



Developing local capacity and effective partnerships

Learning from community-based adaptation in
Papua New Guinea, Timor Leste, Vanuatu and Vietnam





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Cover page photo: High in the hills above the coast of Timor Leste lies the village of Kaileulema, one of the locations for the MAKAA'S project implemented by CARE, as described further in this report."

Image: Josh Estey/CARE

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Abbreviations

CBA	Community Based Adaptation
CBCCAG	Community Based Climate Change Action Grants
CBO	Community Based Organisation
CCA	Climate Change Adaptation
CCRD	Centre for Rural Communities Research and Development
CoE	Council of Elders
COP	Conference of Parties
CVCA	Climate Vulnerability and Capacity Analysis
DRR	Disaster Risk Reduction
FRCS	French Red Cross Society
ICAM	Integrated Community-based Adaptation in the Mekong
MAKA'AS	Mudansa Klimatica iha Ambiente Seguru
NARI	National Agricultural Research Institute
NGO	Non-governmental organisation
NDA	Nissan District Administration
SALT	Sloping Agricultural Land Technique
SEDP	Socio-economic development plan
SPC-GIZ	Secretariat of the Pacific Community - Deutsche Gesellschaft für Internationale Zusammenarbeit
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific
VCAN	Vanuatu Climate Action Network
VRCS	Vanuatu Red Cross Society
VRDTCA	Rural Development Training Centres Association
WASH	Water, Sanitation and Hygiene

Executive Summary

As part of CARE's community-based adaptation (CBA) learning agenda, this paper provides an analysis of different approaches used to **develop local capacity** and **work effectively with partners** in four of its CBA projects (in Papua New Guinea, Timor Leste, Vanuatu and Vietnam). Funded as part of the Australian Government's Community Based Climate Change Action Grants (CBCCAG) program, these projects have worked towards the overall program goal of 'increasing the resilience of communities in developing countries to the unavoidable impacts of climate change'.

Through the review and analysis of different approaches, this paper finds that CARE employs approaches to local capacity building and partnership that are complementary and effective. Its overarching approach to develop local capacity is **participatory**, whereby communities, government and other stakeholders are involved in the projects throughout all its stages. This approach is based on: shared ownership of decision making, in which power and decision making is shared by CARE, the communities with which it works, and other stakeholders; is gender and socially inclusive; works at multiple levels (individual, organisation and institutional); is adapted to local contexts; and is seen as a long term process. The use of participation by CARE has supported a more enabling environment with more meaningful and proactive involvement of a range of stakeholders, including men and women from target communities, partner organisations, governments and CARE staff. In many cases, by being more inclusive and providing space for different stakeholders to come together to share and learn together about CBA, this has led to the validation of results of participatory assessments and recommended actions, and the prioritisation of issues for adaptation that are more reflective of community needs.

CARE's overarching approach to partnership is based on working with multiple stakeholders. **Multi-stakeholder partnerships** require CARE to develop relationships with a wide range of stakeholders in government, local level, civil society, consortium and technical partnerships to ensure a holistic response to community based adaptation. The use of multi-stakeholder partnerships in its CBA work has enabled CARE's projects to be more effective and sustainable. Through strengthening collaboration with communities, government and other organisations, CARE has been able to: increase the impact of its work - thematically and geographically; provide a wider range of technical support; have greater input into government policy and planning; achieve greater efficiencies in program delivery; and create projects that are more sustainable in the long term.

The paper recommends that CARE and like-minded organisations consider the following strategies and activities to increase the effectiveness of local capacity building and partnerships when developing new programs or revising existing programs:

Local Capacity Building

- 1. Ensure programs deliver on all four strategies of CARE's CBA Framework** (promotion of climate-resilient livelihoods; disaster risk reduction; local capacity development; advocacy and social mobilisation) at all levels, as they work together to provide a framework for building adaptive capacity effectively and sustainably.¹
- 2. Reinforce the use of participatory approaches to capacity building as standard overarching approaches for CBA work.** This is to ensure that adaptation outcomes are effective and sustainable, but also that project activities do not exacerbate existing inequalities and vulnerabilities, and that they fulfil the needs of the most vulnerable groups.
- 3. Invest additional time and dedicated funds in staff capacity and professional development,** particularly when CBA is a new concept. CBA remains a relatively new concept and practice within development, and staff and partners require relevant knowledge and skills to design and implement projects and programs effectively, including their responsibilities to build the capacity of communities at risk from and affected by climate change.
- 4. Engage communities in capacity building** across climate-resilient livelihoods, disaster risk reduction, and advocacy and social mobilisation, **in ways that provide short term tangible benefits, alongside those for the longer term.** This will motivate communities to become more involved in CBA programs and interventions. Messaging on climate change should include impacts of current climate variability and extremes as an entry point to discussing (and planning for) a future in which current extremes become the 'new normal'. This approach encourages communities to still plan for short term climate-driven events (like flooding, heat waves and the El Niño Southern Oscillation), while analysing what a future where these events are stronger and more frequent would look like, and what communities can do themselves to prepare.
- 5. View capacity development on climate change at the community level (and within NGOs and other stakeholders) as an ongoing concern within projects and programs.** Climate change is not a static issue and new information, research and learning becomes available regularly, requiring CARE to continually review its interventions, and be flexible and responsive to changing environments and needs.
- 6. Do not confine capacity development to climate change adaptation issues alone.** In order to address the underlying causes of poverty, structural issues (for example, power and gender inequality) need to be addressed as multiple drivers and inhibitors for resilience. The impact of CCA and resilience programs will be limited without considering structural issues, which need to be addressed over longer timeframes and through linking communities and their experiences with other organisations/duty bearers at multiple levels/scales.
- 7. Continue to prioritise capacity development in gender,** through the use of the Women's Empowerment Framework. Gender (and equity) are central to the achievement of resilience, not only for women, but society in general. By using gender analysis, alongside other types of power and vulnerability analysis (for example, the CVCA), CBA interventions are more likely to be effective and sustainable, and increase equality.
- 8. Ensure knowledge drawn on and built upon for capacity development is diverse.** Knowledge should come from traditional, local sources as well as from science in order to encourage the co-generation of new knowledge. This includes information on weather, climate variability and change, hazards, adaptation technologies, etc.

Partnerships

9. **Encourage programs that use a consortium approach, given their effectiveness and efficiency.** Working in a consortium can bring many benefits, including: shared problem solving; greater collaboration and sharing of knowledge and skills; joint learning; increased efficiency in resources; and greater impact through joint activities. Despite additional time required in essential relationship management and coordination meetings, which needs to be accounted for in project planning, a well-managed consortium can be of benefit to program beneficiaries, consortium partners and wider stakeholders.
10. **Invest more time and resources in multi-stakeholder partnerships** between government, international NGOs, local communities and donors, through networking, collaboration, and community empowerment in order to increase positive outcomes for communities involved in the program and more broadly. This includes: time to clarify partner roles and expectations, as trust and openness about challenges and difficulties that emerge during project implementation; mechanisms to share and jointly address problems; and joint budget planning and implementation to increase structural and cost efficiencies.
11. **Investigate and support increased linkages between communities (particularly women) and government and other service providers:** While each of the projects have made some important advancements in community linkages with government and other service providers, there is still much work to be done to better understand the barriers and enablers. This includes supporting governance structures at different levels, but particularly those at local and provincial levels that link to the national level. Through embedding CBA into existing plans, structures and institutional mechanisms, the impact of a project is expanded and strengthening and can help ensure the sustainability of project gains and relationships and information channels beyond the life of a project.²
12. **Increase partnerships with existing civil society networks and platforms or create made-for-purpose ones to better facilitate local to national-level advocacy requirements** of CBA projects (for example, policy development, local to national adaptation planning and financing, locally appropriate responses to specific adaptation challenges).
13. **Increase linkages and partnerships with organisations with technical expertise in climate change issues.**³ It is critically important to source and communicate good-quality and accessible information on climate change, which requires building relationships with external partners who hold this information, for example, organisations with technical expertise in agricultural or seas-based adaptation technologies. Organisations such as CARE can act as brokers of this knowledge with communities, in particular.



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adaptation in Papua New Guinea,
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1 | Overview

As part of CARE’s community-based adaptation (CBA) learning agenda, this paper provides an analysis of different approaches used to **develop local capacity** and **work effectively with partners** in four of its CBA projects. Through the review and analysis of different approaches, this paper considers where and how approaches have been effective; provides examples of good practice and emerging lessons; and provides key recommendations to inform future programming by CARE and other agencies.

2 | Background

From mid-2011 to mid-2014 CARE Australia implemented four CBA projects across four countries – Papua New Guinea, Timor Leste, Vanuatu and Vietnam. Funded as part of the Australian Government’s Community Based Climate Change Action Grants (CBCCAG) program, these projects have worked towards the overall program goal of ‘increasing the resilience of communities in developing countries to the unavoidable impacts of climate change’. Brief project details are in Table 1.⁴

Table 1: CBA project overview

	Papua New Guinea	Timor Leste	Vanuatu	Vietnam
Project title	Community Based Adaptation (CBA) to Climate Change in Nissan District	Climate Change in a Secure Environment (MAKA’AS - (<i>Mudansa Klimatica iha Ambiente Seguru</i>))	Vanuatu NGO Climate Change Adaptation Program (<i>Yumi stap redi long klaemet jenis</i>)	Integrated Community-Based Adaptation in the Mekong (ICAM)
Project objective(s)	To increase local adaptive capacity and resilience to climate change, and to improve government capacity to incorporate climate change adaptation and DRR into planning and policy development.	To build the adaptive capacity of women and men in vulnerable households living in six villages in Liquiça District, Timor-Leste in order to increase their resilience to the unavoidable impacts of climate change.	To increase the resilience of women, men and young people in Vanuatu to the unavoidable impacts of climate change.	To increase the resilience of communities in the Mekong Delta to the unavoidable impacts of climate change.
Lead Agency	CARE	CARE	Oxfam	CARE
Implementing partners	National Agricultural Research Institute (NARI), Nissan District Administration (NDA)	WaterAid Australia	CARE International in Vanuatu, Save the Children, Vanuatu Red Cross Society (VRCS) supported by the French Red Cross Society (FRCS) and the Red Cross Climate Centre, Vanuatu Rural Development Training Centres Association (VRDTCA), Secretariat of the South Pacific/ Deutsche Gesellschaft für Internationale Zusammenarbeit (SPC-GIZ)	An Giang and Soc Trang Women’s Union, Centre for Rural Communities Research and Development (CCRD)

The overarching framework used to strengthen resilience in each of these projects has been through the four strategies of CARE’s CBA framework.

CARE’s community-based adaptation framework

1. **Promotion of climate-resilient livelihoods strategies** such as diversification of land use and incomes;
2. **Disaster risk reduction strategies** to reduce impacts of increasing climate-related natural disasters on vulnerable households;
3. **Strengthening capacity** in a) community adaptive capacity such as in access to climate information and managing risk and uncertainty and b) local civil society and governmental institutions to better support communities in adaptation efforts; and lastly,
4. Local and national level empowerment, advocacy and social mobilisation to: **a) address the underlying causes of vulnerability** such as poor governance, gender-based inequality over resource use, or limited access to basic services, and **b) influence the policy and enabling environment**

The framework describes a range of *enabling factors* (climate-resilient livelihoods, disaster risk reduction, local adaptive and organisational capacity development, an enabling national policy environment, a good knowledge of climate change, and the addressing of underlying causes of vulnerability) that need to be in place for effective community-based adaptation to occur.⁵ In a context of increased unpredictability from climate change and disasters, by working at a local level with its partners to strengthen poor women and men’s capacity to absorb shocks, manage, growing risk, and address underlying causes of vulnerability, CARE is able to support communities to become resilient; to transform their lives, and move out of poverty.⁶

3 | Local capacity development in CARE projects

Capacity development can be considered as the process through which individuals, communities, governments and societies obtain, strengthen, and maintain knowledge, skills and systems to set and achieve their own development objectives over time.⁷ Capacity development is a process of change, not a fixed end state, which

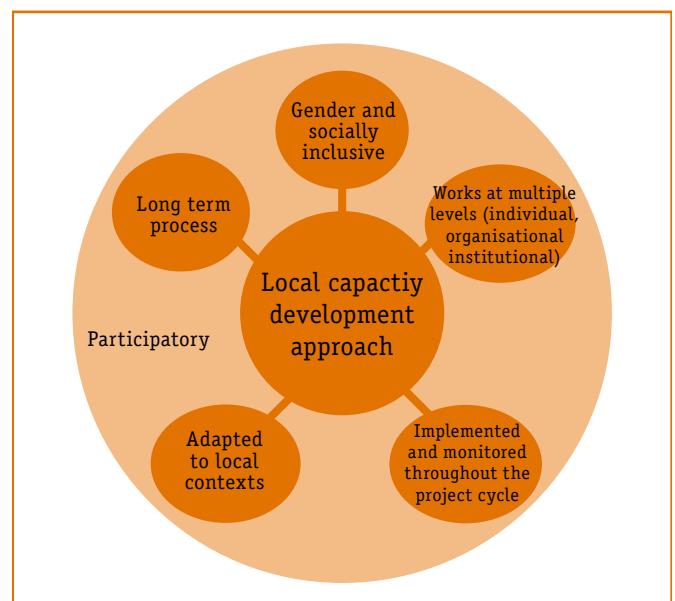
requires continual renewal. Capacity development is front and centre in each of CARE’s CBA projects in Papua New Guinea, Timor Leste, Vanuatu and Vietnam; either featuring within specific objectives and outcomes, or as a crosscutting theme. The overarching approach used to develop local capacity within these projects is **participatory**, whereby communities, government and other stakeholders are involved in the projects throughout all its stages. This approach is based on shared ownership of decision making, in which power and decision making is shared by CARE, the communities with which it works, and other stakeholders. Good practice in participation:

- » Emphasises the validity of participants’ different opinions and perspectives leading to group decision-making and empowerment;
- » Is flexible and adapted to each set of conditions and participants;
- » Generates shared understanding of the problems, priorities and possible actions;
- » Builds the capacity of stakeholders to initiate self-mobilised action, and
- » Creates shared knowledge, skills and learning.⁸

‘By focusing on participation, each project is able to support community and government capacity to adapt to ongoing changes and to develop mechanisms to plan for the future.’

Vanuatu CBA project

Figure 1: Local capacity development approaches used in CARE projects



Within CARE's participatory approach, **gender equality and social inclusion** are important considerations. This includes:

- » Comprehensive, participatory and gender-sensitive analysis of vulnerability and capacity to climate change (including the social, economic and political determinants of vulnerability);
- » Recognition of differential vulnerability and capacity within communities and households, and adaptation strategies designed accordingly;
- » Capacity development actions that empower vulnerable women and girls to build their adaptive capacity;
- » Planning and implementation of projects with the equal participation of both women and men, including the most vulnerable groups in the community; and
- » Support to women and men to access the resources, rights and opportunities they need to develop their capacity to adapt to their changing environment.⁹

CARE's capacity development approach **takes place at multiple levels:**

- » *Individual:* The knowledge and skills that are vested in people.¹⁰
- » *Organisational:* The internal policies, procedures and frameworks that allow an organisation to operate and deliver on its mandate.¹¹
- » *Institutional (the enabling environment):* The policies, legislation, power relations and social norms within the broader system.¹²

At a local level, capacity development requires working with local government and communities so that they have the capabilities to monitor, analyse and disseminate information on current and future climate risks; and the resources to plan and implement adaptation activities.¹³

At a household/individual level, capacity development requires working with households and individuals to ensure they have the knowledge and skills to employ adaptation strategies.¹⁴ Efforts to development capacity at a local level are unsustainable, however, if they fail to address issues of power and inequality.¹⁵ To be effective, capacity development requires actions that create an enabling environment so that the broader system within which individuals and organisations operate, can facilitate capacity development.

The CBA Framework provides guidance on how capacity development is to take place within CBA projects and is

central to the promotion of climate-resilient livelihoods and disaster risk reduction strategies. It also supports the creation of a more enabling environment for appropriate CBA support and action by government and other stakeholders.

Examples of capacity development across CARE's community-based adaption framework

- » *Promotion of climate-resilient livelihoods strategies:* In Timor Leste, CARE has worked with vulnerable women and men to implement climate resilient land management practices (such as increasing soil fertility and establishing permanent gardens), which support sustainable livelihoods and household food security.
- » *Disaster risk reduction strategies:* In Vanuatu, CARE has worked with women, men and children on the remote island of Futuna to strengthen community disaster risk reduction committees and their work, with wider participation of women and youth in decision making
- » *Strengthening community adaptive capacity:* In Vietnam, CARE has conducted community-led, commune level assessments, which have been used to inform community climate change adaptation plans and their implementation. The process of assessment, planning and implementation has provided community members with context specific knowledge and skills to adapt to climate change.
- » *Strengthening local civil society and governmental institutions:* In the Nissan district of Papua New Guinea, CARE has partnered with local government and communities to develop and implement disaster risk reduction action plans, which have been shared with local government to ensure that local level priorities are integrated into district level planning.
- » *Local and national level empowerment, advocacy and social mobilisation to address the underlying causes of vulnerability and to influence the policy and enabling environment:* In Vanuatu, CARE has worked with communities, consortium partners,¹⁶ government and the Vanuatu Climate Action network to input into government policies to ensure that climate change issues are integrated, and that they are more reflective of community priorities.

The process of capacity development **follows the project cycle:** stakeholder engagement; capacity needs

assessment; capacity development planning and design; implementation of capacity development activities; with progress in capacity development monitored and learning fed back into the cycle for continual improvement.

CARE’s capacity development approach is **not ‘one-size-fits-all’**. While the types of activities may fit similar categories (for example, awareness and training), the content of activities are tailored to local contexts and conditions. Capacity development needs in one project, for example, may not work in another given the differences in institutional environments, organisations, communities and households.

Capacity development is a **long term process**. While it can be promoted through a combination of short-term activities and results that are driven as a consequence of the project, more sustainable, longer term results that are driven from individuals, organisations and the broader system in which they operate, are equally important.

4 | Partnership in CARE projects

CARE defines partnership as a “purposeful relationship, with clearly defined objectives, that engages the strengths of different actors to contribute to positive impacts for marginalised and vulnerable groups.”¹⁷ CARE considers working with others as critical to its work: partnerships increase the impact of its programs through the synergies generated from drawing on complementary skills, knowledge, experiences and resources.¹⁸ CARE works with a wide range of partners from civil society, government and the private sector; with each having a critical and complementary role to play in across its humanitarian, long-term development and advocacy programs.¹⁹ Through its partnerships, CARE also recognises that it is better able to strengthen capacity at multiple levels – local, national and international – to better respond to the concerns of poor, marginalised and vulnerable women and men.²⁰

Within CARE CBA projects, partnerships with civil society organisations, government, community groups and other stakeholders is a factor contributing to all components of the CBA framework. Partnering with government, for example, can lead to greater influencing of the policy and enabling environment, while working with community groups can aid in greater access to communities in order to promote climate-resilient livelihood or disaster risk reduction strategies.

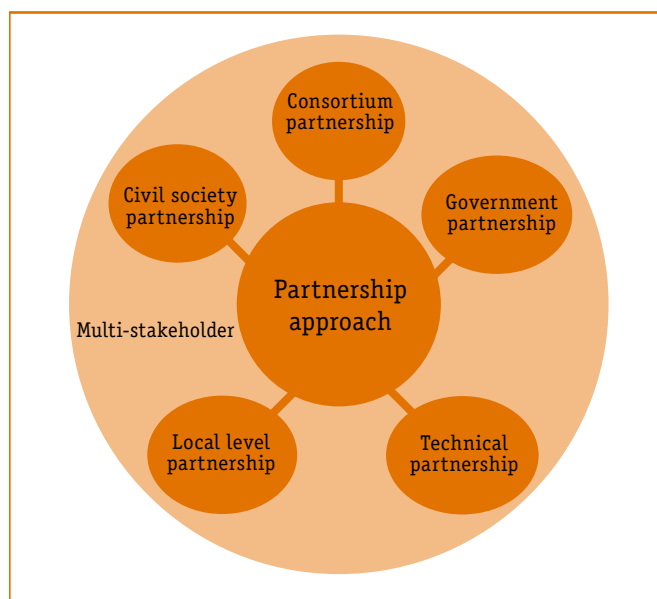
Like capacity development, partnership is front and centre in each of CARE’s CBA projects in Papua New Guinea, Timor Leste, Vanuatu and Vietnam; with a number of different approaches used across the projects to develop effective partnerships. The overarching approach however, is based on working with multiple

stakeholders. **Multi-stakeholder partnerships** are meant to promote a more holistic approach to development and better governance; greater than the sum of its parts.²¹ A multi-stakeholder approach to partnerships is important because no one organisation can deliver on the complexities of sustainable development alone.²² When they are effective, multi-stakeholder partnerships have a shared vision, promote joint problem-solving, are based on trust, and add value beyond what is achievable working in isolation.²³

‘Working in partnership makes us more efficient; we can reach more people and have greater impact by combining our resources.’

Vietnam CBA project

Figure 2: Partnership approaches used in CARE projects



Working in a consortium, whereby organisations work together under the umbrella of one program rather than separately, is an approach used in a number of CARE projects. In Timor Leste, CARE works with one local partner as well as WaterAid who works with three local partners to directly implement the project, while in Vanuatu, CARE is part of a consortium of five partners. The choice to work in a consortium has been deliberate; in Timor Leste, CARE and its local partner had a history of working together and the project builds on this work; and in Vanuatu, working in a consortium provided the project with greater scope (thematically and geographically), along with many other benefits.

Partnerships with local organisations is another approach employed across the projects. Working with local NGOs and community-based organisations (CBOs) supports the aim of locally appropriate interventions; helps build the capacity of partners in CBA; and is important for the longer term sustainability of project gains. In Vietnam, CARE works with women's organisations to support gender integration within the project; while in Timor Leste, CARE works with an agriculture and livelihood partner as well as with WaterAid and their local partners who have water, sanitation and hygiene expertise to support on-the-ground adaptation interventions.

Civil society partnerships, have not only offered CARE projects the opportunity to become more embedded in country and local contexts, but they have helped promote civil society organisation grow and learn from CARE and each other, building their individual and collective capacity to address climate change, building a movement for social change. This approach takes a long term view, looking to create legitimate and sustainable local institutions able to engage in their local and national context for many years into the future, post CARE engagement.²⁴ In Vanuatu, the project set up the Vanuatu Climate Action Network (VCAN), a network of over 20 civil society organisations that come together and learn about each other's work, network, share learning and create new knowledge.

Working with government has been an essential partnership in all of CARE's projects, given the importance of government (national, provincial district and local) in supporting CBA and project gains beyond the projects' lifetime. In Papua New Guinea, CARE worked with the Nissan District Administration to increase awareness of climate change through different activities, including World Food Day, where a two-day public food security exposition was held to showcase the work of project beneficiaries in improving family-level subsistence farming; while in Vanuatu, CARE's work with the government National Advisory Board in developing the national climate change and disaster risk reduction policy has been important in ensuring community priorities are reflected in its contents.

Technical partnerships, such as those with scientific organisations or research institutions is also an approach employed by some of the projects. In these partnerships, CARE has worked to address the complexities of climate change; using the respective strengths of different organisations to deliver the projects in ways that provide dynamic responses. In Vanuatu, for example, the project worked alongside SPC-GIZ to design and deliver community based adaptation techniques for climate-resilient agriculture and fishing; while in Papua New Guinea, CARE worked with the National Agricultural Research Institute's (NARI) Islands Research Centre to

identify opportunities for introducing more resilient, nutritious and higher yield varieties of staple crops (sweet potato, yams, taro, cassava) that are more able to cope with current and projected climate change conditions.

5 | Good practice in local capacity development

The use of participation as an overarching approach in developing local capacity has supported a more enabling environment where more meaningful and proactive involvement of a range of stakeholders, including men and women from target communities, partner organisations, governments and CARE staff. In many cases, by being more inclusive and providing space for different stakeholders to come together to share and learn together about CBA, this has led to the validation of results of participatory assessments and recommended actions, and the prioritisation of issues for adaptation that are more reflective of community needs.

Projects based on participatory approaches have contributed significantly to the development of local capacity:

- » Working closely with partners has helped knowledge, skills and expertise of individual agencies to be shared more easily and transferred to communities, government and other stakeholders;
- » Linking community and local knowledge with scientific knowledge on climate change has helped create joint knowledge and capacity in understanding climate change;
- » Building on prior projects in: disaster risk reduction (DRR); water, sanitation and hygiene (WASH); education; and women's and youth empowerment, has helped foster existing community and government knowledge and skills to transform knowledge into action;
- » Anchoring projects in government programs and processes has helped increase government capacity and the likelihood that project lessons are taken on and continued by government after projects are finished.

Better project planning outcomes through gender and social inclusion

Social inequalities increase harmful climate change impacts on vulnerable people while constraining their options for taking action to reduce them through adaptation. Gender inequalities, combined with other factors such as age, ethnicity, disability, livelihood group or economic status, form important barriers to equitable adaptation. To address these barriers, CARE's project in Vietnam has taken many measures to ensure gender sensitivity in its project planning by learning from gaps identified early in the project. Key strategies identified include:

On-going investment in multi-faceted capacity building:

- » CARE has a gender balance in CBA trainers and facilitators (province, district, commune), with representatives across different organisations (88 people in total, of which 43 or males, 45 female and 32 from ethnic minorities);
- » CARE provides specific training for trainers and facilitators on gender, gender-responsive facilitation skills, as well as the integration of gender issues into other topics;
- » CARE organises an annual sharing and learning event, with specific sessions and documentation on gender.

Gender balance in activity implementation arrangements:

- » CARE ensures that that is gender balance in all its activities;
- » CARE holds separate sex focus group discussions, facilitated by men (for men's group) and women (for women's group) to ensure that men and women have equal voice;
- » CARE encourages that both male and female participants are able to speak equally in plenary discussions
- » CARE ensures the times and locations of meetings and their venues are suitable for both men and women to maximise participation.

Gender-sensitive CBA planning tools for village CBA planning:

- » CARE has integrated gender issues and questions into all its CBA planning tools;
- » CARE staff and partners reflect on differential needs and capacities after each exercise of the CBA planning;
- » Formats of action plans and CBA planning reports clearly reflect gendered needs and capacities and aim to capture gender analysis;

- » CARE shares reports made on the planning process with key CBA decision makers in the commune and district to ensure they recognise the importance of gender considerations in planning processes.

Gender and capacity building²⁵

Ms. Ma Rim, 44 years old, is a Cham ethnic minority woman from La Ma village, An Giang province, located in the upstream part of the vast Mekong Delta in Viet Nam. Living and working on the rivers for decades, being affected increasingly by volatile weather, it has not been easy for her and her family.

Alongside numerous Cham women, in September 2013, Ma Rim joined one of the many village climate change adaptation meetings organized by CARE together with the local Women's Union. During these meetings, the women enthusiastically discussed past, current and future weather and climate trends, how they impacted their daily lives and community in different ways and what people could do about it. "Participating in these exercises was fun but has also learned me a lot about how and why the weather changes so much lately and how my village will be affected," says Ma Rim; "Since we had that meeting, I now know better what to do and I listen more frequently to weather forecasts."

The village meetings also had an encouraging side effect. "As Cham ethnic minority woman, I have not previously been able to join these community meetings – and missed out on a lot of information," Ma Rim mentions; "Traditionally in the past, Cham women were always staying at home and not going to school. We were told what to do by our husbands."

Fortunately, things are changing for the better and meetings such as the ones supported by CARE are contributing to this change. Ma Rim confirms; "It's been very helpful for all of us Cham women. Now Cham men and women are more equal and I am more involved. I value the importance of knowledge and education much more which I will carry on to my children."



Strengthening community capacity to adapt

In Timor Leste, CARE's project interventions have been designed to address all four aspects of the CBA Framework, with the development of capacity a crosscutting theme in the framework; a mechanism that is essential to the achievement of project goals. Capacity building is not achieved through awareness raising and training alone; communities are 'capacity-building-by-doing', whereby community members are personally involved in on-the-ground project activities. Some of the activities community members are involved in include:

- » Community water management groups, developing skills and knowledge to manage water sources
- » Demonstration plots, developing knowledge and skills to reduce erosion, control run-off, and reduce risk of landslides
- » Seedling nurseries, learning knowledge and skills to produce firewood, wood for industrial purposes food, protect soil and water
- » Producing vegetables in home gardens, developing knowledge and skills to use diversified food crops, composting and organic pest control
- » Delivering specific activities, for example, through farmer and water management groups, developing knowledge and skills in local led governance.

By working directly with community members and establishing and/or strengthening knowledge and skills in technical areas, as well as local governance structures, the project is more sustainable. Learning from this project and others, tells us that the chances of project gains being continued once the project is finished is increased by investing in local capacity development. This includes specific knowledge and skills (in this case on climate change adaptation, disaster risk reduction, sustainable livelihoods) but also more generic knowledge and skills on participatory governance, and management.

Fertile ground for new technologies in Timor Leste²⁶

Berta first participated in the MAKAS project in January 2012 when the project was establishing farmer's groups and running trainings on home gardens. "I was in the village when I heard one day that CARE was asking for community members to give their names to participate in the farmer's groups and so I gave my name and became part of the group. The group thought I was a hard worker and asked me to be the group leader. I was very happy".



Since CARE delivered training in home-gardening techniques such as Sloping Agricultural Land Techniques (SALT) and composting Berta has seen many changes in both her own life and the lives of group members. "Through the home-gardens we are now able to produce enough vegetables for our families to eat but also to sell at the local market". Being able to sell produce at the local market has meant that Berta and others in the group have started to invest in the future. "With the money from selling vegetables the women in our group have been able to pay children's school fees and make improvements to their houses. I also recently bought some pigs which I plan to raise and then sell the piglets at the main market".

The changes have also been personal for Berta "I have enjoyed learning new things through CARE's program – group members support me to participate in the trainings and they depend on me to bring that knowledge and share it with them - I am proud that I can contribute to our group this way".

Although Berta's group has lost close to half its members since it formed, Berta is confident that she has a strong Farmers' Group, "I am really happy because I have a strong group of women who all work together. We work in the home garden together – even though we have different plots we all share the work such as collecting bamboo for fencing. We have a sense of unity". It's this sense of unity and confidence that has led Berta to try new technologies on behalf of her group. For example, in partnership with CARE Berta recently built and trialled a fuel efficient stove in her outdoor kitchen "Before this stove I would spend a large part of my day collecting bundles of firewood for cooking and boiling water – one whole bundle would only last me for one day. Now using this stove there has been a big change – one bundle will last me for a whole week. I have much more time now to work in our home-garden and look after the children". When asked why she was willing to try a new technology Berta said "I have seen what is possible through the home-gardens and I want to be a part of that change".

When asked whether she thinks her Farmers' Group will continue after the MAKAS project ends, Berta smiles, "My group will continue because it's our future – we have the knowledge and we can use it – the money we earn through the kitchen gardens means we will continue.

Demand driven capacity development

In Papua New Guinea, Nissan District communities live in a remote and sometimes harsh environment. During periods of food shortage, communities and households whose crops have failed or whose harvests have been depleted, trade fish with those who still have yams or sweet potato. This traditional coping system, however, is coming under strain from an increasing population and a changing climate.

When CARE began its CBA programming in the 21 villages that make up Nissan District it worked through six clusters of 3-4 villages. In each cluster, a core group was established that focused on agricultural adaptation; mainly comprised of women. These core groups became central in spreading knowledge and practice of adaptation throughout the community.

While the women-centred farmer-to-farmer extension groups initially received training and materials in nursery construction, kitchen gardens and agriculture, over time training and materials became more demand driven. As women became more confident and were better able to analyse and articulate their needs, and work within existing structures like schools and church-based women's groups, adaptation training and capacity building on climate resilient agriculture to the broader Nissan community was driven by the core groups.

By encouraging core community groups to take the lead in developing adaptation knowledge dissemination processes, project impacts have spread well beyond the core groups as members have used their broader community networks to disseminate knowledge so that new agricultural practices have been adopted across the islands, including in communities where the project has had no direct intervention, while demand driven training has maintained enthusiasm and encouraged ownership, leading to more sustainable outcomes.

Context specific tools and resources

In Vanuatu, a number of tools and resources were developed and widely used as part of the project to build the capacity of individuals and organisations across CBA issues. See Table 2. While the development of tools and resources is not innovative in itself, each of the tools developed filled gaps in existing resources and were tailored to the Vanuatu context, including resources in Bislama. Across all resources, all three levels of capacity development were included.

In terms of program outcomes, while it is difficult to attribute specific capacity development achievements to a single resource or tool, the Resilience Framework

stands out as a particular 'tool' that helped those involved in the program better understand the concept of resilience and apply it in the program in ways that guided activities to achieve the overall objectives and outcomes. As a result of better joint understanding of the resilience framework and its different components, program partners were also able to work more effectively towards their common goals (as expressed in the framework) without being too restrictive. It also acted as a useful reflective tool to help chart progress towards resilience across its different components.



Extending CBA knowledge into schools²⁷

Nissan District has three primary schools and one high school. Core groups have worked with primary schools to integrate climate resilient agriculture into the school curriculum. The groups have trained some of the teachers who then integrate the training into their weekly agriculture curriculum. Children are given theory and practical lessons on topics such as climate resilient crops, seedling raising and soil improvement as well as assigned homework projects which are visited by the teacher. In this way each student becomes a pathway for introducing climate resilient agricultural knowledge into the home, including homes which might otherwise not be directly reached by the CBA program.

Table 2: Selected tools and resources used to develop local capacity in Vanuatu²⁸

	Level	Tool
Lack of simple technical advice which is locally appropriate	Individual	<p><u>Kakai blong yumi</u>: A recipe book that contains nutrition guidance and recipes for new vegetables introduced as part of the project.</p> <p><u>Smart Akrikalja Practokol Hanbuk</u>: A manual giving practical guidance on the new agricultural techniques introduced as part of the CARE project (watering, mulching, seed saving, and pest management).</p> <p><u>Coastal Erosion Poster and Facilitator Guide</u>: A tool to run awareness sessions on coastal erosion.</p>
	Organisational	Vanuatu-specific technical guidance on specific adaptation interventions for food and water security and coastal zone management.
Lack of information on meteorological and climate forecasts to facilitate two-way communication between meteorological services and local community actors	Individual	<p><u>Klaod Nasara</u>: Animation and resource kit for communicating climate variability, El Niño and La Niña to communities.</p>
		<p><u>Weather, Climate and Climate Change Handbook</u> A handbook developed for Red Cross Branch Officers and Volunteers.</p>
Lack of unifying framework	Organisational	<p><u>Vanuatu Community Resilience Framework</u>: Eight characteristics that provides the program’s definition of impact. Guides consortium-level reflection and reporting. Developed by the consortium, led by Oxfam. Draws on Twigg (2009) and Jones, Ludi, and Levine (2010)²⁹</p>
Project cycle: Lack of guidance to turn analysis of community vulnerability and capacity into community-based action	Organisational	<p><u>Asset-based planning on CBA</u>: An internally focused and relationship-driven approach to support community planning on CBA by focusing on strengths, relationships and assets. Developed by Oxfam and VRDTCA.</p>
Project cycle: Lack of tools to monitor and evaluate CBA	Individual; organisational	<p><u>Community-level reflection</u>: Amended from CARE’s Participatory Monitoring, Evaluation, Reflection and Learning for Community-based Adaptation Manual for use at a community level</p>
Lack of information and collaboration on CCA projects	Institutional	<p><u>National Advisory Board Portal</u>: Online platform for sharing research, tools and resources for CCA and DRR in Vanuatu.</p>
		<p><u>Vanuatu Climate Change Adaptation Network</u>: A network of over 20 civil society organisations and government that promotes sharing and good practice; and coordinates efforts to link community voices with national and international decision-making</p>

6 | Good practice in partnership

The use of multi-stakeholder partnerships in its CBA work has enabled CARE’s projects to be more effective and sustainable. Through strengthening collaboration with communities, government and other organisations, CARE has been able to: increase the impact of its work-thematically and geographically; provide a wider range technical support; have greater input into government policy and planning; greater efficiencies in program delivery; and create projects that are more sustainable in the long term.

Strengthening collaboration through consortium partnership

In Vanuatu, CARE worked in a consortium with five other partners³⁰ to design and implement a community based adaptation project in 39 communities across 12 islands aimed at increasing the resilience of women, men and young people to the unavoidable impacts of climate change. The consortium approach, whereby agencies work together under the umbrella of one program rather than separately, is as key feature and factor for success of the project. It brings together different agencies, with different sets of knowledge and skills (or agency ‘superpowers’ as they are commonly referred to), to share

information, learn from each other, work together and reduce duplication, which increases the capacity and reach of the program. Key outcomes of this approach include:

- *Increased collaboration on climate change initiatives:* Working together, consortium program partners have increasingly sharing information and resources with each other and with the broader VCAN network. Networking, sharing of information and resources, joint planning and development of consistent tools and approaches for monitoring and evaluation has helped strengthen partnerships and increase awareness of the strengths and resources held by each agency. As a result, there is now increased consultation on and coordination with incoming climate change initiatives in Vanuatu, as well as increased collaboration between NGOs and Government on climate change initiatives, leading to increased awareness among Government staff of the work of civil society and a more consultative and inclusive approach taken by government in developing CCA policy and practice.
- *Input into climate change policy development:* Trust built with the government through the work of individual consortium agencies has facilitated input into national, regional and international community based climate change policy development and planning processes. While policies and dialogue are ongoing, the involvement of the consortium (and VCAN and civil society more broadly) in their development can be viewed as a positive step in promoting policy and practice that is more reflective of community priorities, in particular though emphasising the importance of gender and equity as foundation blocks of sustainable development, and the effectiveness of focusing on capabilities rather than technological fixes for development issues. This is an important point, given that prior to the program very little engagement of civil society in climate change issues was occurring.
- *Better coordination of technical support:* The ability to access technical support from within the consortium, and not needing to bring in external (and sometimes international) expertise, has been a key success of the program. Different consortium partners have worked together to build each other's capacity and this has helped agencies broaden their work with communities. Example include: gender training co-facilitated by CARE and Oxfam; child protection training facilitated by Save the Children; monitoring and evaluation training co-facilitated by CARE and Oxfam; photography and videography training facilitated by Save the Children; and numerous work by SPC-GIZ across the program supporting organisations to develop and implement climate change adaptation actions.
- *Increase opportunities for funding of CBA:* The consortium model is the first of its kind in Vanuatu and has attracted a lot of interest from other stakeholders (including government), particularly in terms of the creation of collective learning, collaboration and the opportunity for increased funding (as a result of being viewed as 'value for money' and a 'one stop shop' by donors).

'Each organisation has its own area of expertise. Being able to draw on these 'Superpowers' within the consortium is what makes the program work.'

Vanuatu CBA project

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- *Greater efficiencies in program delivery:* The consortium approach has been instrumental in increasing the structural efficiency of the program. Consortium agencies have supported the implementation of each other's activities. Greater documentation and sharing of lessons between consortium partners has also led to greater efficiency gains. For example: resources developed by SPC-GIZ, VRCS and CARE have been shared and used by other staff and agencies in communities not targeted by this program, as well as across VCAN and the National Advisory Board (NAB) (for example, CARE's Climate Smart Agriculture Manual, and the VRCS/Vanuatu Meteorological and Geo-hazards Department's Weather, Climate and Climate Change and Communicating Climate Change Booklets); information and learning from the 2013 and 2014 National Youth Symposiums, as well as the Futuna Agriculture Festival have also been shared widely; and VRDTCA, with support from SPC-GIZ, developed a climate change module that is about to be field tested and rolled out across all its rural training centres in Vanuatu, as a direct result of the program.

CBA integration through local partnership

In Vietnam, CARE worked with Women's Unions in An Giang and Soc Trang provinces of the Mekong Delta to implement a project aimed at increasing the resilience of communities to the unavoidable impacts of climate change. Working with vulnerable people – women, landless and land-poor – the project used gender-responsive analysis and planning for CBA, developed community-focused CBA actions plans, and integrated these into local Socio-Economic Development Plans (SEDP).

After conducting an extensive CBA planning process in 33 project villages, which resulted in gender-sensitive village CBA plans, CARE and the Women's Union facilitated a number of workshops to integrate CBA action into commune and district socio-economic development plans (SEDPs). These workshops brought together key stakeholders – local authorities working on climate change, representatives from district-level planning and finance departments, and the People's Committee – responsible for the approval of village plans and mainstreaming into commune and district SEDP. Through a set of panel discussions and by using and then testing Government prioritisation criteria for selection of adaptation measures (in addition to specific project criteria on gender, ethnic minorities and social

inclusion), the village plans were screened and actions for integration into SEDP, DRR, agricultural and other sectoral plans, were put forward as recommendations. The workshop methodology received positive feedback from participants as it gave the local authorities an opportunity to test Government procedures, increase their planning and mainstreaming skills and indirectly, also created a forum for political dialogue between all the administrative levels, particularly with the village leaders.

‘Working in partnership with the Women’s Unions has helped us reach and mobilise the community - in particular women - to work on climate change.’

Vietnam CBA project

The workshops were followed by a number of lobbying meetings and participation in commune and district SEDP review meetings. Through these meetings, CARE directly engaged with the district and commune People’s Committees and People’s Councils to obtain the approval of the village plans and of the recommended CBA actions to be integrated into commune and district SEDP and other plans. Once approved, CBA actions were officially integrated in the respective five commune SEDP’s, and local government and project budgets were pooled to implement the plans.

Strengthening collaboration through civil society partnership

The Vanuatu Climate Action Network (VCAN) network, which was set up under the consortium project in Vanuatu, has engaged over 20 civil society organisations to come together and learn about each other’s work, network, share learning and create new knowledge. These activities, along with joint planning and development of consistent tools and approaches for monitoring and evaluation, has helped strengthen partnerships and increased awareness of the strengths and resources held by each agency. As a result, there is now increased consultation on and coordination with incoming climate change initiatives in Vanuatu; and internationally, civil society, through VCAN, has collaborated with government to represent Vanuatu in the international climate change negotiations, further cementing the good relationships. Without the existence of VCAN and its reputation as an effective civil society body by government, these opportunities may not have arisen.

VCAN is a good practice example of the advantages of collective action. The network can draw on the collective experience and specialist skills of members (and others) in addressing climate change issues, and is seen as a

key consultative body and stakeholder in climate debate and policy development in Vanuatu.³¹ VCAN members meet regularly to discuss climate related issues, and VCAN representatives attend all government and non-government climate related activities.

Strengthening global climate change negotiations³²

Engagement in the global climate negotiations was not part of the original design of the *Yumi stap redi long klaemet jenis* program. However improved relations between the program, VCAN and the Vanuatu government led to the addition of an extra six-month project to improve Vanuatu’s contribution to the Warsaw Conference of Parties (COP19). The “Strengthening Vanuatu’s International Climate Change Negotiating Capacity project” aimed to increase Vanuatu’s negotiating capacity, improve the participation of civil society, women, youth and community in the UNFCCC process and strengthen public awareness of the global climate talks.

Previous to the 2013 project, the government’s COP preparations were less co-ordinated, with little civil society engagement. At very low cost, the new project led to an improvement in Vanuatu’s preparation and intervention in Warsaw. This initiative was jointly designed and implemented by VCAN, Oxfam, SPC-GIZ and the Vanuatu Meteorological and Geo-hazards Department (VMGD), and funded by the overall consortium program.

The NAB Coordinator noted: “I think we achieved so much in such a short time with our six month preparation project. We’ve made history for Vanuatu on different levels: we made our first two submissions to the UNFCCC on Gender Balance and Direct Finance; this is our largest delegation ever with over 15 members, including a large female contingent, which is a first too.”

The project involved a range of elements which strengthened the Vanuatu government intervention in the global negotiations:

Policy formulation: The COP delegation was chosen early enough to allow time for preparation. This gave local communities an opportunity to contribute ideas and evidence for incorporation into government policy documents. With over 450 people engaged in pre-COP workshops and training programs, there was increased and improved content in government negotiating positions and in formal submissions to the UNFCCC summit.

Increased CSO involvement: The 15-strong delegation to Warsaw was larger than normal, with the Minister for Climate Change joined by a range of government, civil society, youth and private sector representatives. VCAN was invited to nominate a representative to the government selection panel that chose the delegation.

Improved gender focus: Previous delegations to COP negotiations had been all-male groupings, so VCAN and Vanuatu government officials agreed on a target of 50 per cent female representation in the delegation, and increased involvement of young people. Seven of 15 delegates were women, including the three civil society representatives.

Media coverage: The project worked to strengthen coverage by Vanuatu media before and after COP 19, through the training of 16 journalists. A number of talkback shows on three radio stations allowed nearly 100 listeners to ask questions of COP delegates on the impacts of climate change, options for adaptation and the role of the NAB.

Community and youth outreach: The pre-COP build-up also involved general community awareness raising about the UNFCCC process including: a seminar for students at the University of the South Pacific (USP); a National Youth Symposium on Climate Change was organised in partnership with the Vanuatu National Youth Council; a Youth and Climate Change National Day involved more than 160 people in climate change awareness activities in six provinces and two municipalities; and VCAN members developed a community questionnaire, which was relayed to partner communities in the lead up to the COP 19 meeting, allowing more than 40 community members to contribute their thoughts and priorities to the delegation.

Sustainability through government partnership

In Papua New Guinea, CARE has been working with the Nissan District Administration (NDA) to support communities to adapt to climate change, and to incorporate climate change adaptation and disaster risk reduction into local planning and policy development. A key component of the project has been the establishment and running of community groups, called 'core' groups, which are responsible for driving forward on-the-ground adaptation activities, acting as community extension service providers.

Working with the NDA and core groups, CARE has been able to create core groups that work independently and have better linkages with local government. Meetings and collaboration between the NDA and core groups no longer requires direct facilitation from CARE. For example, both the World Food Day and World Environment Day events, core groups and the NDA held self-arranged and self-facilitated planning meetings and discussed core group activities and support from the NDA.

Positive engagement with government on the development of community level plans and activities has also occurred through an approach of partnership and collaboration (rather than direct lobbying). This approach, whereby core groups are encouraged to consult with and inform government of project plans and activities, while still retaining community responsibility for the project had led to the development of a strong relationship between the government and core groups. Successful integration of CARE's bottom-up planning

approach into local level government has also led to the inclusion of CCA and DRR activities into the Council of Elders budget for 2015.

Communities and local government working together to celebrate World Food Day.³³

October 2014, was a time for celebration for the communities on Nissan Island in the Autonomous Region of Bougainville, Papua New Guinea. For the first time, the Island joined the global community in commemorating World Food Day. A two-day public food security expo was driven and hosted by the six community agricultural improvement groups (known as core groups), supported by CARE, the Nissan District Administration and Council of Elders (COE). This year's global theme "Family Farming: Feeding the world, caring for the earth" provided the perfect backdrop for islanders to showcase their work on improving family-level subsistence farming across the island.

Each of the six core groups created impressive displays and education stalls where the public was able to come and learn about improved food production, crop diversification, traditional emergency foods and nutrition. Displays included a rainbow of high nutritional-value vegetables and marine and forest products including giant clams and local nuts. There were also gardening and agro-forestry displays and cooking demonstrations.

In a district that has traditionally struggled with poor land management, and now being impacted by climate change the work of the core groups, CARE, the NDA and the COE is paying dividends for Nissan households.

In a speech officially opening the celebrations, the COE Chairperson praised the core groups for their work and pledged on-going support in the long term. Perhaps most importantly, strong public attendance at the celebrations showed wide reaching public support and appreciation for the core groups' work. Core group members, so overwhelmed by the appreciation for their work and the success of the celebrations, are already making plans for year's World Food Day, "We will do this every year now" they said.

Tangible benefits through technical partnership³⁴

In Timor Leste, CARE worked in partnership with WaterAid to address food and water access alongside improved land and water management to increase community resilience to the impacts of climate change. The CARE-WaterAid partnership has been a considered attempt to draw on each organisation's expertise and established relationships in Liquiça to develop and implement an integrated project working in two watersheds. The project design integrated CARE's local experience with food security, resilient livelihoods, disaster risk reduction and community-based adaptation activities and WaterAid's expertise in WASH and community water resource management to provide a

‘Working in partnership with WaterAid has resulted in a project with multiple benefits for communities. Not only are communities increasing their understanding of climate change, they are able to apply this knowledge in practical ways, through better water management.’

Timor Leste CBA project

project that could work across a variety of issues across the watershed, including WASH, water management and water resource protection and provide tangible benefits for local communities. In terms of outcomes, WaterAid’s work to establish community water management groups has been particularly successful with 20 groups set up and running across the project. The water management groups play a central role in decision making throughout the on-going WASH project. Water groups have: supported partners to lead the survey; supported communities to participate in the construction of water systems to ensure communities have strong ownership of their water systems from the beginning. Farmers’ Groups established by CARE and their local partner have likewise supported community members to build small check dams, plant vetiver and banana trees, and build terraces and contours to reduce soil erosion and improve water quality. WaterAid has also provided ongoing capacity building to the each water group on operation and maintenance of water system for improved sustainability, including support for the establishment of a central fund of community user fees (generally households pay \$1 per month) to use in maintenance and repairs of the water system in the future.

7 | Key emerging lessons

The following key lessons have emerged as a result of the CBA projects.

Capacity Building

- » **Delivering on all four strategies of CARE’s CBA Framework** (promotion of climate-resilient livelihoods; disaster risk reduction; local capacity development; advocacy and social mobilisation) at all levels, **is crucial for building adaptive capacity effectively and sustainably**. This is because the multi-faceted nature of CBA requires a multi-faceted approach.
- » **Participatory approaches to capacity building can help to ensure that adaptation outcomes are effective and sustainable**, but also ensure that project activities do not exacerbate existing inequalities and vulnerabilities, and that they fulfil the needs of the most vulnerable groups.
- » **The development, application and sharing of effective participatory tools and approaches in**

CBA can help to build the capacity of local actors and **promote the continuation of adaptation activities and processes after the lifetime of the project.**

- » **Investing in staff capacity and professional development is important, particularly when CBA is a new concept.** CBA was new for many project staff and partner so to avoid a ‘business-as-usual’ approach to project implementation, resources should be budgeted and time made available to conduct training related to CBA approaches and practices, climate change information, as well as more context specific issues related to CBA technologies.
- » **Given the lack of specific local level future climate scenarios, it can be difficult to help communities appreciate the need to take adaptive action.** However, the climate vulnerability and capacity analysis (CVCA) is a useful tool in generating local information on climate impacts and vulnerability and helps build local capacity
- » **Getting community members to participate in activities which did not produce an immediate tangible benefit was difficult.** Getting communities to engage with climate change messaging was difficult. People in the project area are focused on immediate and tangible benefits. If they cannot see an activity that has been proven then it is difficult to get them to participate.
- » **While climate change is generally considered over the long-term, communities can struggle to plan on 20-30 year horizons.** At the community level, therefore, it is useful to consider the impacts of current climate variability and extremes as an entry point to discussing (and planning for) a future in which current extremes become the ‘new normal’. This approach encourages communities to still plan for short term climate-driven events (like flooding, heat waves and the El Niño Southern Oscillation), while analysing what a future where these events are stronger and more frequent would look like, and what communities can do themselves to prepare.
- » **Capacity development on climate change and resilience issues at the community level (and within NGOs and other stakeholders) needs to be ongoing** and develop as new information, research and learning occurs. This is important if projects are to be flexible and responsive to changing environments and needs.
- » **Building resilience requires looking beyond impacts and capacity building; it requires dealing with structural issues.** The impact of CCA and resilience programs will be limited without considering structural issues, which need to be addressed over longer timeframes and through linking communities and their experiences with other organisations/duty bearers at multiple levels/scales.

Partnerships

- » **Working with existing civil society networks supports national level advocacy on local level issues.** For example, gender sensitive adaptation planning, local level financing, or context-specific topics, such as land rights for women or other marginalised groups.
- » **Working in partnership increases the diversity of skills available to the project.** The use of a consortium approach can facilitate communities' access to specialist knowledge across a range of issues while allowing individual partners to focus on their key strengths in implementation.
- » **Clarification of partner roles and expectations and ensuring "equal" partnership requires dedicated time and energy during project design and implementation.** Partnerships work best when there is clarity around roles and responsibilities; as trust and openness about challenges and difficulties that emerge during project implementation; and mechanisms to share and jointly address problems.
- » **Investment in relationship building and coordination within partnership approaches leads to positive outcomes.** Across the projects, advances have been made in facilitating links between government, international NGOs, local communities and donors, through networking, collaboration, and community empowerment and this has increased positive outcomes for communities involved in the program and more broadly. However, maintaining and improving links between different levels of government and communities remains one of the biggest challenges of the different projects.
- » **Working in a consortium can be an effective and efficient approach to programming.** Consortium arrangements, if planned for and managed well – can allow for more efficient sharing of resources and expertise and greater impact through joint activities. Working in a consortium can also enhance coordination when agency roles and responsibilities are well defined, and lessons more easily shared. Consortium partnerships do however require time in essential relationship management and coordination meetings, which needs to be accounted for in project planning.
- » **Facilitating stronger links between community level planning process and local government helps support longer term sustainability.** Strengthening existing governance structures to support longer term planning ensures that project gains are more likely to continue once the project has finished.

8 | Recommendations for future programming

CARE and like-minded organisations should consider the following recommendations when developing new programs or revising existing programs.

Capacity Building

- » **Ensure programs deliver on all four strategies of the CBA Framework** (promotion of climate-resilient livelihoods; disaster risk reduction; local capacity development; advocacy and social mobilisation) at all levels, as they work together to provide a framework for building adaptive capacity effectively and sustainably.
- » **Reinforce the use of participatory approaches to capacity building as standard overarching approaches for CBA work.** This is to ensure that adaptation outcomes are effective and sustainable, but also that project activities do not exacerbate existing inequalities and vulnerabilities, and that they fulfil the needs of the most vulnerable groups.
- » **Invest additional time and dedicated funds in staff capacity and professional development,** particularly when CBA is a new concept. CBA remains a relatively new concept and practice within development, and staff and partners require relevant knowledge and skills to design and implement projects and programs effectively, including their responsibilities to build the capacity of communities at risk from and affected by climate change.
- » **Engage communities in capacity building** across climate-resilient livelihoods, disaster risk reduction, and advocacy and social mobilisation, **in ways that provide short term tangible benefits, alongside those for the longer term.** This will motivate communities to become more involved in CBA programs and interventions. Messaging on climate change should include impacts of current climate variability and extremes as an entry point to discussing (and planning for) a future in which current extremes become the 'new normal'. This approach encourages communities to still plan for short term climate-driven events (like flooding, heat waves and the El Niño Southern Oscillation), while analysing what a future where these events are stronger and more frequent would look like, and what communities can do themselves to prepare.

- » **View capacity development on climate change at the community level (and within NGOs and other stakeholders) as an ongoing concern.** Climate change is not a static issue and new information, research and learning becomes available regularly, requiring CARE and its programs to continually reviews its interventions, and be flexible and responsive to changing environments and needs.
- » **Do not confine capacity development to climate change adaptation issues alone.** In order to address the underlying causes of poverty, structural issues (for example, power and gender inequality) need to be addressed as multiple drivers and inhibitors for resilience. The impact of CCA and resilience programs will be limited without considering structural issues, which need to be addressed over longer timeframes and through linking communities and their experiences with other organisations/duty bearers at multiple levels/scales.
- » **Continue to prioritise capacity development in gender,** through the use of the Women's Empowerment Framework. Gender (and equity) are central to the achievement of resilience, not only for women, but society in general. By using gender analysis, alongside other types of power and vulnerability analysis (for example, the CVCA), CBA interventions are more likely to be effective and sustainable, and increase equality.
- » **Ensure knowledge drawn on and built upon for capacity development is diverse.** Knowledge should come from traditional, local sources as well as from science in order to encourage the co-generation of new knowledge. This includes information on weather, climate variability and change, hazards, adaptation technologies, etc.
- » **Invest more time and resources in multi-stakeholder partnerships** between government, international NGOs, local communities and donors, through networking, collaboration, and community empowerment in order to increase positive outcomes for communities involved in the program and more broadly. This includes: time to clarify partner roles and expectations, as trust and openness about challenges and difficulties that emerge during project implementation; mechanisms to share and jointly address problems; and joint budget planning and implementation to increase structural and cost efficiencies.
- » **Investigate and support increased linkages between communities (particularly women) and government and other service providers:** While each of the projects have made some important advancements in community linkages with government and other service providers, there is still much work to be done to better understand the barriers and enablers. This includes supporting governance structures at different levels, but particularly those at local and provincial levels that link to the national level. Through embedding CBA into existing plans, structures and institutional mechanisms, the impact of a project is expanded and strengthening and can help ensure the sustainability of project gains and relationships and information channels beyond the life of a project.³⁵
- » **Increase partnerships with existing civil society networks and platforms or create made-for-purpose ones (such as VCAN) to better facilitate local to national-level advocacy requirements** of CBA projects (for example, policy development, local to national adaptation planning and financing, locally appropriate responses to specific adaptation challenges).

Partnerships

- » **Encourage programs that use a consortium approach, given their effectiveness and efficiency.** Working in a consortium can bring many benefits, including: shared problem solving; greater collaboration and sharing of knowledge and skills; joint learning; increased efficiency in resources; and greater impact through joint activities. Despite additional time required in essential relationship management and coordination meetings, which needs to be accounted for in project planning, a well-managed consortium can be of benefit to program beneficiaries, consortium partners and wider stakeholders.
- » **Increase linkages and partnerships with organisations with technical expertise in climate change issues.**³⁶ It is critically important to source and communicate good-quality and accessible information on climate change, which requires building relationships with external partners who hold this information, for example, organisations with technical expertise in agricultural or seas-based adaptation technologies. Organisations such as CARE can act as brokers of this knowledge with communities, in particular.

- ¹ This goal is the overall program goal of the Community Based Climate Change Action Grants (CBCCAG) program funded by the Australian Government.
- ² King (2014), p.58.
- ³ King (2014), p.58.
- ⁴ This goal is the overall program goal of the Community Based Climate Change Action Grants (CBCCAG) program funded by the Australian Government.
- ⁵ King (2014), p.13.
- ⁶ Ibid.
- ⁷ UNDP (2008) Capacity Development Practice Note. UNDP, p.7.
- ⁸ Voluntary Service Overseas (n.d.) *Participatory Approaches: A facilitator's guide*. Voluntary Service Overseas.
- ⁹ CARE International (2010) Adaptation, gender and women's empowerment. Climate Change Brief. CARE International, p.3.
- ¹⁰ Ibid.
- ¹¹ Ibid.
- ¹² UNDP (2008), p.6.
- ¹³ King (2014), p.61.
- ¹⁴ Ibid.
- ¹⁵ UNDP (2008), p.4.
- ¹⁶ Consortium partners include: Save the Children, Vanuatu Red Cross Society (VRCS) supported by the French Red Cross (FRC) and the Red Cross Climate Centre, Vanuatu Rural Development Training Centres Association (VRDTCA), Secretariat of the South Pacific/ Deutsche Gesellschaft für Internationale Zusammenarbeit (SPC-GIZ)
- ¹⁷ CARE Australia Partnership Policy, p. 1.
- ¹⁸ CARE Australia Partnership Policy, p. 2.
- ¹⁹ CARE (n.d.), p.4.
- ²⁰ CARE Australia Partnership Policy, p. 2.
- ²¹ Overseas Development Institute (2003) *Multi-stakeholder Partnerships issue Paper: Pulling together to uplift and empower the world*. Kuala Lumpur: Global Knowledge Partnership Secretariat, p.5.
- ²² Overseas Development Institute (2003), p.10.
- ²³ Overseas Development Institute (2003), p.16.
- ²⁴ Kelly, L. & Roche, C. (2014) *Partnerships for Effective Development*. Australian Council for International Development, p.19.
- ²⁵ Case study was written by Ms. Tran Phan Thai Giang, CARE Vietnam, January 2015
- ²⁶ Case study was written by Josie Huxtable, CARE Australia, May 2014.
- ²⁷ CARE in Papua New Guinea (2015). *Community-led Agricultural Extension for Adaptation*. Papua New Guinea Brief. March 2015.
- ²⁸ Adapted from Webb, J., Boydell, E., Vorbach, D., McNaught, R. & Sterrett., C. (in press). Tools for CBA: lessons from NGO collaboration in Vanuatu. *Coastal Management Journal*.
- ²⁹ Twigg, J. (2009) *Characteristics of a Disaster-Resilient Community*. A Guidance Note. Version 2, November 2009; Jones, L., Jaspars, S., Pavanello, S., Ludi, E., Slater, R., Arnall, A., Grist, N. & Mtisi, S. 2010. *Responding to a changing climate: Exploring how disaster risk reduction, social protection and livelihoods approaches promote features of adaptive capacity*. Working Paper 319. London, U.K: Overseas Development Institute.
- ³⁰ Oxfam, CARE International in Vanuatu, Save the Children, Vanuatu Red Cross Society in partnership with the French Red Cross, the Vanuatu Rural Development Training Centre Association (VRDTCA) and the Secretariat for the Pacific Community-Deutsche Gesellschaft für Internationale Zusammenarbeit (SPC-GIZ).
- ³¹ Kelly & Roche (2014), p.23.
- ³² Case study adapted from Maclellan, N. (in progress). "Yumi stap redi long klaemet jenis" *Lessons from the Vanuatu NGO Climate Change Adaptation Program*. Draft report for Oxfam, Version 2, November 2014.
- ³³ Adapted from *Papua New Guinea CBCCAG Program Six-Monthly Report*, November 2014, p.14.
- ³⁴ Based on an excerpt from George, A., Bhushan, J. & Gamez, M. (2014) *Addressing food security, WASH and climate vulnerability: The WaterAid-CARE Partnership in Timor-Leste*. Briefing paper presented at the 37th WEDC International Conference, Hanoi, Vietnam, 2014.
- ³⁵ King (2014), p.58.
- ³⁶ King (2014), p.58.

