INNOVATIVE TRAINING ON CLIMATE CHANGE ADAPTATION

A CASE STUDY FROM MOZAMBIQUE
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INTRODUCTION

This paper aims to inform the ACCRA consortium and the public in general about a never tried methodological approach used for running national capacity building trainings on climate change adaptation in Mozambique. A unique never tried multi stakeholder platform and interactive and iterative approach for capacity building was set into motion for building the institutional capacity required to enable technical staff, at central, provincial and district government levels, to integrate climate change adaptation, sensitive to the needs of vulnerable groups, into local planning processes. Mozambique, in the southern region of Africa, is a country vulnerable to the impacts of climate change. Ranked the third poorest country by the UNDP Human Development Index 2013 (UNDP, 2013:146) just above Democratic Republic of Congo and Niger, Mozambique is the 8th most globally vulnerable country (Alliance Development Works, 2012: 20).

To withstand the impacts of climate change, the country approved in November 2012, a national strategy for climate change adaptation and mitigation (ENAMMC) which puts forward capacity building as the core element for strategy implementation. Emerging from this, national training workshops were held in April and May 2013. The trainings were facilitated by the ACCRA consortium in Mozambique. ACCRA which stands from Africa Climate Change Resilience Alliance is a consortium made up of Save the Children Alliance (SCA), Oxfam GB, the Overseas Development Institute (ODI), Care International and World Vision International, and funded by DFID. ACCRA aims to increase government’s and development actor’s use of evidence in designing and implementing both humanitarian and development interventions that increase poor ad vulnerable communities’ adaptive capacity.

The trainings facilitated by the ACCRA consortium have been overtly and broadly recognized nationwide by all the participants as very innovative, extremely productive and to have by far reached the expected goals. What follows next is a 10 steps description of the training methodology that was used to develop and implement the training workshops in Mozambique.

STEP 1: CARRY A TRAINING NEEDS ASSESSMENT ON CLIMATE CHANGE ADAPTATION

Before setting the training program and content, a needs assessment was carried out in February 2013 in order to understand current training practices and contents related to climate change issues. This was a key step in order to provide an innovative training program. The assessment concluded among other aspects that:
There has been some *ad hoc* training on CC in Mozambique (mainly around the Maputo capital). Main trainings mentioned included training on the Climate Vulnerability and capacity Assessment (CVCA), Community-Based Risk Screening Tool-Adaptation and Livelihoods (CRISTAL) and Disaster Risk Management (DRM).

- Trainings tend to be too theoretical with little practical/real life experience;
- Trainings last, on average, two days and tend, generally, to focus on the basics of CCA science;
- Many trainings lack local contextualization;
- Trainings focus on knowledge transfer but not on attitude changes of the participants and hence, difficult to promote changes at local level;
- Limited use of participatory tools and diversification of training material: it was referred that most of the trainings is a combination of power point presentation with group exercises in between. There has been limited use of alternative means such as video, maps, pamphlets, simulations, games, illustrative images and diagraming.
- Material and facilitation mostly in English and the CC terminology is still very difficult either to absorb or to translate into the national and local languages.
- Trainings have not been able, so far, to provide people with relevant knowledge on how they can include CCA into their sectorial/project/program planning and implementation;
- Limited considerations over CC opportunities and the involvement of non-state actor such as private sector.
- Other cross cutting issues such as governance and gender are overlooked.

**STEP 2: IDENTIFY KEY POLICIES AND ACTORS FOR CLIMATE CHANGE AND ENGAGE THEM**

The results from the assessment (step 1) were circulated, presented and validated in a workshop held in early March 2013 involving different actors engaged in the climate change field in Mozambique. Indigo development & change a South African NGO with a large training experience on climate change issues also attended the workshop. Besides presenting the assessment findings key policies and actors involved in the field of climate change in Mozambique were also mapped and the actors were invited by the ACCRA country team to be part of a working group to prepare national trainings on climate change adaptation. The working group included people from the government namely the Ministry for Environmental Affairs (MICOA) and of Planning and Development (MPD), from the ACCRA consortium, from local NGOs (i.e. Livaningo and Abiodes), Indigo, and from UN agencies (UNDP) and Donors (DANIDA). MICOA which is the national institution responsible for climate change issues was called to lead the process and to draft the Terms of Reference for the trainings. The Terms of Reference (ToR) should set government priorities in the field of climate change which should then be reflected in the training content.
STEP 3: JOINTLY SET THE TRAINING PROGRAM AND RESPONSIBILITIES

MICOA drafted the ToR that were circulated, discussed and enriched by the working group. The ToR set government needs for training and detailed the responsibilities among the partners. Based on the agreed ToR, ACCRA country team and Indigo produced the first training program which was presented and discussed among the working group in March 15. The five days training program encompassed a combination of three main components: (i) climate change knowledge, (ii) participatory tools for climate vulnerability and capacity assessment and (iii) planning under climate change. It was agreed that the training program should have the following structure:

1. One day presentations and discussions of global and national climate change science;
2. One day of theory and practice of CVCA for local climate vulnerability and capacity assessment;
3. One day for practical exercise on CVCA
4. One day of presentations and discussions of national and global planning tools including the annual planning matrix (PES), ACCRA Local Adaptation Capacity Framework (LAC), and how to use the CVCA information into the planning;
5. A practical exercise of using CVCA data collected on the third day for planning and to develop an adaptation plan with respective budget.

It was also agreed that the trainings should have preferably a maximum of two power point presentations per classroom training day and use a variety of training tools such as reflective energizers, games, group exercises, didactic videos and life stories. The final training program followed this discussion and all morning sections (apart from the first day) and all the afternoon sessions started with energizers and these were used whenever necessary during the training sessions. Furthermore, the last two hours of the training days (from about 3-5PM) were dedicated to the Forward and Flexible Decision Making (FFDM) game so that the participants could reflect about planning under climate change conditions. Nearly every day there were group exercises and videos.

STEP 4: CREATE A CORE GOVERNMENTAL CAPACITY FOR SUSTAINING THE PROCESS (TOT)

The main training facilitators were experts from the ACCRA Mozambique team and Indigo from South Africa. However it was agreed that the training should start with creating government capacity to implement and also replicate later the trainings and this led to setting a Training of the Trainers (TOT) as the first step before carrying out national trainings. A group of 12 Trainers from MICOA and MPD attended the first training on April 15-19 in Maputo. They were then heavily involved in the following national trainings and become responsible for the process of elaboration of the Local Adaptation Plans currently underway.
STEP 5: PILOT THE TRAINING PROGRAM

The one week ToT worked as well as a pilot exercise to see what content wise and methodology wise needed to be reframed. For example, it was agreed that some videos were not appropriate or were misplaced. It was also recommended that the presentation on global and national context as well as on CVCA should be shortened and, that there should be more time for practical exercises including for the FFDM game. The practical CVCA exercise at the community level on the third day provided clues on key aspects to be considered in a participatory community assessment. Amongst others, a partnership with local organizations where the community CVCA exercise would take place as well as a careful logistical preparation for fieldwork appeared very relevant for the success of the exercise.

![Figure 1: ToTs practicing CVCA tools](image1)
![Figure 2: ToTs playing the FFDM game](image2)
![Figure 3: meeting with community members for the CVCA exercise as part of the piloting](image3)

STEP 6: IMPLEMENT THE TRAINING PROGRAM IN INTERACTIVE AND ITERATIVE MANNER

Following the ToT, three regional capacity building events took place namely for the south region (took place in Bilene district and involved participants from the 3 provinces located in the southern Mozambique namely Maputo, Gaza and Inhambane), for central region (took place in Beira City and included participants from Sofala, Manica, Tete and Zambezia provinces) and for northern Mozambique (took place at Nampula city and involved participants from Nampula, Cabo-Delgado and Niassa provinces). A booklet with the training objectives, methodology and program was distributed to the participants at the first day of the training but, in order to allow for flexibility and inputs from the participants, the program of the day was written in a flipchart and participants asked to contribute with their ideas for making the program more effective.

In nearly all trainings, either time or content was reshaped and more importantly, some contents were developed together with the participants. For example, the structure and content of the Local Adaptation Plans mentioned on the step 4 was developed with all participants at the second regional training in Nampula. This followed a long discussion about whether these plans were really needed or whether the country has enough plans and now it is just a matter of feeding existing plans with climate related information and interventions without making new plans. Another example was that some groups found the annual planning matrix (PES) mentioned on step
3 to be incomplete and proposed some additions; this related to lack of timeframe for activities implementation.

By the end of the trainings, evaluations were held and there were overall claims in every region that the methodology and the facilitation process went beyond their expectation. Some of quotations stress this:

‘I don’t feel like I have been in training for a week; I still feel fresh. I am used to get tired at the first day because the trainings are too boring with limited interaction and full of power point presentations’

‘I have attended several workshops and trainings but this has been the first where I attended and did not really care about my cell phone and computer. I was just very busy and afraid of missing very interesting points’

‘The combination of different tools like classroom teaching, games and fieldwork enriched my understanding of the issues in an unprecedented manner. Congratulations to the organizers and the facilitators’

**STEP 7: ALLOW TIME FOR COLLECTIVE REFLECTION AND CONTINUOUS IMPROVEMENTS**

Besides the interaction with the trainees, the working group settled the training in such a way that between one training and the other there was a week in between for a group reflection. The working group held one day meetings to discuss what went well and needed to improve for the next trainings. In these meetings discussion arose around: Facilitator and facilitation process; participants and their behavior; training content; training methodology; training material, fieldwork site and local partners; logistics; key recommendations for the next training. This step was very relevant for improving the quality of the trainings yet to be implemented.
Step 8: HAND OVER THE PROCESS OVER TIME

Although MICOA was the lead institution for the capacity building, most of the technical aspects and part of the logistics were handled by the ACCRA national team and the South African organization INDIGO. However, over time, INDIGO reduced its inputs and passed its core knowledge to ACCRA national team and the ToTs. In fact INDIGO attended just the ToT training and one regional training. In turn, ACCRA national team passed its core knowledge and responsibilities to the ToTs and those started to engage province and district staff to take a lead in the provincial and local processes linked to the training and related future plans. To enable this process, a godfather/mentor arrangement was settled. Each participating district has now a provincial and national level mentor to link with so that the process keeps going even after the trainings and to allow feedback flow.

Step 9: FIND NEW OPPORTUNITIES FOR COOPERATION AND FOR FOSTERING THE CAPACITY BUILDING

The working group has systematically looked jointly for new cooperation opportunities for post-training phase. The immediate opportunity was to move from the trainings to the development of local adaptation plans and funds for these plans. UNDP and DANIDA provided funding opportunities while ACCRA country team was willing to continue the technical support. MICOA would continue to lead the process and would be responsible for selecting the pilot districts for the design and implementation of the Local Adaptation Plans. Another opportunity was to extend the trainings to other actors not much involved such as decision makers, civil society organizations and private sector. This is still an ongoing process for which outcomes will be documented over the coming months.

Step 10: BE FORWARD LOOKING AND FLEXIBLE

Similar to a planning under the climate change context, which requires visioning and flexibility, the working group used the training process as an opportunity to identify key short and long term opportunities and challenges related to overall development in Mozambique and its links with climate change. Throughout the process, both trainees and the working group have identified environmental degradation and growing inequality as key emerging and future challenges that will hamper adaptation efforts. Livelihood diversification and innovation, civil society and advocacy support emerged as likely entry point for supporting effective climate change adaptation interventions.