

Case Study 8



Clockwise: A livestock farmer from the 'Biodiversiteit en Rooivleis Kooperatief' in the Suid-Bokkeveld, Namakwa District (Photo: SANBI); Heat and drought tolerant climate-resilient livestock that were introduced in the Leliefontein and Kamiesberg communities, Namakwa District (Photo: SANBI); An established climate-smart communal garden in the Mamanyoha Village has introduced drip irrigation techniques to irrigate agricultural produce, Mopani District (Photo: SANBI).

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Above left: An established communal garden in the Mamanyoha Village which uses Climate-Smart Agriculture techniques (Photo: SANBI); Above right: Climate resilient livestock introduced following the implementation of the Biodiversity and Redmeat Cooperative's Land & Livestock Adaptation project in the Namakwa District (Photo: SANBI).



Key Messages

The Small Grants Facility mechanism resulted in a range of locally-determined climate change adaptation interventions. The Community Adaptation Small Grants Facility (CA SGF) project provided valuable insights into effective Community-Based Climate Change Adaptation processes. Key findings from the CA SGF project are highlighted below and expounded upon in this case study.

- A holistic approach is required to address the complexities of the challenges experienced by local communities and designing interventions that address, or at least acknowledge, the multitude of factors that contribute to climate resilience. Integrated interventions can be used to leverage multiple benefits effectively.
- Partnerships within the CA SGF project structure and with external stakeholders at multiple levels and in various forms were critical for success allowing for skills transfer, leveraging of expertise, and flexibility to access resources as needed.
- Participatory, inclusive and locally-driven processes are required for climate adaptation intervention success as well as to promote ownership and facilitate sustainability. Locally-determined interventions, based upon community priorities and supported by local leadership, can bolster achievements.
- Projects must plan for sustainability from the outset and account for a range of climate change impacts based upon scientific projections, including the sustainability and maintenance of assets developed during a project.
- Adopting adaptive management practices promotes the responsiveness and customisation required for Community-Based Climate Change Adaptation projects. Timeframes and resourcing should be responsive to emerging needs.
- Capacity building is an integral component to community-based interventions, particularly with climate change adaptation as new technical information becomes available. The breadth and level of capacity building span various technical expertise and includes financial and administrative skills as well as project management.

Project Overview

The "Taking Adaptation to the Ground: A Small Grants Facility for enabling local level responses to climate change" project (known as the Community Adaptation Small Grants Facility project) was funded by the Adaptation Fund in 2014. The project sought to pilot a new mechanism of Enhanced Direct Access for local level climate change adaptation in South Africa, with a broad goal of understanding how such a mechanism could be scaled and replicated in the future.

The objective of the project was to increase resilience and reduce the vulnerability of local communities who are most vulnerable to climate change through building capacity and empowering these communities to identify and implement adaptation measures. It aimed to facilitate the inclusion of climate change adaptation responses into local practices so that assets and livelihoods would be protected from local climate-induced risks associated

Background (Continued)

with expected dry spells and droughts, seasonal shifts and storm-related disaster events. The emphasis was to support projects that harnessed local knowledge and creativity, integrated climate science, addressed gender disparities and ultimately generated tangible adaptation responses.

The Community Adaptation Small Grants Facility project targeted vulnerable, rural communities in the Namakwa District in the Northern Cape and the Mopani District in Limpopo, South Africa. The project offered grant sizes of approximately US\$100 000 to communities for the implementation of tangible climate change adaptation responses that were identified locally. The project was approved as a four-year pilot project but was extended to over five years to accommodate unforeseen delays.

Key Approaches to Successful Climate Change Adaptation

This case study highlights project successes and identifies key approaches to enhance climate resilience and adaptation within the CA SGF project. As a pioneering initiative, the CA SGF project was a significant undertaking. The small grant mechanism resulted in a range of locally-determined climate adaptation interventions, providing valuable opportunities to highlight effective

Community-Based Climate Change Adaptation processes. Examples identified throughout this case study provide an overview of the adaptation projects, demonstrating practical examples of findings and insights to inform future iterations of Enhanced Direct Access as a mechanism for climate adaptation.

What does a climate adaptation project in the CA SGF project look like?

Thirteen Small Grant Recipients received grants in the two South African regions. All Small Grant Recipients designed and implemented projects in at least one of the three investment windows: Climate Smart Agriculture, Climate

Resilient Livelihoods and Climate Proof Settlements. Projects were developed in conjunction with local organisations to address current and projected climate change impacts.

Climate-resilient livelihoods: These projects sought to increase the resilience of income-generating activities, and associated assets that were vulnerable in the context of a changing climate.

Climate-smart agriculture: These projects addressed the impacts of climate change on agricultural production, including livestock or crop farming. This investment window focused on responses that feature shifts towards resilient farming techniques and technological improvements.

Climate-proof settlement: These projects addressed the climate change susceptibility of structures in which people live.

Box 1: Descriptions of investment windows that were prioritised after vulnerability assessments showed what the climate impacts are and the related community vulnerabilities.

Below is a summary of four of the Small Grant Recipient projects, highlighting the diversity of practical interventions that supported Community-Based Climate Change Adaptation. They are not representative of all 13 projects, as each Small Grant Recipient project was unique, addressing specific climate impacts and aligning

with local priorities and practices. However, the projects below demonstrate the practical application of climate change adaptation interventions. The examples, which showcase two projects from each region, introduce themes and highlight approaches that were key to the CA SGF project's success.

The Namakwa District

The high-lying Namakwa District in the Northern Cape province is an area in South Africa that forms part of the Succulent Karoo, a semi-arid region known for being the world's richest in succulent plants. Due to the arid climate and limited economic opportunities, the area has

a low population density with high levels of poverty and unemployment. Nearly half of local households' livelihoods involve agriculture, mostly livestock farming, due to the semi-arid conditions.

Biodiversity and red meat cooperative – land and livestock adaptation

Climate change is predicted to adversely affect agriculture through drought, heat stress in plants and animals, and a reduction in water quality and availability for livestock and crops. Furthermore, ecosystem services are threatened by increasing aridity coupled with over-utilisation of natural resources. Farmers in Leliefontein have faced increasingly unpredictable weather and water security challenges resulting in livestock losses.

In an effort to combat these impacts, a local non-government organisation and community cooperative partnered to increase livestock resilience and improve land management. The project aimed to introduce hardier, indigenous livestock that were more resilient to heat and disease, grazed less selectively and fetched premium prices. The project also focused on developing livestock management processes, including appropriate vaccinations, dipping and medicating of livestock.

The project equipped farmers and local youth with the skills and knowledge to adopt an adaptive management process in planning and implementing their grazing practices, improving land health and facilitating sustainable practices. This included desilting five ground dams to allow for better water storage and improved water access for livestock. The intention was to allow previously overgrazed areas to recover to facilitate better absorption of water into the ground to reduce erosion and improve access to food for livestock.

The integrated approach of creating a hardier herd, encouraging sustainable grazing, and implementing effective land and livestock management practices, resulted in healthier, more resilient livestock. The hardier livestock breeds, selling at higher prices, improved the resilience among the farmers in the Leliefontein area. To support sustainability, two local monitors were trained to provide assistance in tagging, weighing and inoculating livestock, and monitoring conditions.

Below: Small-scale fishers undergoing 'safety at sea' training through in Hondeklip Bay, Namakwa District (Photo: CSA).



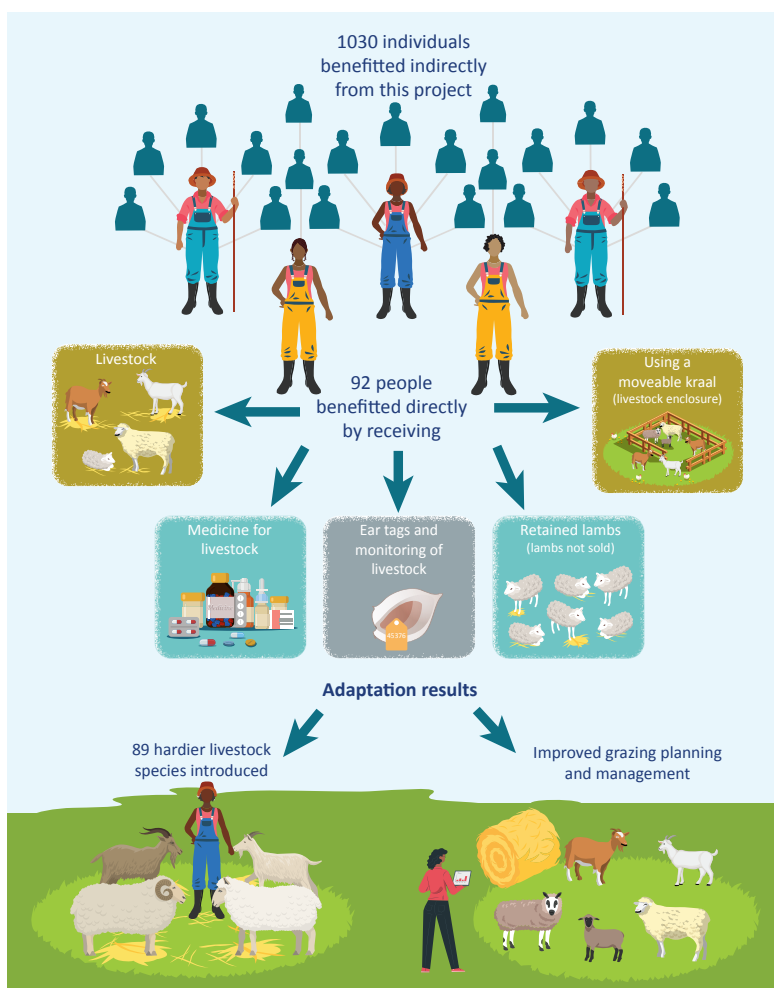


Figure 1: Benefits derived from the implementation of a project that introduced semi-indigenous breeds of goats and sheep in the Namakwa District.

Building resilience to climate change by promoting savings

Increasing temperatures, unpredictable rainfall and shifting seasonal weather patterns have made it essential for communities in Namakwa to develop adaptive livelihood strategies that are resilient to climate change and resultant economic shifts. Desertification, alongside less predictable and more extreme weather patterns, has made it increasingly challenging for smallholder farmers and small-scale fishers to make optimal use of their resources. Climate-resilient livelihood strategies help to develop the capacity of local communities to adapt to increasingly unpredictable future changes.

The 'Building Resilience to Climate Change by Promoting Savings' project sought to ensure that vulnerable communities in the Namakwa district have access to financial services, such as savings and credit, to increase adaptive capacity to climate impacts. Vulnerable

communities gained access to a range of options to sustain their livelihoods under different climatic conditions while the delivery of capacity building promoted sound financial decision-making and risk management. Improved financial planning, informed by knowledge of climate change risks, offered farmers, fishers, and remote rural communities the opportunity to plan and implement more adaptive livelihood responses.

As part of the project, a board game was created called 'Savings and Adapting our Livelihoods Together', to create awareness of the importance of savings for sustainable livelihoods within the context of climate change. The game was played by groups and was well-received as a learning tool. It was also tested by the project's Field Officers in KwaZulu-Natal who believed that there was scope to introduce it as a way of teaching climate change concepts in rural communities¹.

¹ The game was in English and Afrikaans. There is potential to translate it into other languages for use elsewhere in the country.

The project resulted in 290 community members, 88% female, being trained in financial management and the establishment of 20 savings groups in the region. Of the 20 groups, 12 received share-outs by the time the CA SGF project closed. Over 130 members in 11 savings groups graduated after the completion of the 18-month training and mentorship cycle. The graduated savings groups are now able to operate self-reliantly

and independently. The total value of capital mobilised and distributed during the project was R1 171 039. Five entrepreneurs in manufacturing, tourism and retail services, as well as 44 farming enterprises, were supported through access to financial resources and education. These achievements marked a great success for members of the project.



Figure 2: Benefits derived from the implementation of a project that introduced Savings Groups in the Namakwa District.

The Mopani District

Settled within rugged mountains and forests abundant with wildlife, the Mopani District is located in the northeast corner of South Africa, in the Limpopo Province. Dotted with rural settlements, the District contains some of the

poorest and most vulnerable communities in South Africa; more than half of the unemployed are women. Agriculture is a key economic sector yet few remunerative jobs or self-employment opportunities are available.

Vuhehli climate-smart agriculture vegetable and nursery project

The Vuhehli Village had a growing malnutrition rate and few resources, which exacerbated the vulnerability of the community. Climate change is predicted to aggravate the already insufficient access to clean water and damage critical infrastructure upon which the Vuhehli Village relied. Changing and unpredictable rainfall patterns, soil erosion and increasing temperatures are expected to negatively affect agricultural activities, including subsistence farming which is common practice, further reducing food security. In an effort to develop solutions to such climate change impacts, a local Non-Government Organisation partnered with a farming and processing organisation to improve community food security and resilience by developing a climate-smart food garden and nursery on the premises of the local community centre. The 'Vuhehli Climate-Smart

Agriculture Vegetable and Nursery' project beneficiaries were provided with training and support to run the garden using appropriate water management practices including drip irrigation, swales, agroforestry and mulching. The project also installed multiple water storage structures (reservoirs and water tanks) and constructed a solar food dryer and a charcoal cooler, which used a method of refrigeration that does not require electricity. The production of bio-slurry, from a biogas digester installed as part of the project, was used to fertilise the garden.

The range of activities implemented during the project resulted in a productive food garden, increased access to nutritious foods, and provided the opportunity to sell excess produce for income generation. The surrounding

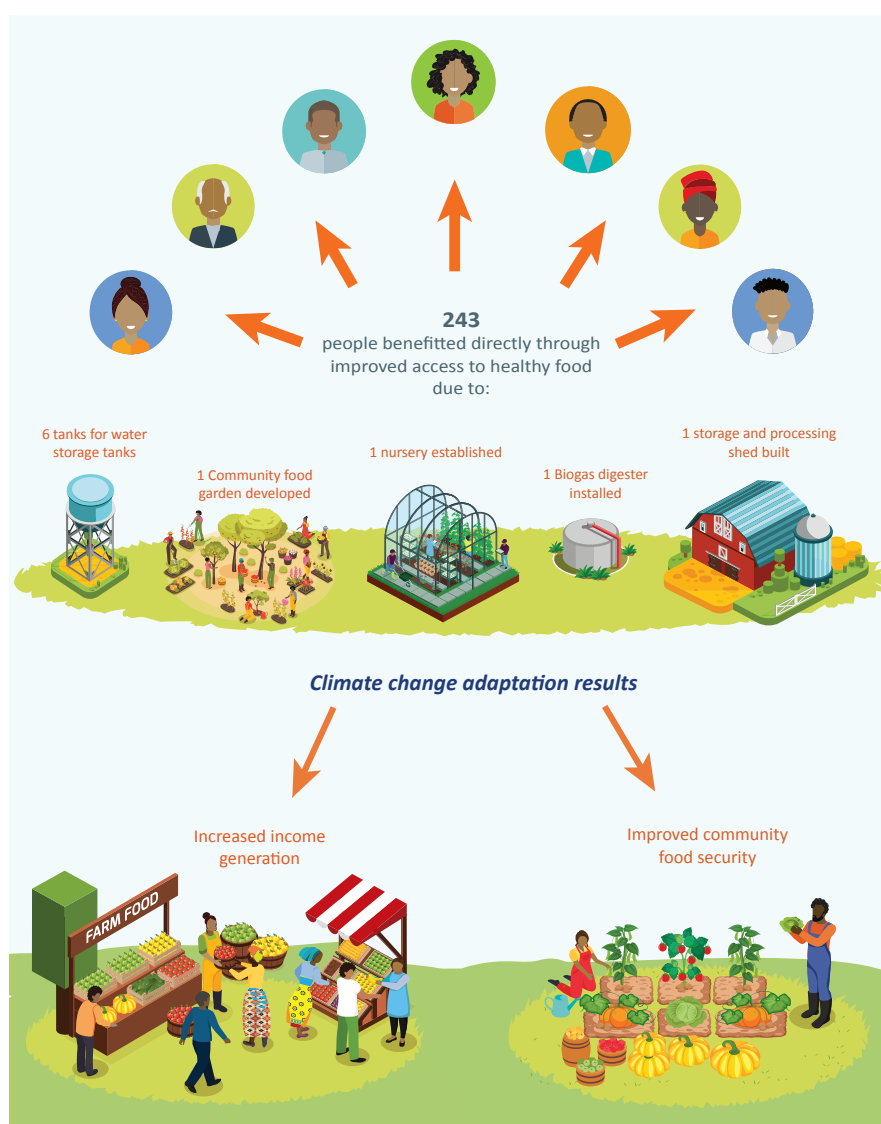


Figure 3: Benefits derived from the implementation of a project that introduced Climate Smart Agricultural farming techniques in the Vuhehli Village, Mopani District.

community benefitted by having access to fresh, naturally grown vegetables. The knock-on effects of improved access to healthy food included a decrease in malnutrition and better health among inhabitants, which contributes to enhanced resilience.

The establishment of a climate-smart vegetable garden and the accompanying infrastructure promoted several community benefits. Training equipped participants with

skills to grow their own food, preserve and store food during times of excess, and provide long-lasting sources of food. Excess vegetables were sold to generate an income, which was used to maintain the garden as well as promote resilience through increased access to financial resources. Growing vegetables locally allowed participants and community members to save money that would have been spent on transport to purchase food elsewhere.

Ga-Ntata rainwater harvesting system and rain gauge

Ga-Ntata, located in the Mopani District, is facing increasing temperatures, reduced and changing rainfall patterns and an increase in extreme weather events, including droughts and floods. The decrease in rainfall and increase in temperatures has resulted in community members having less water available for household and agricultural use. Livestock are at risk due to less water and fodder available. Climate impacts have resulted in topsoil erosion and damaged earth dams, increasing food insecurity and risking livelihoods, including small-scale farming and household gardens for food sources.

The 'Ga-Ntata Rainwater Harvesting System and Rain Gauge' project sought to promote climate resilience through increased access to water and fodder for livestock and nutritious foods for community members. The installation of rainwater harvesting systems in 100 homes, rehabilitation of local dams, and construction of gabions to reduce soil erosion, sought to increase access to safe water and increase community resilience.

The project resulted in the installation of rainwater harvesting systems in 112 households and three institutions, promoting climate-proof settlements. The storage systems increased the availability of water. A water committee was established to facilitate improvements in the management and maintenance of water as a valuable and scarce resource. Beneficiaries were provided with training to manage repairs and maintain the infrastructure.

The two refurbished earth dams improved their water carrying capacity, to promote climate-resilient livestock farming. The water committee and an Alien Invasive Plant task team were responsible for maintaining the earth dams to promote longer water storage for improved access to water by the community and their livestock. Rain gauges provided the community with valuable rainfall data, which assisted farmers to make improved decisions regarding farm planning and production.

Below left: A project beneficiary with a rainwater tank installed through the at the 'Ga-Ntata Village, Mopani District (Photo: SANBI); Below right: An earth dam in the Ga-Ntata Village that serves as a water drinking point for rural livestock farmers in the Mopani District (Photo: SANBI).



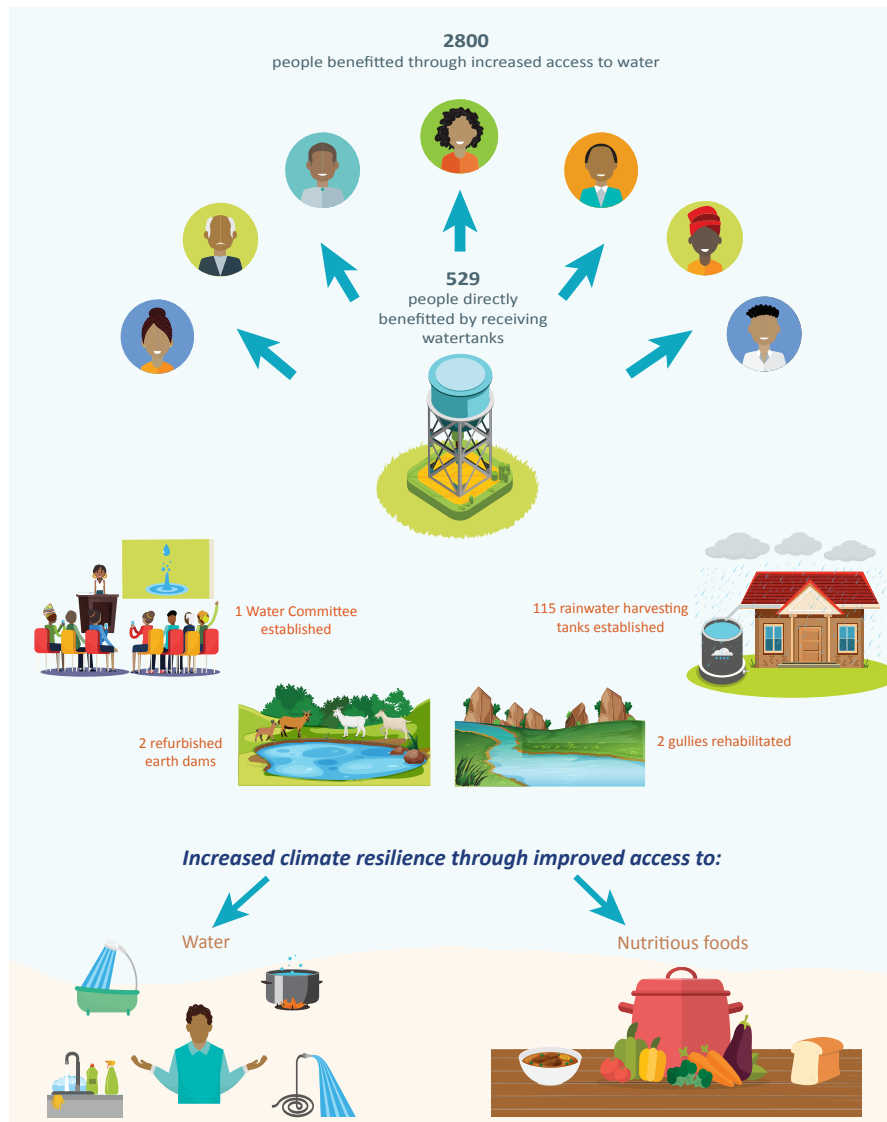


Figure 4: Benefits derived from the implementation of a project that Rainwater Harvesting Systems in the Ga-Ntata Village, Mopani District.

Project Key Success Factors

The four projects described above highlight a variety of Community-Based Climate Change Adaptation initiatives, showcasing the interventions they employed to promote community awareness of and practice in climate change adaptation. Offering examples from Small Grant Recipient projects from different regions and in differing investment windows highlight a broad range of adaptation strategies and technologies that the

CA SGF project supported. Each Small Grant Recipient project was designed and driven by local communities and had their own unique brand of community influence, deployment of adaptation strategies and successes. The CA SGF project found that several factors were instrumental in contributing to the success of projects.

Approach

The key success factors are drawn from qualitative and quantitative data collected throughout the project and are organised thematically. These were derived from information collected from CA SGF project stakeholders and offer general lessons that could be applied to subsequent Community-Based Climate Change Adaptation projects to create an enabling

environment for the success of climate adaptation small grant facilities. The findings from the CA SGF project highlight five significant elements to promote success:

- **Adopt a holistic view;**
- **Create and value partnerships;**
- **Incorporate participatory processes;**
- **Plan for sustainability; and**
- **Adopt adaptive management processes alongside responsive time frames.**

Adopt a holistic view

Climate change is unique in terms of its ubiquity, impacting every facet of life from the buildings and structures that keep us safe to the food we eat. A holistic approach requires understanding the breadth and complexity of the challenges experienced by local communities and

supporting designed interventions that address, or at least acknowledge, a multitude of factors that contribute to climate resilience. It identifies climate co-benefits to leverage opportunities for delivering the maximum benefit possible for a community vulnerable to climate change.

Example: Improving farmer resilience

The 'Improved Livestock through Hardier Breeds and Land Management' project sought to introduce more resilient livestock to prevent disease and improve heat resistance. The project also adopted several other activities that further enhanced farmers' resilience. The management of livestock health and pasture lands, as well as dam desilting, was integrated into the project activities to enhance water supply, reduce erosion and improve available fodder. Although the latter was not directly related to hardier livestock, it addressed important challenges

that further undermined farmers' resilience to climate change. Furthermore, the strategies adopted promoted cooperation amongst farmers, further increasing community resilience. Finally, extensive capacity building was included to strengthen the beneficiaries' ability to continue and expand climate-smart practices in the future. The focus of the project was therefore on developing farmer resilience through a variety of complementary interventions rather than solely on the livestock breeds.

Example: Reaping the benefits of a virtuous circle

The 'Vuhehli Climate-Smart Agriculture Vegetable and Nursery' project integrated multiple activities to ensure sustainable techniques were used to create and maintain the vegetable garden. The project included activities to maintain soil fertility through the use of chicken manure as compost and bio-slurry from a biogas digester. Multiple water storage structures increased access to water during times of drought. The addition of a solar food dryer allowed surplus food to be dried and safely stored for sale

or household use later in the year. In addition, a charcoal cooler was developed for the storage of fresh vegetables; this cooling technology uses a wood frame with walls filled with charcoal to maintain cooler temperatures through evaporative cooling.

The figure below demonstrates how separate activities were integrated through holistic planning to promote a self-sustaining system of food production.

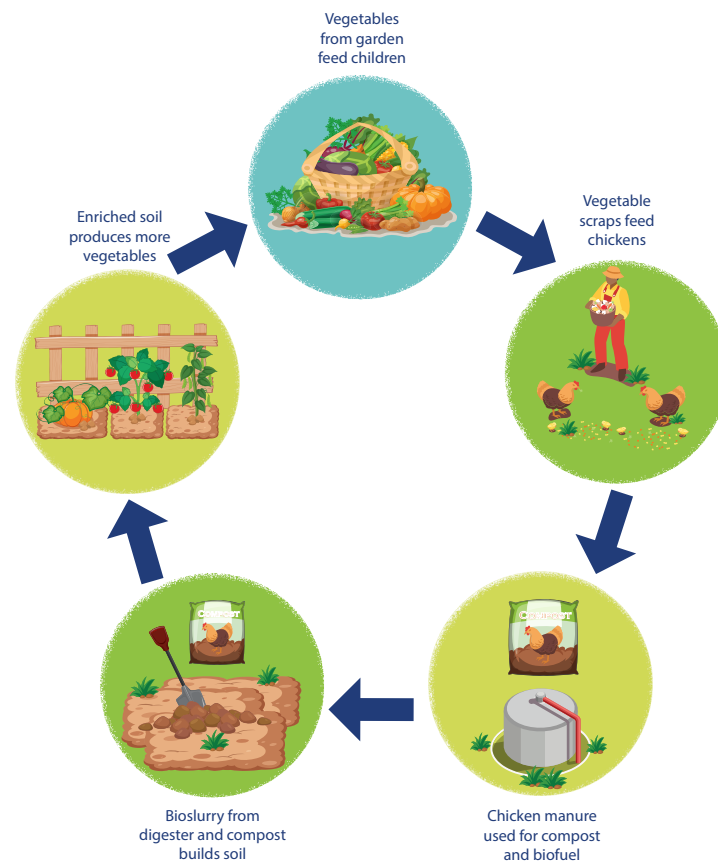


Figure 5: Overview of a process that demonstrates the on-site the integration and use of agricultural products to promote a self-sustaining system when producing food in the Vuhehli Village, Mopani District.

Furthermore, the agroecology training and mentorship process promoted sustainable, climate-smart agriculture. Participants were equipped with the skills to produce many of the materials needed to maintain the garden, including methods to make compost and liquid fertiliser, seed saving, and propagating seedlings and trees.

Create and value partnerships

Partnerships at multiple levels and in various forms were critical for success. The complexity of the project demanded interactions and engagement beyond transactional exchange. A partnership mentality, rather than a service provider way of thinking, required collaborative decision-making and mutual commitment to a shared goal. This level of engagement would benefit institutional arrangements in the project leadership as well as various partnerships between Non-Government Organisations, local government, the private sector, and research and academic institutions.

The Project Management Team comprised of South African National Biodiversity Institute, which served as the National Implementing Entity, SouthSouthNorth as the Executing Entity, and the two Facilitating Agencies,

Conservation South Africa in the Namakwa District and CHoiCe Trust in the Mopani District. The group ensured that requirements from all levels of project oversight were recognised and managed. It also ensured that there was a shared understanding of the project operations from the highest levels of reporting to the day to day challenges and experiences of the Small Grant Recipients and beneficiaries.

Collaborations between grant beneficiaries, supporting organisations, local municipalities and technical experts were also critical for implementation. Partnerships in various forms were required in most cases, creating a bridge that connected the needs at the community level with the multiple levels of experience and expertise required to access climate funds.

A variety of contracting arrangements ensured administrative and reporting requirements could be delivered, financial management documented and project and technical management carried out within time and budget constraints. Many community groups lacked the financial and organisational experience required to be eligible. In total, five out of 13 Small Grant Recipients established partnerships to meet the eligibility standards. Furthermore, three local institutions lacked the financial and administrative capacity to manage the grant requirements and, as a result, the Facilitating Agency administered the grant. Partnerships between implementing partners, who were also the beneficiaries, and other organisations with technical expertise, facilitated knowledge and skills transfer and ultimately helped to build capacity within the communities.

Relationships with external organisations also provided insights and technical assistance. A partnership with a local academic institute, the Africa Climate and Development Institute, a University of Cape Town initiative, provided objective insights during the project's early stages. The Africa Climate and Development Institute conducted a baseline capacity study of the Small Grant Recipients and assisted one of the Facilitating Agencies in the development of a training needs strategy. In addition, the Agricultural Research Council, an independent public entity that promotes research and development in the agricultural sector, provided one Small Grant Recipient with information critical to their proposal.

Example: Local organisations partner to obtain enhanced direct access climate finance

The community services centre, a local Non-Government Organisation well established in the area, wanted to strengthen climate resilience in its community by developing a community garden and nursery. Although a pillar of the community, organisationally it would have been unable to perform the administrative and record-keeping requirements of international multilateral donors.

The Biodiversity and Red Meat Cooperative approached a local Non-Government Organisation to assist in the implementation of the 'Biodiversity and Red Meat

Cooperative – Land and Livestock Adaptation" project. A partnership was developed whereby the cooperative administered the project while the Non-Government Organisation led on the operational aspects of project implementation. The financial management and administrative structures in place at the Non-government Organisation satisfied the eligibility requirements the cooperative lacked. Furthermore, the partnership allowed for resource and expertise sharing as well as skills transfer which improved the overall operational and technical practices.

Incorporate inclusive, participatory and locally-driven processes

The CA SGF project proposal highlighted the importance of a participatory and inclusive process to encourage ownership, facilitate sustainability and promote the participation of women. As the ultimate objective of the project was to increase the resilience of vulnerable communities, it was critical that the community members and leaders be involved and have decision-making authority throughout the community project.

It was a lengthy process to determine how best to enable ongoing, inclusive stakeholder participation in each region, and this effectively required more time and resources than originally planned. The initial CA SGF project management system was participatory but cumbersome and slow to respond. In addition, multiple layers of decision-making bodies created the opportunity for miscommunication.

Despite a revision and streamlining of communication and review processes, the importance of ensuring and promoting local-level participation was viewed as a key factor to promote uptake of Community-Based Climate change adaptation and, ultimately, promote the sustainability of the interventions.

At the local level, Small Grant Recipients were required to consult with their target community and obtain written consent from the local leaders. The Adaptation Fund's Environmental and Social Policy also obligated Small Grant Recipients to demonstrate compliance to a variety of concerns including promoting access, equality and the protection of vulnerable groups. Obtaining and translating community needs and priorities into functioning decision-making processes required the Facilitating Agencies to

bridge the international donor requirements with the local needs and expectations.

The level of resources invested in facilitating participation and promoting inclusive processes underpinned the

“Trust that local communities know how to best implement projects. Trust indigenous knowledge and implement projects in an acceptable manner for communities.”

Small Grant Recipient, Inter-district Learning Event, June 2019

belief that successful Community-Based Climate Change Adaptation requires interventions that are determined by the local communities. Local priorities and indigenous knowledge are key factors around which interventions must be created.



Above: A Small Grant Recipient from the Ramotshinyadi HIV/AIDS Youth Organisations during an annual site visit sharing project implementation progress in the Mamanyoha Village, Mopani District (Photo: SANBI).

Example: Participation measures established in the proposal

“A participatory and inclusive approach is essential to sustainability. It creates a sense of ownership and buy-in, involves all sectors of the community, enables integration with on-going activities, provides access to local knowledge and ideas, facilitates consensus and increases the credibility of the project. Although participatory processes are not uncommon in South Africa, there is sometimes a tendency for project management to become expert-driven and

top-down in its approach. The CA SGF project will actively promote a participatory, gender-sensitive approach. To foster participation of women in project activities, gender concerns have been factored into project criteria, indicators and targets. These will ensure that there is equitable representation of women as project beneficiaries, in training and capacity-building programmes, and in project decision-making structures at all levels.”

Plan for Sustainability

Sustainability within the context of climate change adaptation must take into consideration both short- and long-term climate forecasts. One of the challenges of climate change is its unpredictability because the level of anthropogenic climate influence is unprecedented. Therefore, adaptation strategies considered a range of climate impacts and planned appropriately. The CA SGF project conducted thorough local vulnerability assessments and provided technical assistance during the application process as well as throughout each Small Grant Recipient project lifecycle to ensure that the projects directly linked with current and potential climate change impacts.

Small Grant Recipient projects were required to plan for sustainability. Local capacity building was a priority for all Small Grant Recipient projects, which promoted sustainability by ensuring that skills and knowledge remained accessible even after the CA SGF project closed. Committees were developed and trained to effectively manage resources and assets. Sustainability Plans were required that outlined how the adaptation measures would continue after the close of the CA SGF project as well as identify the resource plan for asset management. It was critical that all Small Grant Recipients integrated activities to promote sustainability throughout each project lifecycle.

Example: Establishing a water committee for long term sustainability

The 'Ga-Ntata Rainwater Harvesting System and Rain Gauge' project sought to establish a Water Committee as part of its project activities to ensure the community assets created through the project could be managed and maintained in the long term. Water Committee members participated in a training course that incorporated various training modules and was conducted over the course of 24 days. The Water Committee was supported to open a bank account and provided record-keeping training to facilitate legitimate financial management systems.

Community engagement resulted in an agreement that beneficiaries contribute to maintenance costs of the rainwater harvesting systems and the dams. Beneficiaries of rainwater harvesting systems contributed a once-off maintenance fee of R200, while all community members in the Ga-Ntata Village agreed to contribute R54 per annum per household for dam maintenance. These funds will be managed by the Water Committee to ensure the sustainability of the project interventions and promote increased community resilience through improved access to water for years to come.

Adopt adaptive management processes alongside responsive time frames

The CA SGF project required considerably more time from all of the partners than originally anticipated. Establishing the management structure and the various advisory bodies required time and resources to identify and convene. It also took time for the appointment of the second Facilitating Agency, not identified during the proposal development, which underwent a competitive and rigorous process.

In addition, the projects required more time than planned, particularly due to a lack of technical understanding regarding the development of climate adaptation programmes. It was discovered during the application process that capacity needed to be built for community organisations to understand climate change adaptation and conceptualise appropriate interventions. Additional time and resources were needed to assist in the eligibility and compliance protocols the project required, including adequately demonstrating administrative and financial management skills and organisational compliance.

Once the grants were awarded, Small Grant Recipient project reporting and monitoring had to be reviewed and validated through the various project structures. Reviewing and remediation required considerable resources from

the Project Management Team, which was intensified by the Small Grant Recipients unfamiliarity in writing such levels of reports. Questions or concerns about project management and outcomes were addressed through various layers of the institutional arrangements. Although there were advantages to strict reporting and identifying poor performance or potential mismanagement, it was onerous and time-consuming.

Furthermore, the adaptation measures required within the context of global climate finance became part of the project implementation and these also encountered various obstacles that delayed several projects. Some items, such as acquiring licences or other formal permissions caused a great deal of frustration and, in one case, caused a 12-month delay in project implementation. In addition, the complexity of implementing interventions that address climate change caused delays due to engineering or environmental considerations that the Small Grant Recipients did not always acknowledge in their implementation plan. Matters outside the direct influence of project coordinators, such as weather or the unwieldiness of community climate change development, took longer and decision-making processes required additional time.

Capacity building is required in multiple forms

Community-Based Climate Change Adaptation requires skill sets in climate change adaptation, administration and financial management and these are often not readily available in the vulnerable, rural areas that

Enhanced Direct Access targets. Although the importance of building capacity was acknowledged at the conceptual stages of the CA SGF project, the extent to which this would consume time and resources was not fully anticipated.

The types and levels of capacity building required were underestimated. In terms of climate change adaptation, there were several technologies in which communities required new skills and knowledge. Agroecology, an area that the CA SGF project significantly invested in, references ecological practices within agriculture production and encompasses many different aspects each with their own technical understanding. Furthermore, new practices often require new ways of thinking. This behaviour change requires considerable time to embed in social practices. Every climate change intervention was accompanied by its own requisite technical knowledge, which required direct, customised and often on-going training and mentorship.

There are several skills that are equally important to climate adaptation that local interventions require to be successful.

Financial management, record keeping, budgeting and general administration are required to ensure mechanisms are in place to receive, manage and document funds. Project management skills, including monitoring, are needed to plan and execute activities within scope, time and budget. Financial and technical reporting skills are required to articulate what was achieved or explain delays or failures.

Considering that Community-Based Climate Change Adaptation demands locally-driven interventions and that those most vulnerable live in rural areas with limited access to resources and services, it is likely that capacity building will feature as a critical aspect in future projects. The CA SGF project concluded that capacity building requires significant and on-going investment.

Conclusion

The CA SGF project aimed to achieve tangible adaptation results and establish a mechanism through which Enhanced Direct Access finance could be delivered to vulnerable communities. This case study highlights community adaptation project examples and provides an overview of five approaches that were identified by stakeholders that contributed to success. These approaches could be considered for Community-Based Climate Change

Adaptation projects, particularly those that involve an Enhanced Direct Access grant facility.

A series of nine Case Studies was developed to provide a high-level summary of the CA SGF project. This document forms the eighth component that offers an overview of the successes of the Community-Based Climate Change Adaptation project. Further reading can be found in other case studies in the series.

Below: A livestock farmer and project beneficiary from the Lelifontein Village in the Namakwa District (Photo: SANBI).



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Acknowledgements

The SGF project would like to thank Mikateko Sithole and Lindelani Mudau from the Department of Forestry, Fisheries and the Environment, as well as Ntshavheni Mudau from the Mopani District Municipality and Denver Smith from Namakwa District Municipality for their guidance and support on the development and review of the case studies. In addition, appreciation is extended to the Adaptation Network as well as the various individuals and institutions who offered their support and expertise as members of a regional Technical Advisory Group. Gus Brown, who represented the Namakwa District Municipality, is recognised in memoriam.

Particular gratitude is extended to the Small Grant Recipients and the community beneficiaries who contributed an extraordinary amount of time, energy, and commitment alongside their hopes and belief in a better and more resilient future and without whom these stories could not be told.

This case study was compiled by SouthSouthNorth as a deliverable of the CA SGF project with input from partners and stakeholders.

This work was funded from an Adaptation Fund grant. The views expressed herein do not necessarily represent those of the Adaptation Fund or the entities managing the delivery of the Community Adaptation Small Grants Facility (CA SGF) project. The authors do not claim to represent the parties involved in the CA SGF project and do not warrant the accuracy or completeness of information presented. As a result, the views presented do not necessarily reflect those of all contributors and stakeholders. Credits for the contribution of content, design and pictures were obtained through a diligent process and any exclusions are fully accidental. The information should not be copied or re-used/re-produced in any way without acknowledgement of the source document. Information herein may only be shared on a non-commercial basis and provided the CA SGF project is duly acknowledged.

The conceptualisation and design of the infographics is credited to Karen Morris and Ncumisa Magadla from SouthSouthNorth's Knowledge Management Hub. This case study was reviewed by AIVIA with final design and layout credited to Sibusiso Fanti from Sibusiso Fanti Design / Film.

Citation

Merrill, T., and Soal, S., 2021. *Community-Based Climate Change Adaptation: What does success look like?. Case Study 8. Small Grants Facility project. SouthSouthNorth.*

Recommendation:

The Community Adaptation Small Grants Facility project was funded by the Adaptation Fund, endorsed by the Department of Forestry, Fisheries and the Environment as the National Designated Authority, implemented by the South African National Biodiversity Institute as the National Implementing Entity, and executed by SouthSouthNorth as the Executing Entity. The project was locally supported by the Namakwa and Mopani District Municipalities and locally facilitated in the Districts by Conservation South Africa as the Namakwa Facilitating Agency and CHoiCe Trust as the Mopani Facilitating Agency. Civil society was represented in the project's governance structures by the Adaptation Network.

