

# BRACED

## Case Study: Adaptive Management

APRIL, 2017

### Background

Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) is a three year DFID funded initiative designed to build the resilience capacities of vulnerable people to prepare for, cope with and recover from climate related shocks. The programme is being implemented by Mercy Corps in Wajir County in Kenya and in the Karamoja sub region of Uganda. The programme focuses on market linkages, natural resource management, governance and gender. A number of modifications have been made to the programme since its inception based on the findings of the mid term review as well as other assessments. Some activities have been halted or scaled back after being assessed as inappropriate or simply not cost effective. Other activities have been re-structured and modified with a view to increasing impact.

One of these modifications included a re-structuring of a major component of the governance work in Kenya which involved establishing and building the capacity of community based committees to advocate for and influence decision making around the allocation of resources for resilience building. Under the original design, the project was supporting the establishment of Resilience Adaptation Committees (RACs) at the village level. However, in early 2016 Mercy Corps staff accessed a draft of the proposed Wajir County Climate Change Fund Act and this document contained two provisions of particular relevance to the BRACED governance work. The first provision was that 2% of the county budget (roughly KES 80 million/year) would be allocated towards climate resilience projects through a special County Adaptation Fund (CAF). The second provision was that these funds would be disseminated through and managed by Ward level Adaptation and Planning Committees (WAPCs) and the committees would also be involved in the identification of these resilience investments. The decision to focus on the Ward as the unit for community engagement was largely based on learning derived from years of participatory development planning work funded by DFID and implemented by the Adaptation (Ada) consortium in Isiolo county and parts of Wajir county (not covered by BRACED).

Recognizing the need to align with the county government as well as the potential impact that the CAF funds could have on resilience building, the decision was made to shift the project approach from building village level resilience committees (RACs) to building Ward level Adaptation and Planning Committees (WAPCs) keeping in mind that there are roughly between 9-12 villages/Ward. Although this shift in strategy was opportunistic, it involved a considerable amount of extra work in part because it involved starting this component of the governance work from scratch but with no additional resources. The change also had to be clearly justified to the projects donor representative well after annual workplans and targets had been approved.

The Wajir County Climate Change Fund Act was ultimately approved by the county assembly in June 2016

<https://www.youtube.com/watch?v=xXDISJt3qGs&feature=youtu.be>

and Mercy Corps sought guidance on how best to adopt the Ada model to establishing WAPCs which Ada's local partner in Wajir (ALDEF) willingly provided. The project has since established and is in the process of building the capacity of 8 WAPS to develop climate resilient proposals and manage climate funds. Based on its success (and transferability) in Wajir, the approach is currently being reviewed by the National Environment Management Authority (NEMA)<sup>1</sup> as a standard model to be rolled out in other counties. The WAPCs are also being considered as the mechanism to disseminate Green Climate Funds in Kenya. This would ensure the sustainability of this BRACED investment and increase its impact well beyond the geographical and temporal boundaries of the project.

This opportunistic shift in programming has allowed Mercy Corps BRACED to apply the resilience principles of layering and integration by establishing WAPCs in areas not covered by Ada. This partnership with Ada also positioned BRACED to take on other activities that had either not been started or completed by Ada during the first phase of their funding cycle. This included supporting Wajir Community Radio to expand their coverage along with BRACED Climate Information messaging to an estimated 200,000 additional listeners. It also included finalising the Wajir County Climate Information Services (CIS) Plan

<https://www.youtube.com/watch?v=Nm5DfnkjLJw&feature=youtu.be>

this being only the second county in Kenya with a CIS strategy. This example of adaptive management has enabled the project to contribute to both policy and practice in a significantly more meaningful way than if a less flexible approach had been adopted.



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<sup>1</sup> NEMA is responsible for the oversight of national adaptation funds and the Green Climate Fund

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### About Mercy Corps

Mercy Corps is a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within. Now, and for the future.



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