource Management Strategy**. As such the project was broad reaching. It spread over five components involving water policies and institutions, water infrastructure, water-loss reductions, public education and awareness, water-energy nexus, and regional replication. It also involved multiple partners in the project development, financing, and implementation phases.

## Lessons Learnt

### 1: Align the project with national priorities

The project based its priorities and actions mainly on 2 key documents: The National Adaptation Plan and the National Water Policy. Both documents involved comprehensive stakeholder' consultations, which in turn made sure that the project will be aligned from the interest of the various stakeholders.

### 2: Key Partners involvement

All involved stakeholders and implementing partners have played some part in the development of the project. The National Water and Sewerage Authority (NAWASA), as one of the main beneficiaries, has contributed to the proposal through information gathering, sharing of experience, reviews, and direct consultations. The General Manager of NAWASA was also part of the delegation visiting the Green Climate Fund Secretariat during the negotiation phase. For smooth implementation, the role and responsibilities of each party should be well understood. Expectations from each party should be documented prior to implementation, for instance with a project's operation plans and a staffing plan for each activity. Any "in-kind" contribution to be clearly defined and documented as it will not be sufficiently covered in a grant agreement.



### 3: Donors mutual learning and complementarity

The co-funding agreement and the creation of a donors group dialogue under the G-CREWS project enabled the three project donors to learn from each other's internal processes and take this opportunity to improve their own processes. The project management team benefits from the complementarity of the donors' requirements. The regional presence of GIZ and the German International Climate Initiative (IKI) supports the regional replication of the project.

### 4: Adapting to institutional changes

Reacting to several institutional changes which affected the expected project governance under the funding proposal, the project formalized the updated governmental structures through the development of an operational manual, respective Memorandums of Understanding (MoU) and memos that appointed respective focal points for the different activities. Coordination issues were addressed through a strong Project Management Committee (PMC) structure that initially met weekly and, from year 3, changed to bi-weekly meetings. The overall project is governed by a Project Steering Committee that meets twice a year and consists of members that are independent from the PMC.

### 5: Risk monitoring mechanism

The G-CREWS project has a well-established and regular risk dialogue steered by the GIZ Oversight Committee to monitor and flag any potential risks and to identify mitigating measures. These are transparently communicated to the donor, who have provided positive feedback on this process and have reciprocated with guidance and constructive adaptation measures from their side.

### 6: Transformative Action

By adopting an integrated method to water resources management, the project approaches the sector's transformation from all angles: governance, infrastructure, demand side management, private sector involvement, and contribution of the water sector to other climate change resilience efforts: national policies, renewable energies, disaster management, etc. This sector-wide approach, significant budget, and the theory of change was attested as a success factor and is expected to yield positive outcomes at different levels.

### 7: Reporting

Whilst the co-financed nature of the project made the project reporting more extensive, the financing of an oversight unit by the GCF proved very helpful and it is recommended to apply and budget for a similar model also for other co-funded and complex projects.



### 8: Partners' preparation

When planning a complex project, partners should be fully informed and prepared for the skills and capacity needed to implement such as project. This can be achieved by putting in place the following measures:

- Ensuring Implementing Partners (Executing Entity and beyond) have a full understanding and ownership of their roles and responsibilities already in the development stage of the project and the governmental project structure is well elaborated, preferably through an Operational Manual.
- Invest in more capacity development of key organizations prior to project (e.g. by use of Readiness Funding) start to ensure that necessary staffing requirements are identified and planned accordingly (e.g. provide staffing plan for each activity);
- Ensure capturing of in-kind contribution from year one to improve visibility and address gaps;
- Document expectations towards the role of the different partners, including GIZ as the Accredited Entity as well as Executing Entity, and allow for sufficient budget in staff resources and external experts to implement required advisory services and additional capacity building measures for components that are executed in separate Grant Agreements with the local Executing Entities.
- During the project implementation, ensure sustainable anchoring of the capacity building at organization level in the partner organization, including providing training and mentorship programs.

## 9: Data Availability

A more thorough preparation would have required more upfront resources and time for feasibility studies and data collection but might have led to a smoother implementation. If time and funding is not available during the proposal phase, it is advisable to explore options such as ex-ante funding of feasibility studies for infrastructure enhancements before financing, or, in collaboration with the donor, investigate greater flexibility in project design within the funding proposal to allow for identifying suitable technology options during the project's implementation phase.

## 10: Monitoring indicators

Particularly when dealing with several funding partners and when faced with lack of baseline data, the project design should also ensure that monitoring indicators are Specific, Measurable, Achievable, Relevant and Time-bound (SMART), align across reporting lines and that an in-depth monitoring system is developed from the start.

## 11: Budget

In preparing the budgets, the benchmarks should be updated right before the project approval and buffer for inflation during the lifetime of the project should be

considered. All project aspects, including secondary deliverables, should be included in the budget.

There should also be some flexibility in calling for extra budget in case feasibility studies and other consultancies needed. This is especially true if the assumptions made during the project proposal development lacked data.

## 12: Procurement process

For grant-funded projects that involve on-granting to different partners, allow for extra time in the project implementation timeline to cover delays due to procurement process. A clear definition of the procurement process with all involved actors and Executing Entities should take place before the start of the process and training to take place, preferably with Readiness Funding.

## 13: Partner friendly digital tools

Regarding ownership and sustainability, it is advisable to incorporate knowledge management tools and digital share drives on governmental or country-led platforms and provide budget and capacity support through the project to use and further strengthen them.



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