

Annex 7: Institutional (CARE Danmark) Sub-Evaluation

A7: 1 Introduction

A7: 1.1 Objective of the evaluation

This institutional evaluation of CARE Danmark has two objectives. The first is to provide an assessment of Climate Envelope-funded programmes being implemented by CARE Danmark on the basis of the OECD evaluation criteria. The second is to undertake a more strategic assessment of the relationship between CARE Danmark and the Danish Government to explore how climate change funding is managed from an institutional perspective. This includes examining the rationale for selecting CARE Danmark as an implementing agency, understanding what the level of engagement has been during programme design and delivery, identifying the opportunities and challenges that have emerged from the ongoing relationship, and exploring how the relationship might be used more effectively from a learning and influencing perspective.

The key questions to be answered include:

1. How was the partner chosen to participate in the Climate Envelope Project?
2. Was the partner assessed or benchmarked prior to funding or cooperation being put in place?
3. What motivated Denmark to select the case study partner, and what benefits does such cooperation offer to Denmark?
4. What motivated the partner to engage with the Danish Government? Was there any incentive beyond receiving financial support?
5. What is the ongoing level of engagement between Denmark and the partner, both on a strategic and a project level?
6. What have been the benefits of cooperation for both parties in addition to the project outputs and outcomes?
7. What have been the weaknesses in the relationship, and what could have been done better to date? Are there any resource constraints that prevent good cooperation?
8. How has Denmark used the relationship to influence the work of the partner (both within the project and more broadly) and what results has this brought?

9. What mechanisms exist for learning from the partner to flow back to Denmark or elsewhere, and how effective have they been?
10. What are the barriers to more effective cooperation and communication going forward and how might these be overcome?

A7: 1.2 Scope of the evaluation

The evaluation takes its scope as the projects financed under the Climate Envelope during the evaluation period 2009-12. This covers two grants to the Southern Voices Programme (SVP) and one grant to the Adaptation Learning Programme (ALP). Further details on the scope of the programmes are provided below:

Southern Voices: 104.G.12.29-4 (2010), 104.G.15-7 (2012)

The Southern Voices Programme (SVP) is a Danida-funded project to increase the capacity of Southern NGO networks in carrying out advocacy and raising public awareness of climate change nationally, regionally, and internationally. In particular, the SVP aims to ensure the development of fair policies and international legal frameworks that incorporate the needs of the most vulnerable. CARE Denmark led a consortium comprising four Danish NGOs (CARE, DanChurchAid, IBIS, and Sustainable Energy) as well as two International NGOs: CAN-International and the **International Institute for Environment and Development (IIED)**. The programme focuses on information sharing, capacity-building and advocacy activities.

CARE Denmark received DKK 18 million to implement the SVP. It was conceived as a single programme, but the funding was informally split into two separate project grants due to funding constraints in the initial Climate Envelope in 2010. Approved grants were for DKK 8 million (2010) and DKK 10 million (2012). Beginning in January 2011, the scope of the programme was extended in 2012 as part of the second grant to strengthen exchanges and learning between the SVP networks. Phase 2 has grown to support 10 national, five regional and three thematic networks.

Southern Voices emerged from an earlier programme 'A stronger voice from the developing countries in the international climate negotiations' (2009-10), and has been followed by a new funded programme Southern Voices on Adaptation (2014-), funded through the new climate finance mechanism established for NGOs and managed by Civil Society in Development (CISU). The civil society in development (CISU) mechanism was set up due to observations made by the Danish State Auditors identifying the need for a more competitive funding mechanism administered outside the Ministry of Foreign Affairs.

Adaptation Learning Programme (104.G.12-24)

CARE Denmark received DKK 15 million from the climate envelope in 2009 for the Adaptation Learning Programme (ALP). The programme seeks to help vulnerable households in sub-Saharan Africa to have increased capacity to adapt to climate variability and climate change. Through locally

anchored adaptation activities, the programme aims to increase the sustainable adaptation capacity of vulnerable communities in Ghana, Kenya, Mozambique, and Niger. The ALP seeks to gather experience from these initiatives in order to influence national and international policies for adaptation, as well as making it possible for other institutions to use the lessons learned from the programme. The programme has a particular emphasis on understanding and addressing the vulnerability of poor rural women.

A7: 1.3 Methodology

The sub-evaluation was based on a review of available documentation (project documents, ex-ante appraisals, and mid-term/ex-post evaluations). Interviews were undertaken with the relevant project managers and management within CARE Denmark, together with the responsible Danida project officers, and with wider members of the Danish NGO community (92 Group).

A7: 2 Context

Established in 1987, CARE Denmark has been focused on strengthening the capacities of poor people living in rural areas with the purpose of improving their livelihoods, as well as the recognition of and respect for their rights. CARE Denmark focuses on nine countries in Africa and Asia in which the organisation cooperates closely with civil society. CARE's work in developing countries is carried out by nationally recruited employees, who account for 97% of all employees in CARE. This secures sustainability as well as effective and locally rooted operations.

CARE Denmark has a special focus on gender equality that is cross-cutting – and a firm stance that environmental sustainability should not be compromised in the name of development. CARE Denmark's annual turnover is more than DKK 100 million a year, financed primarily by the Danish Government through a regular framework agreement, and by governments in other countries and the European Union (EU). Around 25% of the turnover is generated through private donations from individuals, companies, and foundations.

Currently, CARE Denmark estimates that between 10–15% of the Danida development assistance budget is implemented through or supports civil society organisations.

A7: 3 Results/findings

A7: 3.1 Relevance

Finding 1: The work financed under the climate envelope through CARE Denmark is highly relevant to Danish objectives and policies on climate change.

Both of the Climate Envelope-financed projects managed by CARE Denmark are well aligned with Danish policy objectives, such as those set out in the original Climate and Development Action Programme (2005), and the Right to a Better Life Strategy (2012). Both have well-structured and clear logframes that explain the goal, purpose, and outcomes. The Southern Voices programme aims to strengthen civil society advocacy and engagement around support of a fair and equitable international climate change agreement and in relation to inclusive climate change policies at the national level. The ALP seeks to mainstream community-based adaptation in national and regional development policy through the implementation of pilots and supporting community advocacy.

Both programmes are, therefore, well aligned with Danida objectives in the sphere of social protection, livelihoods, and disaster risk reduction. Both programmes also are well aligned with the Nairobi Principles, an internationally agreed approach to adaptation agreed in 2009, and facilitated by Denmark in the run up to the Copenhagen summit. These principles supported approaches to sustainable development, climate change resilience, governance and climate information. For example, the Southern Voices Programme was demand driven from an MFA perspective. Prior to Conferences of the Parties (COP) 14, and before the establishment of the first Southern Voices project in 2008-09, the MFA invited the Danish 92 Group to prepare a consortium of all the organisations which had approached the MFA for support to prepare Southern civil society actors in advance of COP 15.

Finding 2: The programmes respond well to external partner demand and the international context of climate change.

Both projects have been designed on the basis of strong demand from developing countries and in line with expectations of the international debate on climate change response as reflected in the United Nations Framework Convention on Climate Change (UNFCCC) negotiations. Southern Voices emerged from an existing project, ‘A stronger voice from the developing countries in the international climate negotiations’ (2009-10) which had already demonstrated the opportunity and demand for support to marginalised voices in both the international negotiations and national policymaking. ALP emerged from earlier studies undertaken by CARE Denmark on national adaptation capacity and the need for community-led approaches. ALP is a multi-donor adaptation programme, with the DFID being the largest financial contributor, and Danida the second largest.

A7: 3.2 Efficiency

Finding 3: The management of Climate Envelope programmes implemented by CARE Denmark has been efficient and low cost.

The evaluation finds that the CARE Denmark managed programmes have been managed in a cost-efficient manner, with some delays in disbursement and implementation, and the use of no-cost extensions for both programmes. Funds have now been fully disbursed, and the use of no-cost extensions has allowed for smooth transition between project phases, and to follow on projects. The Southern Voices programme was implemented relatively efficiently, with short no-cost extensions allowing for smooth transition between funding phases and to the current CISU-funded ‘Southern

Voices on Adaptation' project. The programme has efficiently made use of a broad range of international networks, including those of four Danish NGOs (DanChurchAid, IBIS, VedvarendeEnergi, and CARE) and 18 Southern networks to provide wide geographical coverage at low cost using a small grants structure.

ALP has also made effective use of funds through using a network structure (with an expert hub in Nairobi) to cover the four countries of the programme, and this same implementation structure is being replicated for the next phase of the ALP for which CARE Denmark is currently raising funds. This structure deployed by both programmes is considered to be highly cost efficient, with central office overheads kept to a minimum, and work decentralised where possible.

Finding 4: There is little evidence that other options were considered for implementation, or that VFM assessment was undertaken in programme design and partner selection.

The evaluation finds that there is limited evidence that alternative options were considered by the Danish Government from a value for money perspective when deciding to finance both Southern Voices and the ALP. While both programmes were subject to proper appraisal processes, the choice of partner and project appears to have been made on the basis of strong existing relationships between Danida and CARE Denmark (and the 92 Group). No competitive tendering was undertaken, although this has now changed with the new CISU mechanism, which reflects the opinion of the Danish State Auditor that a more competitive funding mechanism was required. At the time, CARE Denmark offered Danida an attractive and relatively straightforward opportunity to engage on community-level climate change issues, support civil-society-organisation advocacy and promote the adaptation agenda in both developing countries and in the international negotiations.

While CARE Denmark and its networks may provide good value for money, this consideration has been broadly implicit in Danish project funding considerations. This is typical of funding decisions more broadly within the Climate Envelope, where the design and appraisal teams are not expected to demonstrate that a range of potential implementation modalities have been compared when considering how best to achieve a strategic outcome.

Finding 5: There is little evidence of synergies or cooperation with other Climate Envelope activities from a delivery perspective.

The evaluation finds that beyond CARE Denmark receiving core Danida funding, there is little evidence of alignment or cooperation with other climate envelope funded activities. Even though the two projects are managed by CARE Denmark, they have been implemented in broadly different geographies and by separate project teams (although in the new phases of both programmes, there is greater scope for geographic overlap). Evidence of synergies with other projects where Denmark has significant climate change country programmes (*e.g.* Vietnam and Kenya) is weak, although opportunities for alignment have been somewhat limited by the shape of the portfolio in each country. We note that the ALP has regularly reached out to the Danish embassy in Kenya as well as to Danish

representations in the other ALP countries on several occasions, and has liaised with a large number of relevant peer adaptation-related programmes and institutions regardless of their funding sources.

A7: 3.3 Effectiveness

Finding 6: CARE Danmark has made good use of results frameworks, logframes, and evaluations to measure the effectiveness of its programmes.

For both programmes, there is good evidence of the use of logframes and results frameworks in programme design and implementation. Both programmes have been subject to external evaluation by CARE Danmark. In the case of ALP, the logframe was revised in 2013, primarily at the DFID's request, and Danida has adopted the new approach. CARE Danmark has reported against the logframe on an annual basis, and in the case of the ALP has been subject to an annual review by the DFID.

Finding 7: The programmes financed through CARE Danmark have been moderately effective in achieving their outcomes.

The evaluation finds that the programmes managed by CARE Danmark have been effective in reaching their outcomes. The mid-term evaluation of SVP found that the networks involved in the programme had increased their advocacy capacity and were in many cases engaging with their national governments on climate policy and finance issues. The programme had also effectively enabled CSOs to engage with the international negotiations process over time, and had been able to raise the profile of vulnerable communities. The most recent annual review by the DFID of the ALP gave the programme the second highest rating, noting that the programme had achieved many of its targets ahead of schedule and that it was on track to meet its target number of beneficiaries. ALP had been particularly successful in piloting community-based adaptation approaches, and had demonstrated some success in the upscaling of these models for adoption in national policy. The adoption of the Participatory Scenario Planning (PSP) models in Kenya and the integration of a community-based adaptation (CBA) into local development plans in Ghana were identified as successes. The ALP had also been able to demonstrate CBA as a cost-effective approach.

Finding 8: CARE Danmark has sought to attract additional financing and resources, and made good use of networks and in-kind contributions to deliver results.

CARE Danmark has made good use of its networks to achieve its results. The SVP is built on a network structure of four Danish NGOs, two international NGOs, and 18 geographic and thematic networks. While it has not sought to attract additional financial resources, the mid-term evaluation recognised the significant volume of activities enabled by such an approach. The ALP, in contrast, has been relatively successful in mobilising other donor funds. While the concept for the programme was developed with the MFA, the DFID became the first funder, and additional contributions were made by Finland and Austria.

A7: 3.4 Impact

Finding 9: The use of incremental project evolution and phased funding improves the likelihood of longer-term impacts and allows for better monitoring over time.

The impacts of transformational change (*e.g.* policy development and implementation, adoption of new adaptation paradigms at national and regional level) occur over longer timescales than any single phase of the CARE Danmark programmes. Longer-term impacts are also difficult to monitor ex-post once programme funding has completed. Nonetheless, the two programmes managed by CARE Danmark have been able to evolve over time in an incremental manner, making use of longer-term planning horizons and multiple funding streams. The origins of both programmes can be traced to 2009 and they continue through to the present day using different funding sources (*e.g.* CISU, other donors) and evolving formats.

Although the programmes do not have longer-term ex-post impact monitoring structures, this form of longer-term support has allowed for better outcome and impact tracing than is possible with one-off initiatives, where ex-post monitoring is not normally undertaken by the MFA. In effect, the final evaluation for an individual granting period becomes a mid-term evaluation for the wider programme allowing the possibility for course correction and improved design. Southern Voices is now in its fourth phase (Southern Voices in Adaptation), with two of these phases financed directly from the Climate Envelope. DFID provided a two-year funding extension for the ALP in early 2015, while Austria had also previously agreed a funding extension in early 2014.

Finding 10: The evidence for larger-scale impacts is less strong than for outcomes, with greater evidence for building of capacity among CSOs, but less evidence for large-scale policy transformation.

Despite the above, the evaluation finds that for both programmes, it is more challenging to identify successful higher-level impacts than outcomes. For Southern Voices, the mid-term review recognised that while the project had been successful in building advocacy capacity, it had been less successful in influencing climate change policies so that they benefit poor and vulnerable people. This is in part due to a lack of in-country capacity where the programme has worked, together with the slow pace of the international negotiations and associated finance mechanisms that might act as an incentive to improve inclusive policymaking.

From the international perspective, while the programme has been successful in raising the visibility of vulnerable communities in the negotiations, the political process is ongoing and it is not clear whether there will be an equitable outcome. For the ALP, the mid-term review recognises that although the ALP has been effective in building supply side capacity, it is less clear whether this will be converted into clear policy changes at a national or regional level across sub-Saharan Africa, as this is dependent on a range of other political considerations over which the programme does not have full control.

Finding 11: There is strong evidence that impacts can be attributed to Danish funding, although Danida's focus on community-based adaptation and CSOs appears to be diminishing.

Danish funding and engagement has been central to the achievements delivered under the CARE Danmark-managed programmes. Denmark has been the sole funder of the Southern Voices programme, and played a key role in the design phase of the ALP (even though it was not the initial donor and currently only provides 30% of total programme funds). However, CARE Danmark report that engagement with the MFA on the programme has been relatively limited over time, with greater levels of engagement on its framework agreement, Corporate Social Responsibility (CSR), and value chain activities. The DFID are cited as being a much more engaged and proactive donor on the ALP, and were responsible for driving changes to the results framework and logframe in 2013.

The decline in engagement is due to a number of reasons. Firstly, the decision to exclude Danish NGOs from direct access to the Climate Envelope, replacing it with the civil society in development-managed facility, has limited the scale of grants available to civil society (up to DKK 5 million), and also limited the potential contact between CSOs and policymakers in programme design and knowledge sharing. The civil society in development (CISU) mechanism was established as a result of the Danish State Auditors review, which required a more competitive funding mechanism administered outside of the MFA. While the CISU facility is professionally managed and efficiently run, CARE indicate that CISU's relationship with its projects is less strategic and more administrative in focus (although this may evolve as CISU engages more actively in M&E).

This was a view supported by the 92 Group, which also feels that CSOs have been marginalised from the Climate Envelope. The creation of the CISU facility has created the impression that there is less strategic interest in within the Climate Envelope to support civil society organisations (CSOs) or community-based adaptation initiatives. Nonetheless, CARE Danmark, like other Danish NGOs, continues to receive core funding from the Danish Government and maintains good links with the MFA. CARE Danmark also has the impression that Danida staff are increasingly stretched from a resourcing perspective, and that it is also increasingly difficult to get attention for individual project-level activities.

A7: 3.5 Sustainability

Finding 12: There is moderate evidence that the impacts of programmes managed by CARE Danmark are likely to be sustained after programme completion.

While there is good evidence of programme effectiveness and impacts, the evidence of the sustainability of impacts is less strong. Both programmes have achieved some level of transformational change in relation to policy. Examples include members of the SVP Network engaging the government of Zimbabwe to produce a National Climate Change Response Strategy after pressure from CSOs; in Bangladesh CSOs succeeding in having NGO projects managed under the national Bangladesh Trust Fund; and bringing the issue of social safeguards and indigenous people's rights into the reducing emissions from degradation and deforestation (REDD+) negotiations and influencing the Cancun safeguards. At national levels, the ALP's advocacy capacity development and information-sharing efforts have helped embed the ALP approaches into national climate change strategies and national development plans in the ALP target countries (Ghana, Kenya, and Mozambique).

A recent final evaluation of the ALP programme (draft) indicates some level of willingness at country level to sustain programmes. Evidence of sustainability includes the registration of umbrella bodies to support VSLA (Ghana); growth plans for savings and loans groups (Kenya); and the formality conferred to FFS groups as farmers associations and community-based organizations (Mozambique). ALP has been deliberate about helping formalize groups involved in testing CBA models (*e.g.* VSLA groups in Ghana, FFS groups in Mozambique) to boost the replicability of these models, reflecting on the need for formalising these groups and related challenges in annual reviews. Training and local advocacy efforts by the ALP in ALP target countries have resulted in the integration of climate change and, in some cases, specific community-based adaptation (CBA) provisions and ALP practices (participatory scenario planning (PSP)) in local and district development plans and planning processes.

Finding 13: The sustainability of programme impacts is to some extent dependent on ongoing funding and activities.

The evaluation finds that although capacity building has been effective, the sustainability of CSO policy advocacy activities in country will continue to be dependent on ongoing external support. For example, the draft ALP evaluation notes that:

Without further interventions (ALP or otherwise), communities' ability to sustain livelihood benefits and gains in gender equality could be at risk, however. In some cases, assumptions about the spill over effects at the community level of knowledge gained by direct beneficiaries have not held (*e.g.* FFS in Mozambique). Future adoption of irrigated agriculture and other climate-smart agriculture strategies promoted in ALP pilot sites faces many challenges (Kenya). These relate to lack of investment capital, poor extension services, and difficulties getting products to market; potential conflicts between water and land uses.

In this regard, CARE Danmark seeks to extend and develop its programme portfolio in an incremental way. Examples include the Southern Voices on Adaptation project which began in 2014. This project was financed from outside the Climate Envelope through the MFA Climate and Development Fund managed by CISU. It leads a consortium of three Danish NGOs (including DanChurchAid and IBIS), and has a more thematic focus on adaptation. The project supports 12 Southern civil society networks, of which nine participated in the previous phase. Likewise, the ALP is seeking an extension from the DFID as well as raising funds for a follow on programme (ALP2). This will allow the programme to reinforce the sustainability of outcomes, as well as to add new communities in three countries and develop new CBA innovations beyond the scope of the original ALP logframe.

Finding 14. There is good evidence of lesson capture and knowledge sharing by CARE Danmark managed programmes.

The evaluation finds that both programmes have been very effective at capturing and disseminating knowledge within the programme among the project partners. For example, following recommendations from the ALP mid-term review to focus on evidence and impact, three external assessments were conducted in 2013 – an evaluative cost–benefit analysis of the impact of CBA in Niger and Kenya, the impact of the PSP and climate communications in Kenya, and the impact of the

CBA in building resilient livelihoods in Ghana. These built on the ALP evaluative exercises and on two initial studies in Niger on changes to resilience and gender equality. Lessons generated from CARE Denmark programmes are actively shared with national level stakeholders through seminars and publications, across the CARE network, within the 92 Group in Denmark and with the MFA.

Finding 15. There is weak evidence that learning and knowledge generated by the programme is being integrated into Danish policymaking and programming.

Although outputs and progress reports were shared with Danida, CARE Denmark indicates that they generally receive little or no response. Danida indicates that they do receive and read the reports, but the responsible project officer does not have community-based adaptation as a core thematic area of interest. Danida representatives are invited to, and sometimes attend, programme workshops in Copenhagen (such as two MFA staff members attending a recent stakeholder workshop on Southern Voices), and seek to engage on programme implementation where appropriate. For example, CARE were invited to a 2014 seminar in Kenya organised by International Institute for Environment and Development (IIED) on community-adaptation approaches.

CARE Denmark continues to be consulted as a member of the 92 Group and participates in the committee for the current evaluation of the Climate Envelope. However, CARE Denmark indicated that the establishment of the CISU facility has not improved learning and feedback into policy making. The original expectation that there would be an ongoing dialogue between CISU, the 92 Group, and the MFA on lessons learned has not materialised. From discussions within Danida, it appeared that the respective contracts were being managed from an administrative perspective, but with no sense of strategic opportunity in terms of how they might inform future programming.

A7: 4 Conclusions

The evaluation draws the following conclusions and lessons learned:

- **Conclusion 1:** The programmes funded through CARE Denmark are highly relevant to Danish climate change priorities as set out in the Right to a Better Life Strategy. The programmes seek to support climate adaptation through community-level advocacy and planning processes. They engage at both national and international level and respond clearly to country-level demand among CSOs and other advocacy organisations. Both programmes are rooted in existing programmes and/or extensive in-country consultation prior to funding. The projects are regarded by the Danish NGO community as part of a strong commitment by the Danish Government to recognise adaptation and rights-based approaches within the Climate Envelope.
- **Conclusion 2:** Both programmes have been implemented in an efficient manner by CARE Denmark and its network partners. Outputs have largely been achieved, and funds disbursed (although with the use of no-cost extensions for both programmes). CARE Denmark offers a number of benefits to the Danish Government as part of a broader international structure (CARE International), good access to community level and grassroots networks in developing

countries, and has a strong track record in climate change advocacy (particularly adaptation). However, there is little evidence of formal value for money consideration during programme selection and delivery by the Danish Government. The selection of CARE Denmark as an implementation partner demonstrates a relatively informal selection process during the initial years of the Climate Envelope, where projects choice was opportunistic and oriented towards existing trusted partners. Although both CARE Denmark projects were subject to appraisal, there is no evidence that other implementation modalities or organisations were considered as a means of achieving similar strategic aims. The choice of CARE Denmark appears to have been based on an existing funding relationships, a good track record in community based adaptation and advocacy, and strong links between CARE and Danida staff at the time.

- **Conclusion 3:** CARE Denmark's programmes have been moderately effective, but nonetheless impressive given the size of the programme budgets. There has been a strong increase in the capacity of participating networks and CSOs to engage with national governments and in international political processes. Both programmes have successfully managed to promote consideration of the most vulnerable communities in policy and planning processes, and to demonstrate the effectiveness of community-led adaption processes. CARE Denmark makes strong use of results frameworks for tracking outcomes.
- **Conclusion 4:** From an impact perspective, the ability to demonstrate progress in relation to the equity of international negotiations or to the adoption of inclusive planning processes at a pan-regional level is more difficult. In terms of attribution, it is clear that the achievements of CARE Denmark's programmes are highly attributable to Danish Climate Envelope Funding, with the Danish Government being engaged as the sole funder (SVP) or original initiator of the programme concept (ALP). The likelihood of impacts being achieved is underpinned by the multi-phase approach adopted by CARE Denmark, with both programmes viewed as long-term and evolving initiatives with each phase building on the work of previous achievements. Both programmes are likely to continue with non-Climate Envelope funding over future years with innovation in their geographic and thematic focus.
- **Conclusion 5:** The sustainability of CARE Denmark's programmes is to some extent dependent on continuing support to CSO organisations, and this is a process to which CARE Denmark and its partners are committed. There are concerns that the restrictions on Danish NGOs accessing the Climate Envelope, the devolution of programme budget to embassy-managed country programmes, and the introduction of a new climate funding modality for Danish NGOs not only limits the scale of funding available, but also limits the level of direct contact and learning opportunities between the Danish Government and the Danish NGO community on climate issues. Although CARE Denmark invests heavily in knowledge and learning products, there is little evidence that the Danish Government is incorporating this into policy and programming and little feedback is received from the Danish Government on progress reports or evaluations. It is felt that the CISU mechanism is not providing adequate scope for feeding back lessons learned. The cumulative impact is that CARE Denmark has the impression that Danish Government staff do not have the time to engage fully on this thematic agenda, and that adaptation/CSO advocacy is not a strong priority compared to other thematic

areas within the Climate Envelope. There is no clear community of practice within the Danish Government on these issues with whom CARE Danmark can engage. Other donors (*e.g.* DFID) are much more heavily involved in programme assessment and improvement on an ongoing basis.

A7: 5 Indicative recommendations

- **Indicative Recommendation 1:** The Danish Government should ensure that adaptation and rights-based approaches to climate change receive adequate coverage within the Climate Envelope and more broadly within development assistance. The Danish Government should manage the tendency to bias towards mitigation, particularly within higher income countries, if Denmark is to maintain balance in its strategic objectives.
- **Indicative Recommendation 2:** The MFA should explore how best to maximise the benefits of valuable climate relevant expertise within the Danish CSO community, particularly in relation to bilateral country programmes, given the scaling down of direct financial access through CISU, and the decentralisation of programming to the embassies. Consideration should be given to including a formal role for CSOs within the emerging theory of change and climate envelope strategy.
- **Indicative Recommendation 3:** The MFA should ensure that it can dedicate sufficient staff resources and time to engage with adaptation and rights-based projects from a strategic planning and learning perspective. There is eagerness within the Danish CSO community to engage in such discussions, but there is no clear community of practice within the MFA, or elsewhere, with whom they can engage, and this thematic is not a core focus for the CARE Danmark project manager. Being proactive in relation to knowledge sharing is particularly important if the CISU mechanism remains formally outside of the climate envelope.

A7: Annex 1 Interviews

Name	Responsibility/position	Organisation
Lisbeth Møller	Programme Director	CARE Danmark
Peter With	Programme Coordinator, Southern Voices	CARE Danmark
Rolf Herno	Programme Coordinator, ALP	CARE Danmark
Nguyen Thi Yen	Climate Change and Disaster Risk Reduction Team Leader, Vietnam	CARE International
Fiona Percy	Regional Coordinator, ALP	CARE International
Emma Bowa	Programme coordinator	CARE Kenya
Ayub Were	Monitoring and Evaluation Coordinator	CARE Kenya
Mattias Söderberg	Advisor	DanChurchAid
Morten Blomqvist	Senior Policy Advisor, Policy and advocacy	IBIS
Kathrin Wessendorf	Coordinator, Environment and Climate Change Programme	IWGIA
Christoffer Bertelsen	Minister Counsellor (Retired), Green Growth	MFA
Elsebeth Tarp	Senior Advisor, Technical Advisory Service (TAS)	MFA
Flemming Winther Olsen	Senior Advisor, Natural resources and agriculture	MFA
Hans Hessel-Andersen	Senior Technical Advisor, TAS	MFA
Kjeld Rasmussen	Associate Professor, Department of Geosciences and Natural Resource Management	University of Copenhagen
Trine Glue Doan	Senior advisor Climate, Energy, CSOs and Mekong	WWF

A7: Annex 1 References

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