

# CARE Denmark SPA Final Report

2021



for Strategic Partnership Agreement (SPA)  
with the Danish Ministry of Foreign Affairs



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# List of Abbreviations

I

<b>AREN</b>	L'Association pour la Redynamisation de l'Elevage au Niger (Niger partner)
<b>CAAP</b>	Climate Adaptation Action Plan
<b>CBA</b>	Community-based adaptation
<b>CBO</b>	Community-based organisation
<b>CI</b>	CARE International
<b>CLAR</b>	Climate Learning and Advocacy for Resilience
<b>CO</b>	Country Office
<b>CSO</b>	Civil Society organisation
<b>CVCA</b>	Climate Vulnerability and Capacity Analysis
<b>DMDP</b>	Danida Market Development Partnerships
<b>DRR</b>	Disaster Risk Reduction
<b>GBV</b>	Gender-Based Violence
<b>HDP nexus</b>	Humanitarian-Development-Peace nexus
<b>LIRC</b>	Land Issues Resolution Commission
<b>MCH</b>	Mekong Climate Resilience Hub
<b>MEAL</b>	Monitoring, Evaluation, Accountability, and Learning
<b>MFA</b>	Ministry of Foreign Affairs of Denmark
<b>NAP</b>	National Adaptation Plan
<b>NDC</b>	Nationally Determined Contributions
<b>NFGF</b>	National Farmers Group Federation (Nepal partner)
<b>PREGEC</b>	Charter for Food Crisis Prevention
<b>PRI</b>	Programme Related Information
<b>PSP</b>	Participatory Scenario Planning
<b>RBM</b>	Réseau Billital Maroobé (Niger regional partner)
<b>SAP</b>	Système d'Alerte Précoce (Early Warning System in Mali)
<b>SDG</b>	Sustainable Development Goals
<b>SPA</b>	Strategic Partnership Agreement
<b>SVA</b>	Southern Voices on Adaptation
<b>ToC</b>	Theory of Change
<b>UCSOND</b>	United Civil Society Organisations for National Development (Ghana partner)
<b>UN OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>VDC</b>	Village development committees
<b>VSLA</b>	Village Savings and Loans
<b>WFP</b>	World Food Programme

# Executive

**This final report presents progress and results achieved through CARE Denmark's (CARE DK) Strategic Partnership Agreement (SPA) with the Danish Ministry of Foreign Affairs (MFA) 2018-2021, as well as the related audited accounts. The report synthesises results based on final reports for each of the SPA-funded country programmes, thematic programmes, and innovation projects, the annual partnership survey, final evaluations, as well as overall learning from the SPA.**

With the Strategic Partnership (2018–2021) as a solid and flexible funding frame, the **overarching aim of CARE DK's programmes has been to strengthen the resilience of the most climate-vulnerable populations**, through Community-Based Adaptation and, increasingly, climate-smart innovation. CARE DK and partners have sought to achieve this through an integrated response to the current climate crisis and its impact on poverty, livelihoods, food security, conflict, and displacement – and with a particular focus on supporting women leadership.

At the same time, the SPA period has constituted a period of **radical transformation for CARE DK as an organisation**. At the strategic level, CARE DK has worked to consolidate its position as Denmark's green development- and humanitarian organisation with locally-led climate-smart solutions as a central component of most interventions. The Theory of Change (ToC) was finalised in 2021 laying the foundation for a strong focus on innovation and emphasising CARE DK's continued commitment to multi-stakeholder engagements and private sector partnerships. In addition, major internal restructuring was undertaken with the recruitment of climate experts resulting in a thematic programme now strictly focused on climate-smart action.

The **operating space** in which CARE DK and partners have implemented programmes has been increasingly restricted making civil society interventions particularly delicate. Above all, the SPA has underscored the added value of CARE DK and partners' role as conveners and allies, bringing together civil society actors, relevant authorities, and private sector actors for localised climate action. Added to this, dialogue, technical inputs, and CSO partner's advocacy capacity have ensured legitimacy and a seat at the table for key policy discussions. At the local level, CARE and partners have generally pursued approaches which enjoy government backing, including scaling up methods for climate change adaptation in close collaboration with local governments.

From the outset of the partnership, **CARE DK has worked with local resilience through four inter-related outcome areas**, namely *climate resilience*, *sustainable and inclusive markets*, *land rights*, and *nexus*. The cross-cutting approach to each of these areas has been locally-led activities that foster ownership and uptake from responsible authorities while strengthening participation in key decision-making spaces. The key ingredients towards this aim have been the use of tools developed by CARE, such as the Community Adaptation Action Plans (CAAPs) and Participatory Scenario Planning (PSP). Tangible results encompass increased participation of climate-vulnerable pastoralist communities in local natural resource committees, the development of categorisation-based farmer IDs to secure access to local climate and disaster response services based on publicly available vulnerability criteria, and the development of mobile kitchen gardens that enable pastoralist families to adapt to negative effects of drought. Notably, several of these projects have shown the potential to become best practices developing into models that are applicable across locations and varying contexts.

# Summary

In CARE DK's **advocacy work** focus has been on building Southern Leadership to influence key climate policies and to ensure better inclusion of the voices of the most climate-vulnerable. At the national level, CARE DK and partners have made important and tangible contributions to National Adaptation Plans and associated budgets, being recognised in the role of climate advisors and experts. At the global and regional scenes, CARE and partners have engaged with key climate negotiators including through the COPs while forging strong bonds with climate justice alliances and like-minded CSOs. While persistent and consistent policy dialogue and inputs have been key, CARE and partners will work to increase the direct participation of the most climate-vulnerable in policy spaces at various levels to establish more direct and evidence-based advocacy.

In **humanitarian settings** and nexus focused interventions, CARE DK and partners have contributed to social cohesion and peacebuilding, through locally-led platforms with the involvement of multiple groups, including refugees and host populations and pastoralists and herders. Again, the key ingredient has been to establish local multi-stakeholder dialogue and collaboration for the mutual benefit of affected communities. In 2019, CARE DK's COVID interventions further corroborated the ambition to widen the humanitarian portfolio. By integrating a multi-stakeholder approach to COVID responses across programmes, CARE DK and partners reached over 500,000 people through the provision of health-related items, access to water and awareness-raising on gender-based violence. Based on lessons from the first SPA, CARE DK is currently expanding the humanitarian portfolio with new operations in Syria, Afghanistan, Jordan, and Ukraine – and, importantly, with increasingly diversified funding.

Embedding and **mainstreaming innovation within CARE DK** has been a challenging, yet exciting journey that has challenged fundamental assumptions of development work. From being focused on sectoral issues around natural resource management, CARE DK has taken steps towards becoming a lead agency

incubating and scaling innovations. In programmes, the focus has been on testing and replicating promising climate innovation projects – developed through the Innovation Lab with the involvement of multiple stakeholders – such as the world's first sustainable refugee camp in Uganda, "CAMP+" – the latter having reached the potential for scaling. At the organisational level, People, Care, and Culture were launched to strengthen the institutionalisation of innovation in all dimensions of CARE DK's work.

In line with the overall organisational changes and the programmatic focus on multi-stakeholder engagements, CARE DK's communication focus has transited from a more classic and broad communication approach towards an **increased focus on digital presence, visibility, and engagement** while actively engaging Danes in the organisation's work through more personalised content.

CARE DK ended the SPA with **a series of evaluations and learning sessions** to support the sustainability of outcomes and engender learning. Findings from external evaluations suggest that CARE DK's approach to resilience building has indeed had a positive effect on both the participation and adaptation of local communities. However, evidence also shows that more work is needed to facilitate and integrate scaling in the early stages of locally-led innovation – especially when solutions show potential and take off. Under the new SPA, improving the use and potential impact of solutions will depend on CARE DK's ability to engage in multi-stakeholder partnerships and with a sharper focus on how to engage different types of private sector actors. In addition, a lesson has been to refocus advocacy from a generic approach to climate-related policies to a more concerted effort which aims to foster an innovation architecture which facilitates the uptake and scaling of promising climate-smart solutions.

# Readers guide

**This final SPA report presents the major outcomes and indications of impact achieved through CARE Denmark's (hereafter CARE DK) Strategic Partnership Agreement (SPA) with the Danish Ministry of Foreign Affairs (MFA). The report includes observations and reflections for the entire Partnership period, with particular highlights on results achieved in 2021. The basis for the report is final reports and available evaluations from each of the SPA funded country programmes in Asia (Bangladesh, Myanmar, Nepal, and Laos), Sahel (Mali and Niger), East Africa (Tanzania and Uganda), Ghana, and Mozambique, as well as the regional programme in South-East Asia, Mekong Climate Resilience Hub (MCH), the global thematic programme Climate Learning and Advocacy for Resilience (CLAR), the climate innovation projects, and finally the annual partnership survey.**

The report contains **seven main sections**.

The **first section** presents major organisational and strategic developments in CARE DK.

The **second section** includes an analysis of changes in the operating space with a focus on civic and political space and risks in regions and countries.

The **third section** accounts for the major outcomes and indications of impact achieved through the programme. An introductory subsection summarises overall achievements, including reflections on goal fulfilment and deviations related to key indicators from the summary results framework agreed with the MFA. This is followed by sub-sections for each of the SPA programmes' four Thematic Outcome Areas: climate resilience, nexus, sustainable & inclusive markets, and rights to land. Each section contains illustrative change stories with a focus on climate resilience.

The **fourth section** covers results from the use of innovative funds, including organisational and strategic directions with regards to innovation, and an account of the innovation portfolio and its results as of 2021.

The **fifth section** contains an assessment of cross-cutting strategic approaches that contribute to programme quality including 1. The ability to promote transformative programming; 2. CARE DK's value add and partnership approach; and 3. The use of MFA funds towards co-financing, joint programmes, and match funding.

The **sixth section** accounts for key results throughout the programme period from the use of Programme Related Information (PRI) funds in Denmark.

The **seventh section** concludes with a condensed overview of key lessons learned generated throughout the programme.









# **CARE Denmark SPA Final Report 2021**

Part 1





## 1. Key organisational and strategic developments

*This section covers major organisational and strategic developments, changes at the programmatic level as well as CARE DK's future orientation towards innovation, private partnerships, and climate-smart practices.*

### → 1.1 Climate-smart action at the forefront

With the MFA strategic partnership as a foundation, CARE DK embarked on a daunting journey using **innovation** as a means to facilitate locally-led **solutions** to climate impacts and environmental changes as faced by the world's most climate-vulnerable. In 2019, CARE DK began translating this new ambition into an overall framework with the development of an organisational strategy titled 'A Green and Just World'. A Theory of Change was elaborated including a climate- and humanitarian sub-strategy.

To match the new strategic direction, adjustments to CARE DK's **organisational structure** were initiated in 2020. This included moving from country- to regional-focused teams while establishing specific thematic teams, with the recruitment of **strong climate expertise**. Furthermore, the organisation's MEAL team was strengthened in 2021 to ensure a **culture of learning** across regional and thematic teams. CARE DK's strong focus on learning stems from the necessity to enable successful innovation programming, scale solutions that respond to global challenges, as well as influence national and global climate policies through **evidence-based advocacy**.

An important objective of CARE DKs transformation has been to **sharpen its focus on its added value not only internally but also in relation to the CI Confederation**. Within the confederation, CARE DK is **spearheading localisation and climate innovation** contributing to the confederation's 2030 Vision. In the next Strategic Partnership Agreement, CARE DK will work closely with CARE US on matters related to innovation and marked based approaches as well as CARE Netherlands supporting the confederation's Climate Justice Centre.

For CARE DK's climate portfolio, the strategy's shift towards **climate-smart action** is now reflected in a growing number of programmes and projects, including *Supporting Biodigester Sector for Green Jobs and Income Generation* in Niger, *CAMP+* in Uganda, and *Responding to Emergency Needs in a Long-term Perspective* in Central Sahel. The strategy's overall focus on a **multi-stakeholder approach** with an emphasis on innovation and private partnerships has been further developed and implemented through projects such

as *WeGrow* in Ghana, *Innovative Cashew Value Chain* in Tanzania, and *Bridging Bonds* in Vietnam. To keep track of the level of strategic coherence across CARE DK's portfolio, the progress and performance of projects and programmes are now being measured against the strategy via the **visual Key Performance Indicator dashboard**.

A key achievement in 2021 was the launch of a **joint innovation hub with WFP in East Africa**, the **IG-NITE Innovation Hub** for East Africa. The partnership between CARE DK and WFP leverages a strong regional presence and thematic expertise on climate change and food security systems respectively and seeks to incubate and scale innovative solutions together with partners and Country Offices (COs). The hub is supported by a CARE DK regional innovation advisor based in Nairobi who was recruited towards the end of the year. Operationalising innovation with COs and mainstreaming it into programmes has been a key focus throughout the programme period.

At the same time, increasing emphasis is put on **localising all programmes and ensuring ownership of local and Southern-led partners**. A recent Partnership Policy together with a Local Leadership Strategy with five local leadership commitments was developed in 2021. Together these documents outline CARE DK's envisioned role in future programming: *Convening & Connecting, Capacitating & Capitalising, and Catalysing & Coordinating*. The leadership commitments will allow CARE DK to track localisation progress both quantitatively and qualitatively through set targets relating to capacity, advocacy, and partner transfers.

In line with the overall organisational changes and the programmatic focus on multi-stakeholder engagements, CARE DK's communication focus has transitioned from a more classic and broad communication towards an **increased focus on digital presence, visibility, and engagement**. Moreover, the approach to member recruitment has been rethought, and now has a strong focus on connecting the members, including new (and yellow) segments, through tangible stories and personalised content on climate and gender.

## → 1.2 A growing humanitarian portfolio

During the programme period, CARE DK has expanded its **humanitarian portfolio significantly**. This includes a new and noticeably larger phase of the ECHO-funded refugee protection project in Uganda (in addition to EU funded humanitarian projects in Uganda and the Sahel) as well as smaller grants from DERF and other foundations. In May 2020, an independent verification audit against the **Core Humanitarian Standards** (CHS) of CI, including CARE DK, was completed under the leadership of CARE UK and CARE DK. A CI-wide CHS Improvement Plan was subsequently initiated based on recommendations which are being monitored and evaluated regularly by a joint CARE DK-CARE UK project team. Towards the end of 2021, CARE DK successfully applied for new humanitarian engagements in Afghanistan, Syria, and Ukraine, thereby further expanding the scope of the humanitarian portfolio.

New flexible **nexus activities** were also added with MFA and EU funding in the Sahel. In addition, CARE DK's COVID-19 funds were effectively deployed with nexus engagements in the Sahel, Bangladesh, and Uganda focusing on disaster preparedness, risk reduction, and flexibility between humanitarian and development modalities. This included awareness-raising, provision of sanitation kits, as well as enhancing access to water and Gender-Based Violence (GBV) services. Through these activities, CARE DK reached almost 500,000 people – mostly women and marginalised communities. The interventions demonstrated the importance of **locally-led responses and coordination with local duty-bearers** and service providers – lessons CARE DK will put into practice during the next strategic partnership.

To strengthen CARE DK's position as a humanitarian actor, several staff participated actively in the **nexus learning process** in the context of the MFA-commissioned evaluation of the HDP nexus. The results of the evaluation have provided solid evidence and learning which is feeding into CARE DK's current humanitarian programming.

## → 1.3 Consolidating learning and looking ahead

CARE DK has worked to facilitate learning from the first Strategic Partnership with MFA as well as ensuring responsible exits in countries that have been phased out due to strategic priorities. In this regard, formal Country/Partnership Exit & Entry Guidelines have also been developed. From late 2021, evaluations were conducted in most countries and thematic programmes including the Climate Learning and Advocacy for Resilience (CLAR) programme. Findings have been extracted from these evaluations and the most recurrent lessons mentioned are presented in section 7. Furthermore, key recommendations resulting from the evaluations have been registered in CARE DK's Review Tracker to monitor progress and ensure regular follow-up. To **consolidate lessons learned and best practices** from the SPA, CARE DK is currently developing a learning report guided by the priorities of the strategy to ensure continuity and adaptive programming.

On the innovation side, a **stock-taking report on current and past private-sector partnerships** was finalised primo 2021, extracting lessons learned as well as considerations on organisational readiness and strategic direction. The stock-taking report led to the development of a position paper on private sector engagement outlining motivation, approach, and the role of CARE DK in private sector partnerships, which was subsequently approved by the board. To meet CARE DK's strategic ambitions for delivering impact at scale in innovative and financially self-sustaining partnership constellations, the position paper outlines both existing and potentially new roles for CARE DK going forward. **New private sector partnerships** were also initiated during 2021, including with Out-Growers in Tanzania and Uniti in Ghana.

Since the MFA introduced new guidelines and requirements for outcome-based budgeting and financial reporting in 2021, CARE DK has worked on optimising **finance processes and systems** by adapting and implementing new cost categories within its time management and finance system to be able to fulfil the new requirements. In addition, CARE DK has developed a **Go/No-Go Mechanism** to set up clear criteria for programming, compliance, and financing before entering new partnerships with institutional and private donors. The overall performance of CARE DK in 2021 has reached a historical high total turnover amounting to 173 million DKK. The target is to increase CARE DK's equity over the coming years to further build up its unrestricted reserves.

## 2. Operating space – civic and political

*This section highlights trends as regards the civic and political operating space in programme countries and describes programmatic responses and mitigation strategies. The analysis is based on CARE Country Offices' assessments and justifications following rating criteria outlined in the annual reporting format (from "highly enabling" to "strongly disabling", see further details in annex 5)<sup>1</sup>. It should be noted that the space is assessed from the perspective of implementing CARE DK's SPA programme during the Strategic Partnership with MFA and should thus not be considered as a general assessment of the civic and political space.*

### → 2.1. General observations and trends

During the past four years, CARE DK's SPA programmes have unfolded in constantly and rapidly changing political environments, with most governments tightening their grip on civil society as the predominant trend. Whether prompted by elections, internal conflicts or the pandemic, CARE DK and partners have had to navigate increasingly shrinking operating spaces, leaving limited opportunities to criticise government policies or plan interventions without close coordination. The second and third waves of COVID in recent years have only exacerbated these trends and resulted in more restrictions and less tolerance of activism in almost all programme countries.

As an alternative to direct and confrontational activism, the cross-cutting response of the SPA programmes has been to focus on evidence-based advocacy and policy dialogue based on technical inputs with specific attention to climate adaptation and local resilience. At the same time, the approach has benefitted CSO legitimacy through joined advocacy activities and constructive relations with national to local authorities. In effect, this has given CARE DK and partners a seat at the table while engendering a conducive policy platform, especially concerning climate adaptation.

Looking forward, CARE DK seeks to consolidate multi-stakeholder dialogue in the upcoming partnership with MFA. This becomes highly important as programmes will put an increasing emphasis on inputs from different types of actors and stakeholders to local climate-smart action.

### → 2.2. Developments by regions

In the **Asian region**, the environment was rated "generally enabling" in Bangladesh, "somewhat disabling" in Laos and Nepal, and "strongly disabling"

in Myanmar. The region is characterised by bureaucratic obstacles for CSOs to operate coupled with a strong mistrust towards organisations who work within the field of civil and human rights.

In **Bangladesh**, the operational environment of the programmatic target area of Cox Bazar has remained "generally enabling" for most of the SPA period including in 2021. The space to act and engage has primarily revolved around absent local governance structures, adverse impacts from climate changes and general economic loss among both refugees and host communities. However, CARE DK and partners have been able to navigate these barriers by acting as conveners and mediators, bringing together local authorities, refugees, and host communities to discuss solutions and illustrate the mutual benefits of concerted multi-stakeholder collaboration.

In **Laos**, the operating space has continued to be "somewhat disabling" during the Partnership agreement with the Danish MFA considering the Laotian government's scrutiny of civil society operations. In response, CARE DK and its partners have paid particular attention to retaining open channels with duty-bearers at different levels through advocacy strategies, including non-confrontational dialogue and communication while strengthening CSO visibility. As a result, the government has increasingly acknowledged the added value of CARE DK's civil society partners in development activities creating mutual trust and long-term commitments.

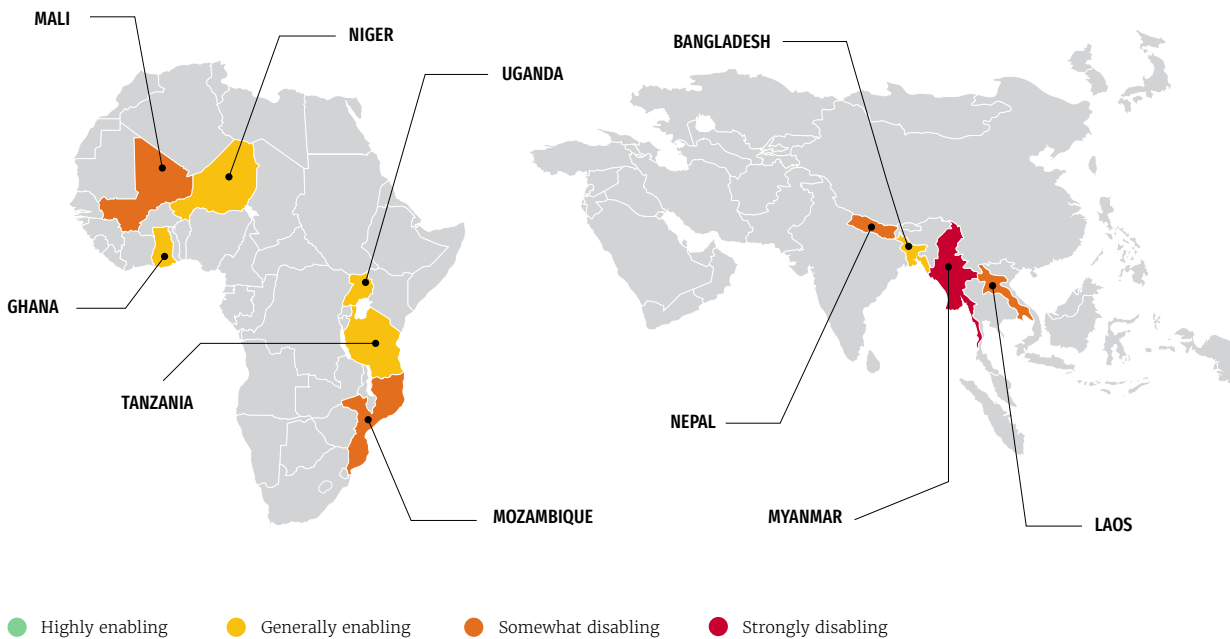
In **Nepal**, the legal framework for CSO regulation has continuously inhibited local development efforts in particular at the district level. In 2021 the relationship between government and civil society worsened due to crackdowns on protests over the formers' management of the COVID-19 crisis. To establish functional governance structures and a sense of legitimacy for local CSOs to operate, CARE Nepal and partners have joined forces with broader coalitions of CSOs representing farmers nationwide to challenge the regulating framework through constructive policy dialogue. While this has created a strong alliance, the political instability of the country has hampered any significant changes to the regulations as of yet.

In **Myanmar**, the operating space deteriorated in the wake of the military coup of February 2021. This has meant increasing restrictions on mobility, local security concerns and a lack of access to finances. While these elements have hampered the implementation of central activities, CARE DK and partners have managed to adapt programming to the more immediate concerns of local communities. As an

1. The rating system is based on CIVICUS 'civic space' monitoring tool but has been adjusted slightly to fit the context of CARE DK country programmes.



## Operating space in programme countries



example, the programme shifted to an immediate response modality, carefully arranging rapid gender analysis with the involvement of local community leaders. Another strategy to navigate the narrow operating space has been to conduct online training and meetings to mitigate the risk of military interference across villages.

Programme teams in the **Sahel region** rated the environment “generally” enabling in Niger and “somewhat disabling” in Mali. Political willingness to acknowledge and cooperate with CSOs primarily extends to organisations engaged in non-activist and “softer” policy issues such as climate adaptation and livelihoods. Overall, CARE DK and partners have been faced with volatile conditions brought about by widespread security issues and perpetual, cross-regional displacement. While this has hampered programme implementation in certain areas, CARE DK and partners have maintained the ability to cooperate with duty-bearers, especially local authorities.

In **Niger**, the operating space remains “generally enabling”, however, CSO operations and engagements are generally challenged by regional security issues. In the area near Maradi (north) where CARE DK and partners work, bans on “unescorted” travel were imposed on NGOs in both 2019 and 2021 which significantly limited access to target communities. In response, CARE DK and partners have had success (on multiple occasions) in engaging in high-level advocacy with key humanitarian actors, including UN OCHA. The concerted effort resulted in lifting the

ban on the condition that NGOs operating in Maradi would share exit plans with the state department before continuing implementation.

In **Mali**, the operating space remained “somewhat disabling” primarily due to the general turmoil generated by the two recent coup d’états (2020 and 2021) in conjunction with the ongoing pandemic. A primary strategy for CARE DK and partners has been to build relations with duty-bearers by convening and participating in national-level policy forums through CSO platforms. This has ensured close connections with key state departments including the Ministry of Livestock and has significantly benefited the safety and livelihoods of nomads and pastoralists. Secondly, the programme has utilised multi-stakeholder dialogue with local authorities and service providers, securing vast herding areas for the programme’s target group.

In the **East African region**, the environment was rated “generally enabling” in both Uganda and Tanzania. During the SPA period, civic space has been characterised by a relative openness of duty-bearers towards civil society, despite COVID restrictions and political tensions. In general, CSOs who are focused on livelihoods and climate adaptation face no major disruptions but must opt for a non-partisan position to implement programmes and activities.

In **Tanzania**, the operating space has been ‘generally enabling’ throughout the Partnership period despite political tensions and associated crackdowns on

civil society and activists. The frequently changing regimes have had somewhat constructive attitudes towards parts of civil society, most notably organisations working with poverty reduction and climate adaptation. CARE DK and partners have focused on maintaining positive relations with both national and local authorities using evidence-based advocacy for concrete policy inputs. In turn, the government has indicated a willingness to cooperate by integrating climate and gender aspects into the operations of relevant government agencies.

In **Uganda**, the relationship between CSOs and the government continues to be 'generally enabling'. However, the government has notoriously shut down CSOs accused of being "non-compliant" with current regulations. To avoid suspicions and ensure the legitimacy to operate, CARE DK and partners have emphasised close and continuous communication with key governmental agencies relevant to influencing the country's environmental policy framework. Another strategy has been the provision of policy briefs based on locally generated data outlining best practices for climate resilience. More specifically, this included recommendations on including gender aspects in the National Development Plan. By providing timely and relevant technical inputs, CARE DK and partners have managed to uphold a position as partners of choice for Environmental and Natural Resources (ENR) management in Uganda.

For the remaining countries outside the above-mentioned regions, the following changes to the environment can be observed during 2021:

In **Ghana**, civil society enjoys basic rights and freedoms in what can be characterised as a generally enabling operating environment from the programme's perspective. Recent improvements to public transparency and accountability frameworks have benefitted the operations of CARE DK and partners, however, COVID restrictions continued to impair programme implementation in 2021. To adapt to the limited mobility that such restrictions have caused, CARE DK and partners focused programme activities on digital communication and engagement using both local radios and mass media channels to disseminate information to targeted communities.

In **Mozambique**, CSOs continue to face 'somewhat disabling' conditions with regards to the effectiveness of governmental institutions and the absence of effective civil rights protection. As a result, CSOs must operate with care and full transparency to avoid the risk of clampdowns. Utilising a conflict transformative approach had a positive impact on programme implementation as channels to the government were kept open and the political environment monitored on an ongoing basis. In addition, establishing close ties with local government

institutions, significantly increased CARE DK and partners' ability to operate and contribute to government-led disaster risk reduction for refugees and communities affected by COVID-19.

### 3. The changes we have contributed to

*This section accounts for programme progress and emphasises key results achieved under the Strategic Partnership with MFA (2018–2021). The first sub-section contains an aggregated analysis of the main outcomes and impact across the portfolio, including noteworthy deviations from targets. The subsequent four sections contain an analysis of key results achieved under each of the SPA programme's four Thematic Outcome Areas (climate resilience, nexus, sustainable and inclusive markets, and land rights). These analyses are substantiated with illustrative examples of beneficiary change stories and policy achievements – rather than outlining performance on a country-by-country basis. To get an overview of the individual CARE DK SPA country, regional, and global programmes, including how they contribute to the programme's four Thematic Outcome Areas and the SDGs, please refer to annex 3, as well as annex 4 for an overview of core partners at the country programme level.*

#### → 3.1. Overall reflections on achievements and deviations

##### **Results against summary results framework**

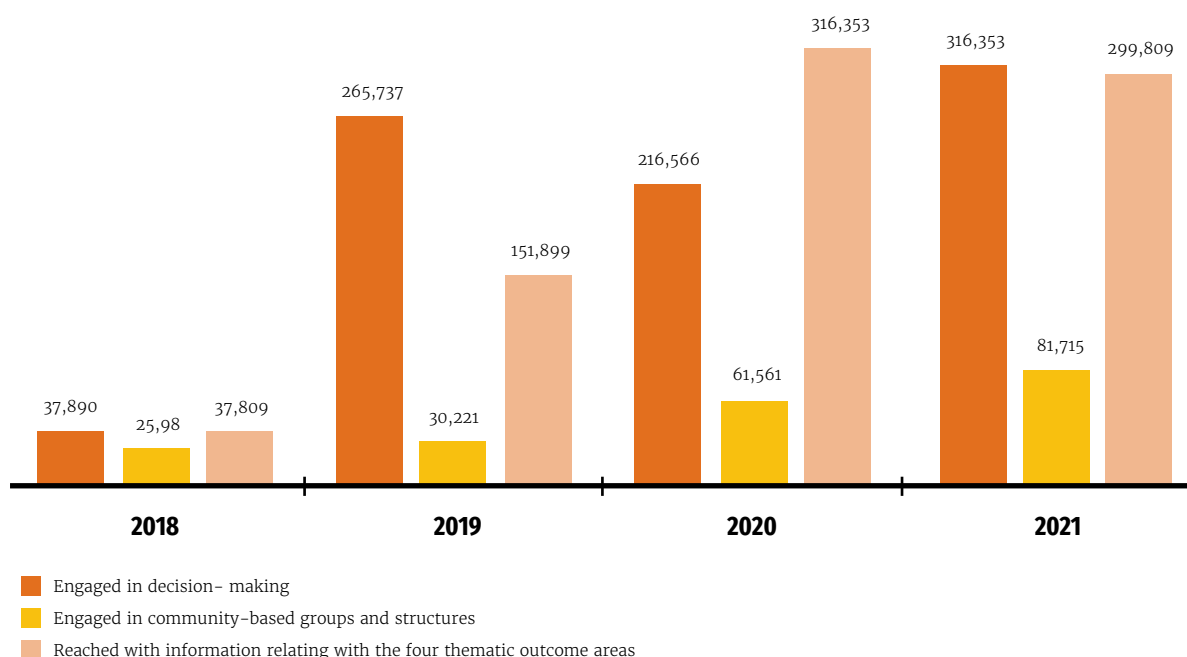
Overall, the assessment of results achieved against the targets in the summary results framework shows **high levels of achievement across the three change levels and the four thematic outcome areas<sup>2</sup>, in particular with regards to climate resilience**. The programme also faced some **challenges in meeting the set targets**, particularly with regards to the COVID-19 crisis, which resulted in the underachievement of certain indicators.

As shown in the graph, CARE DK measures the accumulated reach of activities to ensure value for money and the proper inclusion of women in all programmes. In particular, aggregated results from across programmes show that **CARE DK and partners have been consistently effective in mobilising local communities** to claim rights, promote public investments, build community resilience, and take part in key decision-making spaces, especially at the local and national level.

Through the SPA programme, a total of 302,677 (53 per cent women) were supported by CARE DK and partners to **participate meaningfully in formal and informal decision-making spaces** to influence decisions that impact their lives and communities. This achievement should be viewed against a set target of 240,736. CARE DK and partners further **organised**

2. CARE DK's SPA results framework agreed with MFA comprises targets and indicators for intended changes at three different domains of change, namely community mobilisation, partner capacities, and policy influence. These objectives are cross-cutting and have accompanying indicators that are reported against CARE DK's four Thematic Outcome Areas: Climate resilience, Nexus, Rights to Land, and Sustainable and Inclusive markets. Country Offices set annual targets for all and report against these in annual reports. The summary results framework is made based on aggregated data from each of the country-level results frameworks. For a full overview of the summary results framework 2018–2021, please refer to annex 1 and 2. Country-level results frameworks can be shared upon request.

## Reach from SPA programmes - 2018-2021



and strengthened 2,358 community-based groups comprising 81,400 people in total. These numbers represent a considerable increase compared to 975 groups in 2019 and 1,793 in 2020. CARE DK's ability to expand the level of engagement of climate-vulnerable communities can be ascribed to several factors, including success with ensuring uptake by local or national-level authorities of CARE DK initiated engagement structures and scaling up climate-smart practices for the benefit of a larger group of climate-vulnerable communities (indirect target groups). **Examples of community-based structures initiated or supported** to promote effective and community-led action span from using general local decision-making structures to promote climate adaptation (such as Village Development Committees in Niger) to more focused climate adaptation forums (such as Ward Adaptation Planning Committees in Tanzania, Wetland Restoration Management Committees in Uganda, and Vulnerability Monitoring Observatories in Niger). Other examples include spaces dealing with the nexus approach to minimise the gap between long-term and short-term interventions (such as Disaster Management Committees in Bangladesh and Mozambique, conflict resolution committees in Niger and Mali, and GBV committees in Mozambique).

Further, CARE DK and partners **increased the awareness of 299,809 people** related to either agro-climate and early warning information, rights to land, and/or market opportunities. However, looking at the 'reach targets', **CARE DK significantly**

**underachieved in both 2020 and 2021**, except for information related to financial services, access to markets, and opportunities for value addition (indicator 3.2). While much can be attributed to the effects of COVID-19 and the lack of access to target communities, targets were particularly low in 2021, despite remote engagement efforts, including online training and the use of community radios. However, through the re-allocation of resources to the COVID-19 response, CARE DK and partners reached more than half a million people with activities that fall outside the Thematic Outcome Areas, including through distribution of health items, increased access to water and awareness-raising on GBV.

In addition, an important observation is the degree to which women were reached and empowered through programme activities in 2020 and 2021. Here, disaggregated data reveals that **CARE DK and partners fall short of reaching the targets for ensuring women's participation in formal or informal decision-making spaces**. While this number slightly exceeded 50 per cent in both years, it was the ambition of CARE DK to push towards a greater level of women-led activities in all humanitarian and climate adaptation programming. Data from CO and partners further reveal that COVID has affected women and girls disproportionately while consolidating patriarchal structures resulting in more women staying at home. As an example, in Uganda, CARE partners observed that needs specifically related to women's participation and well-being more than doubled during the outbreak of the pandemic. This



## CARE DK'S OUTREACH IN 2021

In 2021, CARE DK worked in 16 countries and directly reached 834,669 and further 2,981,892 were reached indirectly through a total of 47 projects funded by Danida, EU, and various private foundations.

As part of a large global confederation, CARE DK contributed to the overall reach of CARE International's programmes. In 2021, CARE International reached more than 100 million people directly (71 percent women and girls), divided between 1,495 projects in 102 countries.

observation calls for even stronger gender-transformative programming – i.e., not only working within but also challenging existing gender roles and relations. This requires careful consideration for future programmes and the enhancement of women-led activities.

Within the SPA programme's capacity strengthening domain, the programmes contributed to **strengthening the capacities of 564 organisations** (for more details on approach and results see section 5.2.). Since 2018, there has been a strategic focus to support multiple types of partners, resulting in an increased number of public actors (268 in 2021, compared to 76 in 2018), as well as private sector actors (60 compared to 20 in 2018) supported through the programme. The **high number of public actors supported** can largely be ascribed to the strategic approach of working closely with local governments to scale up climate resilience models, including the provision of technical assistance (such as climate expertise) to duty-bearers in policy formulation.

On the contrary, despite an increased focus on private sector engagement, **support to private sector actors played a less dominant role in all of CARE DK's programmes and projects**. This requires a more concerted effort for CARE DK's future programmes, as private sector companies play a central role in CARE DK's strategy and hence should be capacitated and engaged for enhanced multi-stakeholder cooperation for climate-smart solutions. CARE DK is currently focusing on strengthening this aspect under the SPA 2022–2025 grant, for example by strengthening value-chain based approaches so that CARE DK and partners become better at identifying the different types of private-sector partnerships whose inputs are needed at different steps of the innovation process.

CARE DK and partners' **advocacy efforts have yielded promising results in terms of contributing to formulating or improving relevant policies that target the world's most vulnerable populations**. As such, in 2021 a total of 77 new or amended policies, legislation, and/or budgets were influenced by CARE DK and partners. Further, 83 policy formulations were initiated, and 107 policy implementation processes were monitored and influenced as a result of CARE DK and partner-led advocacy efforts – and often in collaboration with like-minded CSOs, networks, and alliances (for concrete examples of the policies influenced, refer to section 3.2–3.4). This has been possible through concerted efforts with partners providing technical inputs while convening multi-stakeholder collaboration. Notably, programmes have had an increasingly strategic focus on influencing all phases in the policy cycle, including the formulation, adaptation, implementation, and monitoring of climate-related policies as illustrated by the disaggregation of results framework indicators under the policy influence domain (see annex 1).

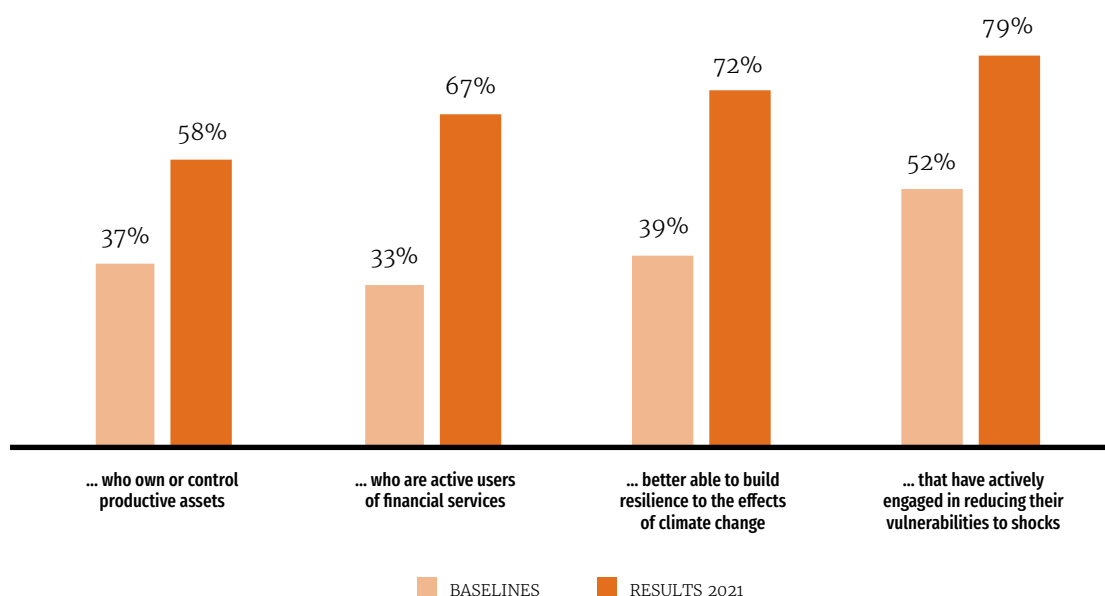
For some programmes, including the thematic programme, CLAR, **COVID-19 continued to create obstacles to intended advocacy results**. While several meetings were cancelled and online meetings enhanced the cost-effectiveness of programme activities, CARE DK's experiences, supported by the final CLAR evaluation, suggest that advocacy work tends to be more impactful when engaging physically or directly with policymakers. In other programmes,

## WHO ARE THE PEOPLE CARE DK AND PARTNERS REACH?

'Climate vulnerable communities' cover a wide range of different populations, groups, and individuals. In the Sahel region, CARE DK's programme interventions are focused on supporting rural communities, including women pastoralists, in achieving more sustainable livelihoods. In Mozambique, Uganda, and Bangladesh communities in refugee camps are supported in becoming independent and active participants in decision-making processes. Overall, outreach ranges from small-scale and landless farmers, and other natural resource dependent people, including indigenous peoples, ethnic minorities, and refugees. These groups have a particular exposure and vulnerability to climate changes in common.

## CARE DK Impact indicators (2018-2021) - '% of people ...'

9



policy impact was impeded by the political context and turmoil – as in Myanmar where the programme was unable to meet the set policy targets given the severe restrictions brought about by the military coup. In Nepal, the programme experienced low progress in land rights in 2021 (compared to targets) due to the dissolution of the Land Issues Resolution Commission – a key partner at the national level advocating on behalf of landless peoples.

### Indications of impact

The SPA summary results framework includes a set of overall SDG-related indicators at the impact level, including the percentage of people able to build resilience to the effects of climate change and variability (SDG 13) and the percentage of people owning productive assets (SDG 2). Whereas impact indicators to a great extent represent systematic or structural changes outside the sphere of control of programmes, the targets and results at this level have deliberately been measured on the direct target group rather than the larger impact group, to enable more focused learning on the direct effect of CARE DK's programmes. Impact indicators have been measured at baseline and endline of the Strategic Partnership.

From a long-term perspective, CARE DK and partners' contribution to sustainable social changes (sphere of indirect influence) for the world's most climate-vulnerable populations has been supported by documentation from country reports, external evaluations and endline surveys. While programme intervention cannot be attributed directly to wider

changes in target areas, available evidence suggests that programmes have had a positive contribution, to lasting social changes including strengthened local climate resilience and food security. This is presented through aggregated data from the global results together with qualitative data of catalytic impact below.

As shown in the graph above, data indicate that **the programme has been particularly successful in contributing to building the resilience of vulnerable populations and communities to the effects of climate change and reducing their vulnerabilities to shocks that affect them.** As such, more than 72% of the people reached through the programme were better able to build resilience to the effects of climate change by the end of the programme, compared to only 39% at baseline. This achievement cuts across the four thematic outcome areas and can be ascribed to the strategic deployment of a combination of approaches, including fostering community-led adaptation planning, diversification of livelihood sources, and linking communities with local authorities to demand responsive climate action.

CARE DK and partners contributed to scalable anticipatory action by setting up effective early warning mechanisms enabling actors to prepare and respond to crises. Worth of notice, CARE DK and partners had a tangible impact on local social cohesion by fostering peaceful coexistence between competing livelihood groups. The approach to local conflict resolution has demonstrated its potential across locations which may explain the increase in the per-

## THE LOCAL IMPACT OF CLIMATE-SMART SOLUTIONS

The mobile kitchen gardens and above-ground gardens in the Sahel are concrete examples of climate-smart livelihood concepts which have allowed women pastoralists to produce vegetables in the Sahara Desert at any time of the year. An endline survey of the programme in Niger concluded that the mobile kitchen gardens have strengthened local food security with 86 per cent of project participants reporting increasingly improved and diversified eating habits. The gardens have also had a positive impact on health, as improvements to the diet has made households more resistant to diseases while improving the well-being of children evidenced by a reduction in malnutrition rates among infants (0–5). In addition, data also indicates that the gardens are improving women's status in the household by providing women with access to productive assets and capital from sales. In 2020, the initiative was scaled to new areas within Niger and further replicated in Mali, Burkina Faso, and the Liptako Gourma region, thereby multiplying the impact of the initiative.

centage of people that actively engaged in reducing their vulnerabilities to shocks that affect them (from both natural and man-made conflicts – from 52% at baseline to 79% by the end of the programme.

Looking at the effectiveness of individual country programmes, **the proportion of people impacted significantly exceeded targets in countries that maintained a strong focus on 'scaling by design'**. This resulted in increasing government uptake of climate-smart solutions, such as climate-resilient land models in Nepal and agro-climate information and early warning systems in Mali and Niger, while contributing to a broader reach and (indirect) impact of CARE DK's programmes. Planning for multiplying impact through dialogue with private and public scaling partner from the initial stages of solutions development hence hold promising learning for CARE DK and partners and is particularly relevant to the focus of CARE DK and its ambition for climate-smart innovation.

In Ghana, evidence from the final evaluation also suggests that programme interventions can have a spillover **impact on neighbouring communities**. As such, it was found that adjacent communities

generally benefit from the political empowerment of the targeted communities related to land rights through learning about their entitlement to compensation and legal rights in the event of extensive land grabbing. For instance, nine communities next to Saaman Community, located near the targeted communities, fought against the mining company Kibi Goldfields and were inspired to claim their rights and obtain compensation caused by the displacement. Community members from Saaman Community supported them in this effort by informing them about the legal framework and their rights to retain their land.

**The least significant impact was observed in the 'rights to land' outcome area.** This could be attributed to the fact that access to land and productive assets is contingent upon long-term changes in policies and persistent pressure to challenge land grabbing and halt explorative work for oil, gas, and minerals in climate-vulnerable communities. For instance, the Laos programme did not meet the set targets in relation to the rights to land impact indicator, because the successful land rights advocacy initiative, through the Land Information Working Group, was delayed and as a result failed to translate into a direct impact on land ownership and control.

### CARE DK's added value and contributions to results

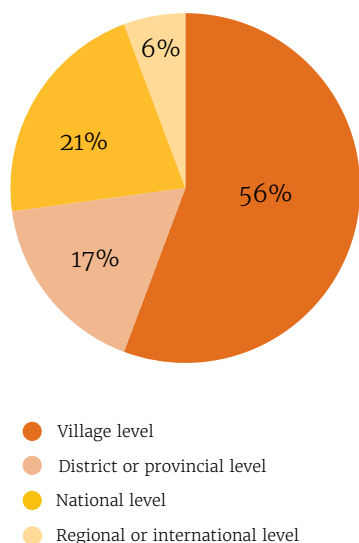
In addition to the quantitative reporting against targets, country programmes fill out **'outcome description forms'** (based on the outcome harvesting methodology) identifying and detailing concrete outcomes achieved. The forms include descriptions and ratings of 'significance' and 'contribution', as well as disaggregation according to thematic outcome areas and geographical distribution of outcomes (for further details on the rating criteria, see *annex 5*). This type of results reporting has facilitated a more nuanced understanding of observed outcomes and CARE DK's contribution to these. The examples of achieved results presented in the four sub-sections below draw on information from these outcome descriptions as well as from the country level annual reports.

The increased focus on climate resilience and climate-vulnerable populations is reflected in the type and number of outcomes reported by Country Offices (COs) and has increased in the years since the adoption of CARE DK's strategy 'A Green and Just World'. As a result, **more than half of outcomes documented in 2021 took place within the climate resilience outcome area**, spanning from changes in the relationship between local communities and authorities for inclusive climate action to high-level policy influence on National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs).

Looking at the **distribution of outcomes**, a major-



### Geographic distribution of outcomes



ity materialised at the local level (see graph). This tendency has been reinforced during the past four years, with CARE DK and partners increasingly emphasising localised and community-based adaptation (CBA) as the most effective and empowering means to increase resilience. However, **more attention is needed to fully achieve the localisation ambitions related to policy influence**, i.e., creating local to national and international links with the direct inclusion of local voices. CARE DK and partners perceive the dual focus on higher-level policy frameworks and locally-led climate adaptation as a key ingredient for successful climate action as well as enhanced resilience – an element that is being strengthened in current programmes.

COs are also asked to rate the ‘significance’ and ‘contribution’ related to each of the outcomes reported, which strengthens an understanding of **CARE DK and partners’ role and contribution to the various outcomes**. In 2021, it was assessed that 47% of outcomes were achieved with ‘major’ contributions from CARE DK and partners, 52% with ‘important’ contributions, and only 1 per cent with moderate involvement. In cases where a programme was reported to have an important or moderate influence, the outcome was typically a result of multi-stakeholder processes where several actors and factors played in.

Expanding on the contribution rating, data suggests that CARE DK and partners’ **key added value** lies in *alliance and knowledge-brokering* (24 per cent) as well as *capacity development* (21 per cent), and *community organising* (20 per cent). Data from previous years suggest similar patterns underscoring the importance of convening and connecting like-minded

development actors and private sector players for catalytic impact while focusing on partners’ capacity to engage in coordinated climate action. Reflections on CARE DK’s value add and related learning is further elaborated in section 5.2.

### → 3.2. Climate resilience

Following its new strategy, “A green and just world 2019–2025”, CARE DK began a transformation of its programme portfolio in 2021 towards climate-focused programmes. SPA county programmes have thus worked to strategically integrate and link work on land rights, sustainable & inclusive markets, and HDP nexus interventions to the adaptive capacities of local climate-vulnerable communities. While the concept of ‘resilience’ has served as a cross-cutting theme for all programmes, its relation to climate changes is not always evident, nor on a programmatic level. Hence, CARE and partners have made efforts to reconceptualise resilience to designate the ability of local communities to anticipate, absorb and adapt to the adverse effects of climate changes.

#### Outcome summary

CARE DK’s approach and added value vis-à-vis the climate justice agenda revolve around the ability to **facilitate multi-stakeholder dialogue and responses to local climate adaptation needs with local community representatives at the forefront** of decisions and solutions. Throughout the programme period, CARE DK and partners have aimed to support and empower the most climate-vulnerable populations, with a cross-cutting focus on scaling and replicating the most promising climate-smart practices. Further, SPA programmes made **tangible contributions to SDG 13 and climate action** by supporting effective and inclusive Community-Based Adaptation (CBA) coupled with dialogue and advocacy efforts for enhanced responsiveness of duty bearers from the local to the national level.

Overall, CARE DK and partners have supported climate-vulnerable groups in developing community-based Climate Adaptation Action Plans (CAAP) leading to **increased commitment and buy-in from duty bearers and service providers in responding to and financing climate resilience initiatives**. Evidence includes investments in storage facilities, tree planting to control wind, floods or soil erosion, relocation of communities from flood-prone areas, provision of climate-smart agricultural inputs, and meteorological information.

CARE DK and partners worked with civil society to influence climate-related policies and frameworks on behalf of the world’s most climate-vulnerable populations. More specifically, important **progress has been made to enhance the role of Southern-led**

**CSOs and advocacy coalitions in influencing climate policies, plans, and budgets**, including National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs). At the *regional and global level*, as evidenced in the CLAR final evaluation, CARE DK has influenced policy processes and established dialogue with key climate negotiators at regional and global forums, including the COPs and NAP Expos. Further, CARE DK forged strong alliances with several key regional and global climate advocacy networks, including the Community-Based Adaptation conferences, ALFA Sahel 200, Climate Action Network International, Pan African Climate Justice Alliance, NAP Global Network and African Group of Negotiators Expert Support. One of the challenges identified in undertaking climate action relates to the idea of supporting “radical participation” of the most climate-vulnerable in policy dialogue while bolstering local to global links using evidence from programmes more actively.

#### **Local level results**

Throughout the programme period, CARE DK and partners have **organised and strengthened 727 groups and community-based structures, representing a total of 34,779 individuals**, in spearheading actions to promote community resilience in the face of climate change. More specifically, CARE DK and partners have added value by facilitating the Participatory Scenario Planning (PSP) and the development of Climate Adaptation Action Plans (CAAPs) as key instruments to **hold local authorities accountable for financing climate adaptation initiatives at the community and district level**.

For instance, in *Tanzania*, Ward Adaptation Planning Committees were set up and supported in four districts to facilitate community-led climate adaptation. Through the programme, 328 facilitators were trained and will continue to support climate change adaptation processes beyond the programme implementation period. To date, 37 communities have developed CAAPs which span seven districts. Two districts have mainstreamed the CAAPs into the district and long-term plans and backed this with a budget of USD 221,304.35 through support from Vice President’s office. Consequently, the district councils have invested in tree planting to control adverse impacts from climate changes and bolster climate-resilient infrastructures for communities that lived in flood-prone areas.

Likewise, in *Uganda*, CAAP champions were trained with lobbying skills for integrating community priorities into Local Government plans and budgets and managed to be part of the local government planning and budgeting. This resulted in the development of 23 community CAAPs, which were integrated into the

regular district planning cycles across four districts. For instance, the Kyenjojo district local government increased its budget allocation for climate change from UGX 40 million UGX in 2019/2020 to UGX 60 million in FY2020/2021, which turned the district into one of the pioneers of integrating climate change in its District Development Plan 2020–2025. The increasing climate finance allocations have brought tangible benefits to farmers including the ability to access the supply of maize in times when market prices fluctuate or when food insecurity arises during off-seasons.

Throughout the programme period, CARE DK and partners have also played a significant role in establishing and supporting **key climate decision-making forums at the sub-national level involving multiple stakeholders including CSOs, and the public and private sectors**. This includes the formation of an SDG 13 District Platform (Ghana), District Multi-stakeholder forums (Tanzania), and the West Nile Natural Resource and Climate Resilience Forum (Uganda), among others.

In *Uganda*, the West Nile Natural Resource and Climate Resilience Forum (NRCRF) was established as a subforum under the West Nile Development Association (WENDA). This brought together duty bearers in natural resources governance in the West Nile sub-region. Through the forum, WENDA agreed to enforce a joint ordinance on environmental protection for all the districts against the increasing incidences of charcoal burning and illegal logging. Moreover, the forum meetings resulted in a series of commitments by District Environmental Officers (DEO) and District Forest Officers (DFO) for enhancing climate resilience in the sub-region, including through the promotion of alternative energy sources to reduce forest degradation and accelerate the restoration of degraded ecosystems.

In 2021, CARE DK and partners reached 93,928 people with crucial agro-climate information for enhanced mitigation and adaptation. Several programmes **established and scaled agro-climate information systems in partnership with key public and private actors**.

In the *Sahel* region, CARE DK and partners, in collaboration with private sector actors, innovated and upscaled methods for collecting real-time information to inform the regional transhumance and crisis response. As a result of the multi-stakeholder collaboration, information is now provided directly to communities via mobile phones in collaboration with tele companies. In *Mali*, the country programme established a mechanism to collect and disseminate climate information, including on the availability of



### Change story from Niger

#### Seasonal forecasts saved pastoralists' livestock in Maradi and Diffa

In Niger, CARE DK is using community radio to reach climate-vulnerable pastoralists with seasonal forecasts, enabling more informed decision-making in the face of climate change. This has enabled timely movement of livestock and strategic destocking of livestock upstream of the lean season, which saved a large part of the herd in the regions of Maradi and Diffa.

*"Before we went to the north of Niger with all our animals at the first rain, which caused us huge losses in our herds of cattle. But this year we are still waiting for the forecasts through the community radio 'Kongol Bako' of Foulatari before any movement. In truth, this information saves our lives and those of our animals", says Ousmane Ado, a young pastor from Kollekki (Diffa), who are now receiving seasonal forecasts broadcasted through a community radio station in the square.*

Endline surveys of the programme revealed that loss of livestock among the targeted pastoralists reduced by 25% due to the sharing of seasonal forecasts.

water and pasture resources, in partnership with Mali's national Early Warning System, SAP, the regional pastoralist organisation RBM, SNV, and the telecom company Orange. All in all, the programme enabled 11,427 farmers and pastoralists to access and use agro-climate information in 2021, allowing them to make informed decisions about when and what to plant and when to move livestock to fertile grazing grounds.

Several programmes have played a significant role in upscaling **climate adaptation models which have proven an effective method in reaching the most climate-vulnerable populations.**

In *Nepal*, the programme contributed to the piloting and scaling of crop and livestock insurance models, which secured compensation for the livestock loss of small-scale farmers. As a result of changes to the local climate, small-scale farmers in Nepal face extreme events such as landslide, flood, and drought, which threatens their livelihood and causes loss of livestock and crops. With support from CARE DK, the partner NFGF brought together local governments and insurance companies and facilitated direct linkages with small-scale farmers. Based on these efforts, the farmers got direct access to insurance services in their local communities. Findings from the external evaluation corroborated the effective dissemination of the models led by NFGF with seven provinces through model sharing workshops. By the end of the programme, four different local governments had implemented the localised insurance scheme, investing a total of \$20,000 in the implementation of the model. As a result, climate-vulnerable farmers received a total of \$72,000 return from insurance companies as compensation for livestock loss in 2021 alone. Similarly, the regional programme in South-East Asia, MCH, supported the scaling of so-called Agro-Climate Information Systems, which directly benefitted women farmers in five different communities. This has resulted in increasing upland rice yields and high degrees of satisfaction with the quality of the harvest.

#### National, regional, and global results

At the *national level*, CARE DK and partners have focused on **influencing National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs)**. Through the CARE DK facilitated platform, Southern Voices on Adaptation (SVA), and in partnership with national CSO networks, CARE DK developed NAP Country Profiles containing clear policy recommendations and entry points for NAP formulations in Tanzania, Uganda, Niger, Mozambique, Chad, and Malawi. National governments and NAP stakeholders have subsequently adopted the NAP Country Profiles in each of the six countries to in-

## POLICY INFLUENCE CASE

### Climate adaptation finance – fact or fiction?

In January 2021, CARE DK published the report “Fact or Fiction” documenting massive overstatements with regards to climate adaptation finance by bilateral and multi-lateral donors. The report was based on six country reports and studies led by Southern civil society partners, covering 111 claimed adaptation projects with a total budget of USD 6.1 billion.

In June followed the report “Hollow Commitments”, revealing that developed countries absence of plans to meet the \$100 bn per year commitment in climate finance. Both reports were widely cited in international media, including e.g., TIME Magazine, The Guardian, Der Spiegel, China Daily, the Times of India etc.

The reports formed the basis of CARE DK’s and CARE International’s advocacy on climate finance in the year 2021 and helped developing countries putting this issue on the agenda ahead of COP26.

Owing to the increased pressure from southern-led CSOs, and backed by various documentations including CARE’s reports, issues related to climate finance for adaptation played an important role at COP26 including concrete commitments to provide the promised climate finance.

form the NAP processes. CARE DK through the SVA also contributed to developing a Toolkit for a Gender-Responsive Process to Formulate and Implement NAPs, which is now an official UNFCCC Supplementary guideline.

Overall, country programmes exercised a direct influence on policy processes related to climate change adaptation. To this end, advocacy results and partners’ legitimacy seem to go hand in hand and reinforce one another. In many of the programme countries, **CARE DK and partners have become trusted allies of the government and have been recognised as legitimate experts within the area, resulting in more direct involvement in policy decisions.**

In *Mozambique*, CARE DK’s partner Climate Change Platform is becoming a key reference for CSO engagement with national public and private sector actors on climate change adaptation. As such, platform

members are now being invited by key government institutions, such as the Ministry of Land and Environment, and the National Institute of Disaster Management, to contribute to the development of various climate policy instruments. This has allowed them to influence key climate policies such as the NAP, NDCs, and the Biennial Update Reports to be submitted to the UNFCCC. In *Ghana*, CARE DK’s partners enjoy continuous invitations to high-level government committees to plan for national initiatives on climate adaptation and mitigation. A good example is formal invitations to the national committee charged with reviewing government climate expenditure, as well as technical working groups engaged in the NAP or NDC review process. In *Niger*, the Ministry of Environment has selected the partner DEMI-E as a technical advisor in the process of revising NDCs, following their lobbying for the integration of the NDCs into Niger’s Agricultural Policy.

CARE DK programmes in *Tanzania* and *Ghana* successfully **linked their advocacy agendas to the 2030 Agenda and the SDGs** by joining and supporting relevant national SDG platforms and influencing the Voluntary National Review (VNR) of the SDG progress. In Ghana, CARE DK and partners are convenors of the SDG 13 and SDG 15 sub-platforms. In Tanzania, the VNR process sparked several policy reviews as government stakeholders realised the need for better cross-sectoral integration to ensure SDG fulfilment.

In several countries, CARE DK and partners have managed to **ensure the direct integration of climate change challenges into national programs, plans, and budgets.** In *Uganda*, CARE DK and partners partnered with the National Planning Authority (NPA) and the Climate Change Department to review the National Budget Framework Paper and the First Budget Call Circular with a focus on climate change integration in both documents. Consequently, for the first time in the history of the NPA, there is now a clear quantitative assessment of climate integration into the National Development Plan. In *Ghana*, the Environmental Protection Agency and the Ghana Education Service opted to include climate change and green economy education into the basic school curriculum. This happened in the wake of joint advocacy initiatives facilitated by CARE DK’s partner Kasa through the national CSO platforms on SDG 13 and the CSO network on Climate Change, which also involved developing and presenting a draft curriculum to the responsible authorities.

At the regional level in the *Sahel*, the regional pastoralist partner RBM, which has 750,000 members and represents 2.5 million pastoralists, contributed to **bilateral agreements on cross-border transhumance** between Maradi Region (Niger), Katsina



State (Nigeria), Kebbi–Oyo–Ogun space (Nigeria), and Ouémé Valley (Benin) to enable the migration of Nigerien pastoralists despite border closures. A regional meeting organised by RBM, which brought together the main actors and public institutions in charge of cross-border transhumance across seven Sahelian countries, resulted in a concrete action plan to address the problems experienced by transhumant herders. Seeing as mobility is a crucial adaptation measure for pastoralists, the Sahel country programmes are making a significant contribution to strengthening the resilience of pastoralists by securing livestock transborder corridors.

Through the CARE DK facilitated advocacy and learning platform, Southern Voices on Adaptation (SVA), consisting of more than 100 members, CARE DK has acted as a convener, ally, and amplifier to enhance the representation and influence of Southern CSOs in climate decision-making spaces, thereby **strengthening southern leadership in climate actions**. Through SVA, CARE DK has connected like-minded Southern CSO partners and linked them with potential advocacy allies at the regional and global levels. By facilitating the direct inclusion of community representatives in government climate policy consultations, SVA also ensured that the **voices of communities are heard** in sub-national and national decision-making spaces. Through SVA, CARE DK also supported Southern CSO networks to develop joint position papers used to influence negotiations at e.g., the COPs. SVA has received formal recognition from the LDC group, Climate Action Network, and UNFCCC, of which it is now a member via the NAP technical working group.

At the *regional and global level*, SVA, with support from CARE DK has been able to **influence policy processes using joint CSO positions/campaigns and establish formal dialogue channels with key climate negotiators at regional and global forums**, including the COPs and NAP Expos. As a member of the UNFCCC NAP technical working group, CARE DK, through Southern Voices on Adaptation, has had the opportunity to influence global policy discussions concerning NAPs, including by demonstrating the added value of the Joint Principles for Adaptation in the NAP process.

### → 3.3. Nexus

#### Outcome summary

Throughout the Partnership period, country programmes operating within the humanitarian–development–peace nexus have strengthened the capacities of climate-vulnerable communities to absorb and adapt to climatic shocks and stressors that affect them, simultaneously contributing to conflict prevention and mitigation prompted by scarce natural

resources. This was done through peaceful conflict mediation of local land conflicts, and the promotion of citizens' watch and warning systems.

From 2020 and onwards, CARE DK increasingly incorporated nexus thinking in the climate change-related programming, with new interventions in Bangladesh, Mozambique, and Myanmar, while consolidating previous nexus engagements in Mali, Niger, and Uganda. The global programme CLAR worked across the programmes to transfer models and guidance on climate resilience programming and



### Change story from Uganda

#### **Building coherence through peaceful coexistence**

Rampant conflicts persisted between refugees and hosts over land use in Omugo subcounty in Terego district as well as encroachments on Kakoni wetland in Kyaka II refugee settlement in Kyegegwa district. Formal land use agreements (LUAs) and refugee–host community Wetland Restoration Management Committee helped foster social coherence and peaceful co-existence. The Prime Minister's Office together with Local Governments sanctioned LUAs and committee. Refugees accessed land for agriculture resulting in adequate food supply and diversity. 76ha and water were recovered in the wetland.

*“Now it takes less effort and time to pump out 20l of water from the borehole. GBV cases related to delays and conflicts over water have reduced,”* the Maendeleo Group Chairman states.

*“The nexus approach has helped us improve relations with the refugees of Kyaka II refugee settlement. They have access to loans from the group without any security and they pay back in time ... We easily resolve conflicts with any refugees and there is more respect for each other's culture.”* FGD Kakoni village.

risk mitigation including for conflict sensitivity. To enhance the institutional capacity to work with climate action, the programme developed a framework for measuring climate resilience which includes metrics for capturing the adaptive capacity of distinct impact groups. This is now being used within the CARE federation to identify key differences in the capacities and vulnerabilities of e.g., refugees and host community members or farmers and pastoralists living in the same areas.

### **Local level results**

CARE DK programmes contributed to strengthened climate change resilience while **fostering peaceful coexistence and resolutions to conflicts over depleting natural resources** at the local level in Bangladesh, Uganda, Mali, Mozambique, and Niger. Further, in countries affected by conflict and displacement, programmes fostered social cohesion and effectively deepened constructive cooperation between host- and refugee communities. Central to achieving such relational changes has been combining a community-led approach, which places ownership of activities with affected groups themselves, with conflict-sensitive approaches that cater for inter-cultural dynamics and local economies.

In *Uganda*, CARE DK's country programme facilitated joint host-refugee led structures, and inclusive local government planning processes. This supported positive relations between the different communities in Terego District and resulted in viable and coordinated access to farmland (as evidenced in the final evaluation of the programme). As a result, incidences of food crop theft and animals browsing crops have greatly reduced due to joint planning and adoption of the actions. This type of impact attracted attention from OPM and humanitarian organisations and who subsequently called upon partners to replicate the nexus approach for wetland restoration in other settlements.

In Cox's Bazar district of *Bangladesh*, the programme has contributed to fostering peaceful coexistence between host communities and Rohingya refugee populations based on conflict-sensitive approaches. To promote community-led disaster risk reduction, environmental management, and societal peace, the program supported Social Cohesion Committees, Village Development Committees, and Disaster Management Committees in the Rohingya camp and host community, respectively. These committees and community members worked together, with technical support from CARE DK and partners, as first responders during disasters. The Disaster Management Committees have also been supported to play a concrete role in conflict resolution between the Rohingya

and host communities. The final evaluation of the country programme in Bangladesh revealed that as many as 79 per cent of respondents perceived that conflict between Rohingya and host communities has been reduced with help from programme activities.

In the Sahel, the CARE DK programmes have taken steps from an HD approach to an HDP approach and directly contributed to **resolving conflicts by establishing effective conflict resolution and mediation mechanisms**. This has helped prevent the exacerbation of local conflicts by addressing conflicts between pastoralists and farmers and involving community leaders directly in mediating local-level conflicts.

In *Mali*, the programme facilitated strong community involvement in the resolution of local agro-pastoral conflicts, by supporting community leaders and representatives of the different groups to prevent and peacefully manage local conflicts and through the establishment of community-level land commissions (COFO). The programme was also instrumental in getting district authorities in three districts to establish multi-stakeholder forums for dialogue and advocacy on issues related to agro-pastoral conflicts. By participating in ongoing dialogue, community leaders and village COFOs are now playing a key role in managing disputes over pastoralists' grazing areas and are actively involved with local authorities to peacefully manage potential conflicts.

In the context of climate change, which has worsened the frequency, intensity, and impacts of extreme weather events such as flash floods, landslides, cyclones, etc., CARE DK programmes have contributed to **the preparedness of communities to respond to climate disasters**.

In *Bangladesh*, the preparedness of both host and Rohingya communities to respond to climatic shocks was enhanced by supporting local Disaster Management Committees (DMCs). In total, 1,036 disaster management volunteers were trained within the programme to conduct effective community-based disaster assessments and to effectively respond to recurring disasters, such as fire, flash floods, landslides, and cyclones (see case story below/above). Following the disasters, the DMC members were also involved in recovery activities.

In *Mozambique*, CARE DK and partners added a nexus component to the existing programme interventions after two cyclones caused devastating damage and a subsequent increase in GBV incidences. Using a community-led approach, CARE DK and partners



### Change story from Bangladesh

#### Disaster management volunteers acted as first responders in Cox Bazar

On January 9th, 2022, a massive fire broke out at Rohingya refugee camp 16, managed by CARE, in Cox's Bazar, which houses over 20,000 people.

Disaster management volunteers, trained by CARE since 2020, acted as first responders with support from local civil servants, managed to contain the fire within two hours. The group played a vital role by immediately evacuating and containing the fire until professional emergency responders arrived.

Dildar Begum, a 35-year-old Rohingya woman trained by CARE DK in disaster preparedness and response stated that: *"Previously, I feared fire and other natural disasters. I used to keep myself and my family members from going out when there were risks of floods or landslides. But now, I come out from my house not only to save my kids and belongings but also to save my neighbors and members of the community"*.

Subsequently, the volunteers assisted in taking affected families to safe shelters and conducting needs and damage assessments to plan the next action of response.

Fires in the Rohingya refugee camps are particularly severe due to overcrowding, poor infrastructure, and use of flammable materials for shelters. In 2021 alone there were over 150 fires reported in the camps.

supported new local GBV committees to manage service referral mechanisms, strengthened existing DRR committees, and trained focal points on psychological first aid. The GBV mechanism is now linked to the national government mechanism for the protection of victims of sexual abuse and exploitation, enabling the focal points to report cases of GBV directly to the relevant authorities. To avoid negative coping strategies and strengthen the resilience of local communities to future disasters, women and girls' livelihoods and income were supported through the establishment of VSLAs. The pooled savings strategy has become an important element for the climate resilience of disaster-affected communities and was used actively as a coping strategy during the two storms in January and February 2021.

**In 2021, CARE DK and partners reached 83,506 people through early warning systems** which have prompted government recognition and **commitments to scale up specific solutions**.

In *Niger*, an effective early warning system has been set up from the community to the national, and regional levels enabling local humanitarian actors to prepare and respond to future crises. During the programme period (2018–2021), 18 Community Early Warning and Response systems and four municipal-level Vulnerability Monitoring Observatories were set up and linked to national, regional, and sub-regional systems for the prevention and management of Disasters and Food Crises (CSRPGCA and DRPGCA). As a good example of government responsiveness, the Food Crisis Unit under the Food Crisis Prevention and Management Facility headed by the prime minister's office proposed using the Vulnerability Observatories for food distribution in crisis settings. In addition, the regional Food Crisis Prevention and Management Facility committee in Diffa developed an action plan using the information from the Community Early Warning and Responses systems.

#### National, regional, and global results

While most results from CARE DK's nexus programmes are to be found at the local level, some achievements can be observed at the national and regional levels. This included efforts to **share knowledge between countries and strengthen policies on the intersection between climate and conflict in the Sahel region**. As an example, the CLAR programme facilitated a series of cross-country webinars on resilience and conflict (ALFA Sahel) with the participation of practitioners, researchers, and policymakers.

The *Sahel* country programmes **influenced regional frameworks related to the HDP nexus**. For example, regional partner RBM influenced regional institutions such as CILSS and ECOWAS to take into consideration the concerns of pastoralists and agro-pastoralists in a charter for the prevention of crisis and management of wells. RBM collected evidence and published 21 country bulletins and three regional summaries with maps showing the different areas at risk, grazing availability, and livestock movements. The results were shared with regional food crisis prevention and management bodies at the Charter for Food Crisis Prevention (PREGEC). Notably, CARE DK and its partners also focused on the impact of security and health issues for transhumant pastoralists, by developing a training module addressed to security forces in Sahelian and coastal countries on the impact of insecurity on pastoralism. RBM also developed a pastoral version of the Individual Household Economy Analysis which when integrated into the PREGEC tool, contributes to improving the emergency response to the reoccurring pastoral crisis.

### → 3.4. Sustainable and inclusive markets

#### Outcome summary

Under the 'Sustainable and Inclusive Markets' outcome area, CARE DK and partners have made significant contributions to enhancing the resilience of local livelihoods, in particular by optimising productions, processing, and market linkages of small-scale farmers and pastoralists based on a value chain approach. This has been coupled with the formation of VSLAs to increase the pool of savings for investment and emergency funds in lean periods. Through this support, **climate-vulnerable farmers and pastoralists, particularly women and youth, have acquired more sustainable productions**, have managed to diversify their income, and are able to engage in forward-looking analysis and planning. The increased household incomes and savings have been particularly effective during endogenous events and disasters, including the COVID-19 lockdowns.

Compared to the other Thematic Outcome Areas, targets and results for influence on national level policies were relatively lower. Partly, this reflects the focus of programmes on improving value chains in practice and that only a few country programmes (Ghana, Niger, and Mali) are engaged in advocacy focused on this theme. On the other hand, it indicates that CARE DK and partners prioritise climate adaptation as the main policy area, often with limited links to private sector development or business advocacy.

#### Local level results

At the local level, programmes have contributed to small-scale community-based groups becoming more self-sustainable with particular attention to the inclusion of women and youth. **Several outcomes contributed directly to more sustainable livelihoods**, by supporting and organising small-scale enterprises, local farmer organisations, and pastoralists for increased market access and improved value chains. Climate-vulnerable target groups were supported to **diversify income strategies and link their activities directly to available markets** in Ghana, Uganda, Mali, and Niger.

In *Uganda*, the programme has supported 165 small-holder farmer groups to strengthen their economic resilience through VSLAs, identifying profitable and eco-friendly enterprises for income generation, and linking with private sector entities. The monitoring data shows that the programme linked 104 small-holder farmer groups to private sector actors to secure markets and affordable financial services. Accordingly, they have received orders for supplies of fresh vegetables, handicrafts, goats and milk from hotels as well as exporting firms. Further, as a result of two private sector "linkage meetings", an 80 per cent discount on agro-inputs was offered to farmers in two sub-counties through partnership arrangements with agro-input dealers.

In *Niger and Mali*, the CARE DK programmes contributed to improving the dairy value chain by empowering female pastoralists to improve and increase fresh milk production, sell their milk, and upgrade the production process. This was done through support to improving dairy techniques and marketing methods, setting up cooperatives and milk processing centres while facilitating cooperation with microfinance institutions. This has had the twofold effect of enabling the cooperatives to receive access to loans under more favourable conditions while directly increasing the resilience of the vulnerable pastoralist population groups by securing their access to livestock feed. In turn, this has limited the sale of livestock for food purchase solely simultaneously improving the nutritional status of the families.

Programmes deployed CARE International's best practice **VSLA framework as a platform for building adaptive capacities of climate-vulnerable groups**. This has been possible by accumulating common savings for climate-smart agricultural techniques and regularly updated information on the availability of livestock fodder to plan activities in the event of droughts.



In *Uganda*, VSLA groups were trained and supported to apply soil and water conservation practices to increase soil fertility and diversify their income sources. Furthermore, the dispersed VSLAs formalised into the Farmer Organisations (FO), were registered at the district local governments and SAC-COs at the Ministry of Trade and Cooperatives. At this level, they were linked to commercial banks through networking and meetings convened by CARE and partners. These connections have allowed the farmers to access large commercial loans for agricultural production and investment in agro-processing constituting a far more viable business model.

In *Ghana*, the programme contributed to strengthening the resilience of otherwise fragile livelihoods for women, by providing **access to more green market spaces** for economic activities. CARE DK and the partner UCSOND supported women at markets in Esiam in the Ellembelle District, whose sales booths became flooded during rainfalls. As a result, UCSOND together with the affected women facilitated a series of engagements with the Ellembelle District Assembly, and the Coastal Development Authority, who have responded to the call with the construction of 40 stores and 48 market sheds located above potential future flooding levels. Similarly, the District Assembly of Nzema was influenced to relocate an old and small market space due to sea erosion.

### **National, regional, and global results**

At the regional level in *West Africa*, CARE DK and the two partners AREN and RBM have successfully implemented the awareness-raising and advocacy campaign “My Milk is Local” in a coalition with national, regional, and international organisations. This aimed to **increase investments in local milk production and address the unfair competition** posed by cheap, low-quality milk powder, which challenges the livelihoods of climate-vulnerable pastoralists. After CARE and partners engaged with regional CSO networks representing climate-vulnerable pastoralists, local and national authorities are beginning to change their perspectives and call for local milk production and the Ministry of Agriculture and Livestock in Niger has started to invite campaign members to events to support the visibility of the initiative.

CARE DK and partners also managed to **influence** an ECOWAS regional strategy for job creation for youth in the agricultural-livestock-forestry and fishery sector **as well as the ECOWAS regional strategy** for the promotion of local milk value chains (“1’Offensive Lait”). Following the campaign plea, the EU has called for greater transparency to address the private enterprise practice of fattening milk powder with palm oil.



### **Change story from Nepal**

#### **Leasehold farming saved Manodevi’s family during COVID 19-lockdown**

In Nepal, CARE promoted leasehold farming for the benefit of the most climate-vulnerable, marginalised, and landless Dalit women farmers, thereby facilitating their access to cultivable land lying fallow. As these Dalit women didn’t owe any piece of land, they were earlier deprived of joining farmer groups, receiving grants and subsidies meant for farmers, which compelled them to depend on daily wage work entirely.

*“I have taken a piece of land on lease near my house, where I grow vegetables and other crops. Had I not produced vegetables and crops on that piece of land, I would have no option left for survival during the COVID-19 lockdown,”* said Manodevi Ram, 38, of Bhagwanpur rural municipality. Earlier, daily wage was the only source of income to feed a family of four. Now the cereal, mainly rice, she produces is enough to feed the family and make a profit of about NPR 9,000 (76 USD) deducting her investment.

## **→ 3.5. Rights to land**

### **Outcome summary**

In the ‘Rights to Land’ outcome area, the programme has promoted access and rights to productive resources (such as land, water, and forest resources) for marginalised communities, with a particular focus on climate-vulnerable groups. Rights and access to land is a precondition for climate resilience, as it allows farmers to invest in climate-smart production, entitles them to agricultural input subsidies and crop insurance schemes, and, in a pastoral context, enables the relocation of livestock to fertile grazing areas.

Throughout the programme period, CARE DK and partners influenced duty bearers from the local to the national level by advocating for solutions to land rights issues, which led to **vulnerable communities obtaining or re-obtaining access to land**. At the national level, a total of 43 **land-related policies** targeted across the programmes were influenced through the provision of subject matter expertise as well as constructive dialogue facilitated by CARE DK and partners. As a result, the needs and voices of vulnerable communities were included in key land rights policies and associated recommendations.

### **Local level results**

There are good examples of constructive dialogue with duty-bearers at local and district levels, leading to the formal transfer of land ownership or access for the most climate-vulnerable groups. At the same time, CARE and partners have acknowledged the challenges within the area of land rights, including macro-level drivers from foreign investors and changing political currents. Locally, programmes report challenges regarding embedding land rights expertise in local community structures, for instance, due to the frequent change of village leaders or coupling technical land rights discourse with indigenous knowledge. However, several programmes have **promoted access to productive and sustainable land use** which is key in building individual and community resilience against shocks and stresses.

In *Nepal*, a leasehold farming model developed through the programme has proven effective in engendering long-term resilient livelihoods for climate-vulnerable, landless tenants, especially Dalit women. Through this model, bonded labourers across 13 communities have gained access to productive land on 5–10-year contracts and are now practising contract farming in about 18.7 ha of land (0.06ha/HH). The small plots offer an opportunity for the Dalit women to sustain their families and acquire more land. Positive second-order effects of the innovation include enhanced access to climate-resilient agricultural products, improved social status within the community, and health benefits because of better food security. By using data and evidence from the project, CARE DK and local partner NFGF have secured additional uptake by provincial governments in 13 different communities and have succeeded in persuading three local governments from the western Terai area to adopt the model for a COVID-19 support recovery program.

Communities in Ghana, Mozambique, and Niger successfully **challenged land grabbing by extractive industries with support from CARE and partners**. This allowed them to protect their livelihoods and environment using available public accountability

mechanisms. These communities are under pressure from mining, oil, and gas companies, who often grab land and destroy crops and settlements without compensating affected groups adequately. Consequently, and due to the degradation of the environment livelihoods are undermined and severely threatened.

In *Ghana*, CARE DK partners Wacam and UCSOND succeeded in halting explorative work for oil, gas, and minerals in climate-vulnerable communities by training community members as paralegals to take their cases to court. The programme further entailed close collaboration and coordination with forest-fringe communities and the Forest Commission to set up a database enabling them to identify timber companies not complying with the law. Through the joint efforts, several companies have had to either leave the area or compensate or resettle communities in accordance with the legal framework. Some companies have also started implementing Social Responsibility Agreements, including water supply systems.

In *Niger*, legal interventions by CARE DK's partner AREN led to the recovery of 300 hectares (3 million Sq.m.) of land that had been taken away from pastoralists. The case was judged in the civil court by a judge who, together with other judges, had been trained on pastoral land law through the programme. In addition, pastoralist communities have been empowered to take legal actions themselves when their rights are violated. This was traditionally an unthinkable path for the communities to take, but after several successful cases tried in the courts, the communities have expressed devotion to fighting for their rights through the legal system.

Several programmes have also **promoted access to natural productive resources, such as water and timber, to protect their livelihood and local ecosystem**. In this regard, local communities were empowered to take up issues using evidence-based advocacy with technical assistance acquired through programme training, workshops, and facilitation.

In *Laos*, CARE DK and its local partner CDEA supported local communities to allocate a large section of local land to be a shared protected forest area. As a result of persistent efforts to lobby the local government, certificates for a total of 990 hectares of community forest were obtained and adopted as a district-level regulation under the justice department. This has benefitted the long-term climate resilience of the local communities, as the forest is now providing access to non-timber forest products that are key to local livelihoods. At the same time, this has contributed to the prevention of climate-re-

lated disasters, as the forest protects from strong winds, landslides, and other hazards.

Country programmes have also worked consciously to ensure commitments to **leave-no-one-behind** in climate adaptation by developing and scaling models specifically aimed at **reaching the most marginalised landless or land-poor people**, with a particular focus on women.

In *Nepal*, CARE DK and partners facilitated the development of categorisation-based Farmer ID Cards, capable of establishing the exact identity of the most marginalised landless, land-poor and women farmers. The Farmer ID Cards are grading farmers along four tiers of marginalisation, based on intersectional indicators such as land tenure, income, and climate vulnerability. This contrasts with the more traditional identification measures treating all farmers as a homogenous group without taking into consideration who is the most vulnerable. This has allowed for more fair distribution of local government agricultural subsidies while facilitating more precise social security schemes. CARE DK and partners played a special role in scaling up this model contributing to more than 21,000 farmers benefitting from the model. As a result of consistent policy dialogue, the model is gradually reaching a critical mass with several provinces and Local Governments (12) initiating policy measures to scale it out. Four local governments have already conducted MoUs to adopt the FID model and contributed \$27,000 towards system roll-out. Further, eight local governments set aside 2022 budgets for system rollout.

### **National, regional, and global results**

At the national level, country programmes exercised **direct influence on policy processes to promote access to land and amplify the voices of climate-vulnerable populations**.

In *Ghana*, the Parliament passed a new Land Act in 2020. Between 2018 and 2020, CARE DK and partners convened a series of CSOs engagements and joint advocacy campaigns on the Land Act, through the CSOs Coalition on Land. The advocacy efforts led to the transformation of the draft Land Bill (that had been pending for over a decade) into a new comprehensive Land Act, which now includes an increased emphasis on gender-responsive elements including the rights of women to acquire and control land and other productive assets.

In *Nepal*, CARE DK and partners developed a model for the Land and Agricultural Acts for local governments, to ensure adequate inclusion of needs as articulated by landless and climate-vulnerable groups. The models were shared with all local governments followed by a series of consultation meet-

ings. So far, four municipalities have developed their Land Acts and further 33 local governments formulated Agriculture Acts, using the model templates provided by CARE DK and partners. The acts encompass several concrete provisions in favour of landless, informal settlers and small-holder farmers.

Several programmes pursued **multi-stakeholder approaches to reach agreements on land rights policies** resulting in lasting changes for local communities. In *Niger*, the programme facilitated multi-stakeholder dialogue on nomadic pastoralists' access to land. This process was led by local partner L'Association pour la Redynamisation de l'Elevage (AREN) who convened an interregional conference on transhumance in November 2020 in response to the lack of governance for pastoral lands in the Damana community. The forum brought together key stakeholders for land rights issues in the area, including pastoralists, security forces, local community leaders, and duty bearers. The conference culminated with the formulation of the 'Damana act', which lays the foundation for coordinated stakeholder cooperation on land governance.

Throughout the programme period, **programmes have also demonstrated the ability to scale up different climate-resilient land models**. In *Nepal*, CARE DK and partners supported scaling by demonstrating the potential of the 'climate-resilient land models' to the Ministry of Land Management, Cooperative and Poverty Alleviation and Land Issues Resolution Commission (LIRC). As a result, the Ministry decided to adopt three different climate-resilient land models for the national LIRC, which will be applied across the country for the benefit of the most climate-vulnerable groups. In addition, 1,999 landless households have now received land certificates, thereby securing distribution of a total market value worth over USD 17,7 million. These households have had the opportunity to construct new and permanent houses, access credit for starting new businesses, and secure access to agriculture production for their livelihood.

## 4. Use of innovation funds – key achievements

*This section covers progress and results from the use of the 10 percent innovation funds under the SPA with the MFA.*

### → 4.1 Overview of key results

The transformation of CARE DK from a classical development organisation focusing on natural resource management to becoming a lead agency in incubating and scaling climate innovations started four years ago and has so far achieved the following key results:

- Developed and kick-started the implementation of a radical new vision and strategy 'A Green & Just World 2019–2025'. A strategy which put climate, innovation, and multi-stakeholder partnerships at the core in both development, humanitarian, and nexus programmes.
- Transformed its organisation by bringing in the necessary expertise and competencies, reduced the number of staff in HQ, and adopted a new partnership approach engaging the private sector far more deliberately.
- Developed a field-driven human-centred design approach to innovations and, in collaboration with CARE US, incorporated strong components on sustainable scaling.
- Launched an internal project, 'People, Care and Culture', to lay the foundation for building a stronger organisational culture around innovation.
- Entered into an ambitious innovation partnership with WFP and created a joint WFP–CARE Regional Innovation Hub in Eastern Africa and the Horn to localise climate innovation and with the potential for rollout to Sahel and Asia.
- Explored different paths for the development of innovative partnerships and business models for sustainable financing and played a key role in the design and establishment of TechDevelopment Denmark.
- Defined and launched seven national 'innovation challenges' to incubate solutions to concrete local humanitarian and climate-induced livelihood challenges as identified by climate-vulnerable communities and refugees across country programmes. Created an Innovation Lab with an experimental portfolio of innovative climate projects spread over the three regions where CARE DK is present.

### CARE DK'S APPROACH TO INNOVATION

CARE DK's approach to innovation is practical, field driven, builds on human-centred design and seeks to address concrete challenges identified by climate affected communities and refugees. CARE DK works with communities and innovation partners in the identification of challenges, ideation of solutions, proof of concept through practical implementation, and potential to scale through government replication or private partnerships.

### → 4.2 Climate Incubator

Further to the above, the deep intention to **accelerate southern leadership** on innovation is anchored particularly on two approaches and deliverables; The ambitious innovation partnership with WFPs Regional Bureau for Eastern Africa which aims to function as a connector to the local innovation ecosystem as well as a hub for designing and co-hosting regional innovation challenges, boot camps, and training to support CARE DK and WFP country offices and local partners and secondly through a planned network of southern-based practitioners.

To ensure effective but also inclusive and responsible/adaptive innovation processes, several **innovation tools** have been developed, with a strong focus on learning, evidence, and involvement of end-users. The innovation process and toolbox are based on human-centred design methods and focus on five phases: problem identification, ideation, solution development, testing, and scaling as well as learning and feedback loops. During the project period, numerous workshops were conducted with COs to strengthen innovation capacity and ensure alignment and integration into all 2022–2025 country ToCs and programmes. Careful explorations of different models of **innovative financing** have been conducted aiming to scale innovation through market-based approaches. In the years ahead, priority will be given to further exploring models within the realms of carbon credit financing and possibly impact-first investments structures. CARE DK has positioned the organisation as a **thought leader on climate innovation** through consistent efforts to learn, share, connect, and collaborate with global, regional, and national innovation and tech hubs, accelerators, and communities (WFP Accelerator, WFP–CARE Innovation Hub for Eastern Africa, Rainmaking, Copenhagen Fintech, DIIS, African Innovation Network, DIEH, Global Focus Innovation, TechDevelopment Denmark, DTU Skylab, the Humanitarian Innovation Fund and through collaborations with



various innovation networks etc.) as well as continued to voice our work in news media, blogs, conferences and networks.

#### → 4.3 Innovation Lab

CARE DK has been running its Innovation Lab for the past four years. All projects have progressed at different stages. The current portfolio consists of 8 projects and 1 scaled to two new countries (5 in total funded via SPA Innovation Funds and 3 via DMDP). In this section, the progress and key achievements of selected projects funded by the SPA Innovation Funds will be presented.



#### **CAMP+ Innovation module - Solar powered community kitchens**

As part of CAMP+, six solar-powered community kitchens have been established inside Kyangwali Refugee Settlement. Each kitchen has 10 stoves designed to cook various types of food quick and easy and is accessible for anyone. Hundreds of vulnerable refugee women who have been trekking for over 5 kms to the surrounding in pursuit of firewood can now use the kitchens.

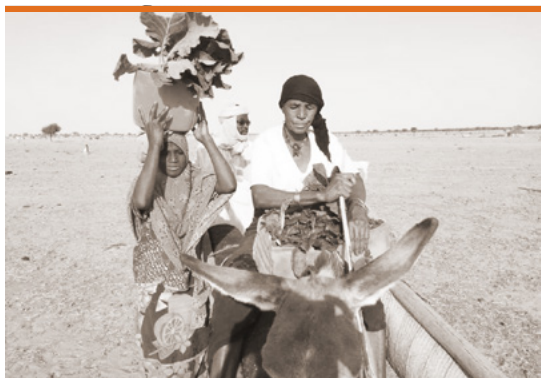
Kasemire Therese, a 35-year-old mother of seven is a regular user of the solar kitchen in Kavule trading centre. *“I have used this kitchen 15 times since it opened in May 2021, and it has made me and other women very happy. It has reduced the burden of buying charcoal and moving to the forest which is so far to get firewood. I used to use charcoal worth UGX 35,000 per month, but ever since I started to use the kitchen, I only used UGX 2,000.”*, reports Therese. The Community Kitchens have subsequently inspired the pilot of a solar powered school kitchen with institutional size pots designed to feed up to 300 children daily, which will be operational in May 2022.

#### **CAMP+ Creating the world’s first sustainable refugee**

**camp, Uganda** responded to an urgent need for green humanitarian responses and address the negative environmental consequences of protracted crises. The project applies a holistic approach to the complex set of challenges in the camp and has developed different climate-smart and nature-based solutions to strengthen both livelihoods and the environment, such as solar-powered cooking, a solar-powered plastic recycling unit, and climate-smart agriculture and food production systems, and consider the positive synergies between these to create a more sustainable and ultimately climate positive refugee settlement. The business model for the plastic recycling unit has been developed using circular economy principles and strives toward solving the needs of the refugees by e.g., creating roofing tiles from the plastic waste, which can strengthen local shelters, while also reducing the need to log wood for construction. Likewise, CARE DK and partners are constantly working on transforming the existing community kitchens into self-sustaining businesses, by adding into the kitchens several stand-alone businesses, such as solar phone charging and refrigeration. The solutions tested are in the proof-of-concept phase, where learning is generated, and hence it is too early to report on wider outcomes or impact.

**E-Arziki, Niger** project aim to strengthen women’s economic resilience to climate change by responding to the low rate of financial inclusion which is less than 7%. The project will offer a cross-platform solution, using blockchain technology, that integrates numerous functionalities and services, and enables more inclusive financial services. Specific functions of the digital app will allow groups to create and set up a VSLA group, manage meetings including saving and taking up loans digitally without having to exchange physical cash, receive donations from external donors, be an active part of their VSLA group from the distance and without internet and build an individual digital credit history that can give access to other financial services such as loans. The first rollout of the app will be in May 2022, however, the feedback received from users suggests that the e-Arziki app has the potential to add paramount value and help address the key challenges outlined above.

**Bridging Bonds, Vietnam** aims to promote a fair and green energy transition. In Vietnam, accountability and transparency of land governance are extremely weak, which increases the risk of conflict. The underlying assumption of the model is that all stakeholders stand to gain from increased accountability and transparency. For example, the investor and government gain from greater local acceptance by affected communities whereas affected citizens gain



## Mobile Kitchen Gardens - A garden on the go

Dela Yamada is a 33-year-old pastoralist and mother of 5. She comes from a minority ethnic group in Niger, who are constantly on the move in search of pasture for their animals. The effects of climate change have been worsened with the closure of the border due to COVID. “One day I decided to go home. On the way back tired, I visited a cousin. I found her preparing a salad with a type of leaf that I did not know. She made me taste it and it tasted so good. I just discovered cabbage! And a technique that would change my life and that of my community. Right away I wanted to learn more”

She told it was CARE who introduced her to the mobile kitchen gardens and the above-ground production technique, that allowed her to produce vegetables in arid areas with less water and throughout the season. *“I was in a hurry to try this technique, which seemed simple. As soon as I got home, I shared the idea with my husband, who didn't believe it”. He said “How are you going to produce vegetables in such a dry place where water is very scarce?”* The next day she gathered the materials needed and started building. *“A week later, my cousin came to show me how to plant. Now I pick fresh green vegetables on site and have sufficient to feed the whole family and I harvest more than 10 kg of vegetables per week. We eat, keep the rest and every two weeks I go to the market to sell dried cabbage or tomatoes, to get other food”.* Her husband could not believe it! Now he has helped build five mobile kitchen gardens to support the household.

from greater corporate social responsibility of the investor and government. In response, the Bridging Bonds model facilitates multistakeholder dialogue among citizens, investors, and government. To ensure a meaningful and informed dialogue, the project trains community researchers who collect and analyse impact data with custom-built software. The model was first piloted in 2019 in the hydropower sector. In 2021, the model was then adapted to the wind energy sector based on discussions with the Danish Energy Agency, as well as Danish wind companies (Vestas, Ørsted, Danida-supported Climate Fund Managers) and energy planners at Aalborg University.

**Mobile Kitchen Gardens, Niger**, started in 2018 and was initially tested in the Maradi region in Niger. The gardens aim to solve the problems of lack of water, malnutrition, and poverty among pastoral families in the Sahara Desert. The gardens have proven highly successful in supporting vulnerable nomadic families to adapt to and overcome these climate shocks and thus secure food on the table for themselves before, during and after the drought sets in. Due to initial successful outcomes, it has been scaled to new areas within Niger as well as to Mali and planned also for scaling to Burkina Faso. The simple innovation allows the most vulnerable households to produce essential vegetables any time of the year while diversifying their diet and saving on the purchase of vegetables. This technique is also a solution for the recovery of household wastewater and the management of water resources. Mobile Kitchen Gardens offer a sustainable way to resolve current and future problems of lack of water and malnutrition for households in severe climate affected communities, and they can be packed up when the pastoralist families move on. In addition, households spend less on the purchase of medicines for children, which allows for investing in other needs. Surplus products are often gifted to relatives or sold and hence provide additional income. The innovation allows the target communities to adapt to various climate challenges as it ensures harvest throughout the year. The innovation has also created awareness of the prevention of malnutrition via culinary sessions. Today, 80% of women master the right preparation of the products, which further reduces the rate of malnutrition.

## 5. Reflections on programme quality

*This section contains an assessment of cross-cutting approaches, which CARE DK considers important to programme quality. These include reflections on 1) the Ability to promote transformative programming; 2) CARE DK's added value and partnership approach; and 3) The use of MFA funds towards co-financing, joint programmes, and match funding.*

### → 5.1. Ability to promote transformative programming

CARE International (CI) and CARE DK are applying a 'transformative' approach to programming, which implies that programme interventions must seek to actively address fundamental and structural causes to poverty, injustice, and climate vulnerability, to ensure sustainable change and accountability from relevant actors. A central aspect of the transformative approach involves ensuring that three key strategic elements (*gender*, *resilience*<sup>3</sup>, and *inclusive governance*<sup>4</sup>) are systematically applied and integrated into preparation, proposal design, as well as in implementation and evaluation. Based on CI's standard vetting forms, CARE's country teams are asked to assess how well the three elements are integrated into the SPA country programmes. CARE DK uses the scores to track and measure programme quality and to identify room for improvement and future programme priorities.

The table in annex 5 shows the aggregate score across countries and illustrates developments since 2018. Variations in scores compared to earlier years and examples of good practice are summarised below.

#### **Resilience**

To obtain high scores in resilience (4 max), the programme must be based on forward-looking analysis, directly address multiple drivers of risk and contribute to strengthening the capacity of communities to anticipate risks (e.g. early warning systems), absorb shocks and stresses (e.g. through savings), adapt to evolving conditions (income diversification, adapted agricultural practices), and transform systems and structures through e.g. advocacy in line with the CI's Community-Based Adaptation Framework.

On average, CARE DK country programmes scored 3.6 (3=good integration) in 2021, which is a considerable improvement compared to the 2018 baseline of 2.8 (2=fair integration). Most notably CARE DK and partners have retained a strong focus on local resilience approaches, including strengthening the capacities of communities to cope with adverse impacts from climate changes.

Most country programmes have directly addressed climate vulnerabilities, including in Mali where communities have been supported to cope with three principal shocks and stressors each. In Nepal, different community resilience models were identified jointly with communities to facilitate local uptake and scaling.

The most direct challenge to the thorough integration of resilience in several programmes has been a proper balance between locally-led adaptation measures and strategic advocacy at the district and national levels. In cases where both approaches have come into play, resilience has significantly increased. As an example, CARE DK and partners managed to influence the formulation of key climate policies in Uganda while supporting the integration of Community Adaptation Action Plans (CAAPs) into local government plans through technical support and convening of Participatory Scenario Planning (PSP).

#### **Gender**

To be truly gender transformative, programmes must not only work with and empower women but more explicitly challenge existing gender roles and relations to transform norms and structures. Over the past four years, CARE DK and partners have observed some progress regarding better integration of gender, however, most CARE DK programmes have worked "within existing gender roles and relations" rather than challenging these directly. By and large, this means that while CARE DK interventions have demonstrated success in enhancing women's empowerment, participation, and access to e.g., productive resources, systematic integration of gender dimensions in each stage of the programme cycle has been more limited and programmes often lack an explicit focus on interventions aiming to transform gender roles and relations.

While the score has not increased considerably from the baseline (2.8 in 2021 vs. 2.3 in 2018), several examples indicate progress to the overall programmatic mainstreaming of gender aspects, also evidenced by the score moving closer towards 'gender responsive' (3), as opposed to 'gender sensitive' (2). For instance, in Myanmar, Uganda, and Tanzania the programmes have introduced a more direct emphasis on gender through Gender-sensitive Climate Vulnerability & Capacity Assessments (G-CVCA) to identify elements that render women particularly vulnerable to climate changes. In Bangladesh and Tanzania, the participation of women in local decision-making has been central to programme activities, including measures that target the underlying barriers to women's access to land, resources, and information.

However, noticeable challenges remain, and several

3. CARE International understands 'resilience building' as an approach that goes beyond the ability to recover from shocks and stresses but also addresses and transforms the context and structures that make people vulnerable.

4. CARE International understands 'inclusive governance' as an approach that strengthens voice of citizens through empowerment and participation and the accountability of powerholders through inclusive spaces for negotiation.

programmes could work to strengthen more sensitive approaches within the resilience framework by addressing underlying gender dynamics beyond mere “benefits” from programme interventions. A recurrent challenge relates to the importance of undertaking gender analysis in the design and implementation of programmes to ensure relevance and strengthen women’s agency locally. While CARE DK and partners have had success with strengthening women’s leadership, through e.g., VSLAs in several countries, increased attention is needed with regards to the use of climate-smart solutions and women-led innovation.

### **Inclusive Governance**

To challenge existing power relations (score 3 and 4), an intervention must conduct in-depth power and context analysis and include strategies or coordinate with the actions of actors to empower rights holders and undertake policy dialogue with duty-bearers. Further, the intervention must work with different stakeholders at multiple levels and include all four components of CI’s approach to organisational accountability.

The average inclusive governance score has remained relatively high during the past four years, fluctuating between 3.6 in 2018 to 3.3 in 2021 (‘responsive’), although with a tendency of a decrease in score. To some extent, this can be ascribed to the changes in scores in certain countries such as Myanmar (from 4 to 2) given that the programme had to refocus because of the recent deteriorations in the operating space. There are, however, several best-practice cases of governance integration including from *Ghana, Mozambique, Nepal, Niger, and Tanzania*. These programmes all **challenge structures and power relations** based on in-depth political analysis and work on both the demand side (empowering citizens) and the supply side (enabling power holders to respond to demands) while supporting inclusive and effective spaces for negotiation. These programmes worked with multiple stakeholders (in civil society, government, and private sector) and at multiple levels. The top scorers also work systematically on CARE’s own accountability.

Looking ahead, CARE DK and partners need to focus on enhanced private sector involvement to ensure multi-stakeholder dialogue and viable solutions to climate changes as a next step in advancing inclusive governance. Important work is also needed to ensure downwards accountability to the communities that are being targeted by programmes. As an example, CARE DK is working to strengthen and systematise Feedback and Accountability Mechanisms for all programmes based on best practices from CI.

### **Summing up on cross-cutting approaches for SPA**

Over the course of the SPA programme period, CARE DK’s partners have demonstrated the ability to work consciously and strategically with inclusive governance and resilience – and to some extent gender. The degree to which these components are integrated into programmes is further contingent upon factors such as context, the continuation of past partnerships, and intervention modalities.

Looking forward, CARE DK will continue the use of markers as effective ways to ensure a satisfying level of integration, in particular regarding gender. This is part of a wider effort to ensure that gender is at the forefront of all climate action, including when co-creating solutions, participating in climate-relevant decision-making spaces and undertaking climate advocacy at the national and global levels. Hence, the vetting forms have been key in identifying needs and areas for improvement within the given subject and will continue to play a central role in adaptive management in the future.

### **→ 5.2. Reflections on CARE DK’s value add and partnership approach**

Strategic partnerships with **locally rooted civil society organisations in programming countries have constituted the fulcrum of CARE DK’s programming approach** under the SPA 2018–2021. In addition, the increasing emphasis on multi-stakeholder innovation and advocacy has demanded stronger public and private sector engagement in all aspects of CARE DK’s work.

CARE DK seeks to add value by strengthening the capacity of partners’ ‘internal organisation’, ‘external linkages’ and ‘programmatic performance’ (inspired by INTRAC’s capacity development framework). While the framework has been applied across programmes, the tools for capacity strengthening have differed with most countries formulating individual capacity development plans with partners, to address weaknesses identified in annual capacity assessments. Partner feedback on the capacity development support provided by CARE DK is included in the section on partnership survey results further down.

An **increasing focus has been on providing technical support** to partners and other external stakeholders to operationalise climate resilience and locally led adaptation. In Tanzania, local partner PAICEDO was supported to identify climate risks and appropriate resilience approaches and effectively link programme efforts on land use and natural resource management with climate adaptation interventions. Similarly in Niger, the programme has witnessed a



## WHO ARE CARE DK'S PARTNERS?

CARE DK's southern-led civil society partners represent a broad range of typologies and constituents. Common for them is that they work with and represent the most vulnerable communities in their local context. These partners include a mix of specialised NGOs (such as DEMI-E in Niger focusing on climate change), representative farmers organisations (such as NFGF in Nepal), and regional networks (such as RBM representing 750,000 pastoralist households in the Sahel). Another important type of partner is advocacy coalitions consisting of CSO members who push for changes at the national and regional levels (such as the Southern Voices aiming to influence climate policy processes and forge strong southern-led alliances around these). In addition to civil society partners, CARE DK works closely with private sector actors and with government counterparts in countries. For a full overview of partners in CARE DK's SPA country programmes, please refer to annex 4.

growing number of climate change projects among partners focusing on the intersection between shared resource management and climate changes.

In addition to COs' capacity development efforts, CARE DK, through the Climate Learning and Advocacy for Resilience programme (CLAR), has contributed to strengthening the capacities of COs and partners, through **four key support modalities**: (a) technical assistance to CARE programmes to effectively integrate climate resilience; (b) facilitation of linkages to organisations and networks with complementary experiences in climate resilience research, services etc.; (c) designing and supporting capacity development activities (including on gender-transformative adaptation); and (d) supporting and facilitating documentation of learning and evidence on climate resilience approaches and impact. The capacity efforts were to a high extent channelled through CARE's Climate & Resilience Academy, the Southern Voices advocacy and learning network, and the Global Conference on Community Based Adaptation (CBA15).

Through this combination of support modalities, CARE DK has **contributed to embedding strong Climate Resilience capacities within the CARE confederation**. According to the final external evaluation of the CLAR programme, the combination of technical support, training, and practical application of Com-

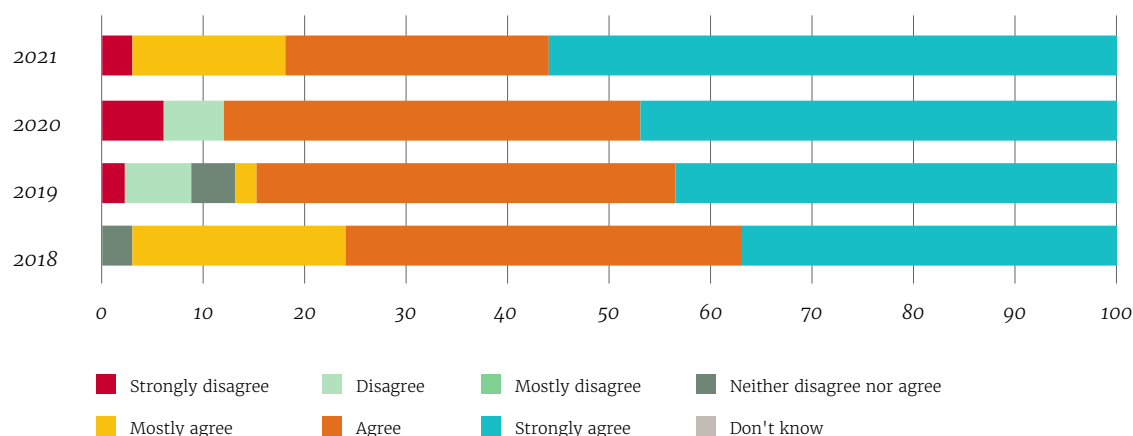
munity-Based Adaptation approaches (CVCA, CAAP, PSP) has had a significant influence on the awareness, understanding of, and ability of Country Offices and partners to carry out high-quality climate adaptation programming – particularly in Ghana, Uganda, and Myanmar. Several respondents also highlighted how the provision of gender-transformative adaptation tools has significantly sharpened a differentiated analysis of the vulnerabilities of women and men.

The CLAR evaluation also highlighted efforts to **enhance partner's capacity to conduct effective advocacy** as a key added value by CARE DK and found clear evidence of a strengthened capacity to advocate for climate adaptation and resilience-related policies and policy processes, among involved CSO partners, Country Offices (COs), and selected Southern Voices member CSOs. As such, there are significant examples of partners being involved in consultation meetings, dialogues, and policy formulation processes with duty bearers at the national and global levels. In Uganda, the Advocates Coalition for Development and Environment (ACODE), explains in the final evaluation how a CARE DK facilitated climate finance training has strengthened their capacity to assess the multilateral and bilateral funding mechanisms and enabled them to develop position papers, including six climate policy-related publications, and participate in national-level climate negotiations.

Looking at the **broader impact of the capacity investments**, the CLAR evaluation found it difficult to assess to what extent this has led to spreading or synergetic effects, due to the lack of systematic information gathered on these issues. The evaluation suggests, however, that there is potential for this type of spreading effects to take place. For instance, in Uganda the partner ACODE invited civil servants from the Climate Change Department in the Ministry of Water and Environment to build the capacity of District Planners. The process helped in the development of national climate change indicators. And some of the districts in focus have now fully integrated climate in their District Plans.

**On the critical side**, the evaluation found it difficult to assess the extent to which capacities have grown across programmes, as capacity results are not easily aggregated because each country programme has its own specific indicators and rating systems. The evaluation thus recommends that CARE DK develops an uncomplicated climate resilience capacity assessment tool that can provide guidance as to the type and level of capacity development inputs required for the partners in question, as well as serve as a baseline to set targets and measure progress.

## In general, CARE has a clear added-value in the partnership



Further, the move towards an increasing focus on partners' capacity for climate-smart innovation and the ability to work in multi-stakeholder partnerships, which forms a central part of the new SPA with the MFA, will **require new ways of understanding the capacity beyond internal institutional capacities**. CARE DK is currently exploring how this focus can be adequately captured in its MEAL framework.

Further, while several programmes have seen the benefits of multi-stakeholder collaboration, it stands clear that **work is needed to involve private sector actors more directly**, as reflected in section 3.1.

### Results of partnership survey 2021

Evers since 2014, CARE DK has undertaken an annual partnership survey which is sent directly to civil society partners asking for anonymous feedback pertaining to a) quality of the partnership, b) CARE DK's added value, and c) effectiveness of the support. CARE country programme teams report on the survey results and identify follow up actions within each partnership survey sub-theme.

Looking back on the SPA-period, survey respondents have remained predominantly positive towards support received and the partnership with CARE DK. With few disagreeing survey respondents have generally indicated high satisfaction with regards to **CARE DK's added value in the partnership** (peaking in 2021 with as many as 56 per cent 'strongly agreeing'). Key results are summarised below:

When asked about the **quality of the partnership**, satisfaction rates have remained relatively high with 87 per cent agreeing or strongly agreeing that the partnership is based in shared interest and visions

– almost the same score as in 2020 (88 per cent). As many of 90 per cent of the respondents agree or strongly agree that the partnership “shared learning is a core value”. In the comments, several partners highlight the value of regular partner meetings for joint learning and reflection. As further testimony to the equality of partnerships, **CARE DK was rated highest within the federation on Country Offices' perceived quality of support**.

Looking at the perception of **technical support** from CARE DK, answers are also generally positive. As an example, 87 per cent agree or strongly agree that “CARE DK adds value with their support for policy advocacy”, whereas 90 per cent agree or strongly agree that “CARE DK adds value with their support for more innovative approaches” (up from 79 per cent in 2020). Six partners add that the capacity development from CARE DK is of particular value with some respondents emphasising its positive effects on organisational sustainability. Worth of notice, several partners from across the programmes indicate a **need for strengthened support for advocacy and policy dialogue to improve the impact of local results**, while few others mention a need for fundraising support.

When respondents are asked about the **effectiveness of the support**, 87 per cent of the respondents agree or strongly agree that both their overall organisational and technical capacity has improved with help from CARE DK. Less convincing, only 61 per cent agree or strongly agree that “CARE DK seeks to align reporting requirements with other organisations/donors” and only 46 per cent agrees or strongly agree that “CARE DK seeks to align funding arrangement with other organisations/donors”, which has

been recurrent feedback from the partnership surveys over the years. In the SPA 2022–2025, CARE DK will focus on easing reporting requirements and redirecting attention to learning and reflection across partnerships and regions, including through the establishment of a community of practice on climate-smart innovation.

Looking ahead into the upcoming programme period, CARE DK will also **expand the use of partnership surveys** to accommodate for the increasing emphasis on multi-stakeholder collaboration. This entails obtaining feedback through surveys from other types of partners than CSOs only.

### → 5.3. Multiplying impacts: Use of MFA funds towards co-financing, joint programmes, and match funding

During the programme period, CARE DK has striven to make strategic use of the SPA funds by actively engaging other donors, including the EU, private sector players and local authorities. This has led to **diversified funding streams** through engagements with a variety of stakeholders while acting as a catalyst for impact, outreach, and policy influence.

With respect to **EU funding**, CARE DK has secured both match funding and additional complementary grants, particularly relevant for country programmes. Especially in the West African region, EU funding has proven vital to enhancing the impact of country programmes. As an example, EU funding was used to bolster Disaster Risk Reduction (DRR) and climate resilience activities in *Ghana*. In *Niger*, EU funding significantly boosted the outreach of programme activities while scaling up work to include additional communities, in collaboration with focal humanitarian actors in the region, such as IOM and GIZ.

The thematic programme, CLAR, was co-funded by the Austrian Development Agency (ADA). The contribution from ADA enabled a broader country reach, adding Chad and Ethiopia, and has also **enabled a stronger knowledge-management and brokering function** of the programme than was originally anticipated.

In 2021, several programmes contributed to **joint programmes** using SPA-funding for multi-stakeholder collaboration and the work of CSO coalitions in support of climate adaptation policy frameworks. In *Tanzania*, this included a joint effort to strengthen Tanzania's national strategy on climate change im-

pact. Previous examples include using SPA funding in *Myanmar* to co-finance the Western States Agribusiness Project (WSAP). WSAP is partly financed by the International Fund for Agricultural Development (IFAD), and implemented by the Ministry of Agriculture, Livestock & Irrigation. The project aims to improve the social and economic status of rural households through climate resilience, in the northern Magway State.

Further, the ability of programmes to link up with relevant **CSO networks and platforms has significantly strengthened the advocacy of CARE DK and partners**. As an example, CARE DK and partners worked together with PRAPS (Regional Programme for Pastoralism support in the Sahel) funded by the World Bank, and PEPISAO (Integrated and Secure Farming and Pastoralism Project in West Africa) funded by the French Cooperation.

Examples of **harmonisation** included efforts in Mozambique to enhance transparency through joint external audits, annual planning, and activity reporting from partners. In Uganda, the SPA programme facilitated a joint capacity development plan with another donor for the partner Environmental Alert.

Finally, CARE DK managed to establish connections with non-governmental donors to include co-financing of Innovation Lighthouses, such as the CAMP+ innovation project in Uganda, with 'Innovation Norge'. The project has advanced well and is likely to transition to scale under the new SPA.

## 6. Programme Related Information in Denmark

*This section summarises key results and learnings from the use of Programme Related Information (PRI) funds in 2021 and the overall SPA period*

The PRI activities in 2021 and throughout the partnership period bear burden of a dramatic change and support to the green agenda in Denmark, specifically aided by global abnormal natural events and climate-related disasters. But even more notably, the years 2020 and 2021 stand out as heavily impacted by COVID 19. COVID restrictions affected not only major external events but also the actions and behaviour of the general Danish public, altogether making some planned PRI activities impossible. The

impacts of COVID in 2021, however, were not only seen as an obstruction but also a possibility to further test the agility and innovation within the organisation, especially regarding digital communication.

### → 6.1 Cutting to the chase – digital engagement through human interest stories

The adoption of the new CARE DK strategy was followed by increased communication and engagement focusing on climate change and its impact on the world's most vulnerable people. CARE DK also embarked on a shift in focus from an analogue and classic communication towards a stronger digital presence and on engaging the public by letting people impacted by our work be the overall entry point and mainstay of communication.

The decision to focus on the impacts of climate change, including a particular focus on women and girls, has proven valuable. The timing was right and made it possible for CARE DK to build upon and inspire the increasing public climate awareness. Adjustments were however needed throughout the period. One major learning and subsequent change were that to create engagement, presenting solutions to climate change problems – before presenting the challenges – proved successful.

Throughout 2021, the strategic focus continued to remain on engaging the Danish public on the impact of climate change on the world's most vulnerable people and how CARE DK's solutions help to counteract the negative consequences. Furthermore, the strategic decision to **increase and prioritise digital channels** was aided by the COVID situation and the subsequent need for alternative ways of engaging and communicating.

### → 6.2 Stronger together – engaging new audiences through partnerships

In 2021, some partnership activities were adjusted due to COVID, including planned activities on Folkemødet. Other **successful activities and take-aways included the engagement campaign “Act Now! Climate Justice and Global Solidarity”** which was executed in collaboration with the Green Student Movement and Nairobi-based climate organisation PACJA, representing more than 1,000 member organisations across 48 countries. The CISU supported campaign made it possible to reach a young target group and engage +140 leaders and 250 activists, and through presentations and demonstrations, another 21,000 people were engaged. Social media and website reach included approximately 231,200

people, and strong connections between climate activists from the global South and North were established. However, the planned physical events and meetings were not possible due to travel restrictions. The collaboration with the Green Student Movement made it possible for CARE DK to work with a large established youth setup and support a positive emerging trend of youth climate activism, adding a global perspective to the climate crisis.

Some of the other valuable takeaways from the four-year period related to partnerships and in particular the possibilities **to expand CARE DK's target group by being able to access commercial partners' employees**. Both the commercial partners and their employees add to a more versatile “difficult to access” audience representing the “yellow segment” – a takeaway that is also reflected in IPE for 2022–2025

Throughout the period, it became increasingly clear that audiences and target groups were more responsive to communication strongly focused on the cause and carried out by the people affected by climate change themselves, rather than the organisation (CARE DK). However, CARE DK also experienced a growing appetite for knowledge about the climate crisis and its consequences not only for Denmark but also for the global south. Hence, CARE DK focused on engaging and communicating through case stories, news articles, long reads, newsletters, and social media content. **The communication primarily featured strong, dignified women from climate-exposed communities, where climate justice and gender justice are interlinked.** A new website was developed and today serves as the crank for all digital communication.

In support of the decision to focus on the cause and consequences of climate change, rather than on CARE DK, the **member magazine** was relaunched. The magazine was named “Omtanke” and focused primarily on human interest stories and on ongoing debates related to climate change.

Adding to the **strategic decision to increase and prioritise digital channels**, and adapt to a COVID-reality, CARE DK did successful webinars for and with mixed target groups – a somewhat challenging discipline prior to the pandemic. By choosing a digital setup, politicians, the NGO sector, knowledge institutions, and private citizens participated to hear from representatives from the Global South. An important takeaway was that the online events repre-



sented a way of **including and engaging private individuals** by offering both insights and knowledge with regards to challenges in the global South as well as the needs and solutions – presented by Global South representatives.

A planned documentary about the everyday life of a climate survivor, creating an understanding of why climate adaptation and resilience are important in development work, was initiated and supported by CARE DK according to an agreed plan, however, the producer is still to deliver a deal with a larger media partner.

### → 6.3 The perfect combo – merging online and offline engagement

Another important learning – which has only been reinforced through the SPA period – relates to the ever-changing and algorithm-driven, social media landscape. The combination of declining organic reach, as well as both users' and algorithms' decisions to opt-out companies and organisations, means that **social media will mainly be included in communications and engagement as part of paid online campaigns instead of the previous organic engagement.**

Although webinars and digital communication have proven to be successful in the last two years, CARE DK also experienced high and committed engagement during physical events, where the participants could play an active part, e.g., SDG Bingo or “Are you able to survive climate change?”-tests. (Described in detail in previous PRI). Going forward, and whenever possible, CARE DK will include quizzes, tests, and the likes during events.

## 7. Lessons learned and ways forward

*This section concludes with a summary of overall lessons learned in relation to the implementation of SPA-funded programmes from the perspective of the entire funding period – based on data from CO annual feedback, external evaluations, and other learning products produced within the SPA framework.*

Findings have been extracted from these evaluations and the most recurrent lessons mentioned are presented in the section below. Furthermore, key recommendations resulting from the evaluations have been registered in CARE DK's Review Tracker to

monitor progress and ensure regular follow-up.<sup>5</sup> Further, as part of the annual SPA reporting, CARE COs are asked to provide main lessons learned including how they plan to respond to them moving forward. This includes strategies that worked well with the potential for up-scaling as well as programmatic gaps, which require more attention and strategic focus going ahead. The reports provide several learnings, challenges and opportunities that will be integrated at the country level as part of on-going adaptation.

### → 7.1 Overall learning from the SPA

Evaluations and reviews generally confirmed **the value of CARE DK's partnership-oriented approach** focusing on civil society organisations and their networks. This approach is based on extensive coaching and mentoring of partners to strengthen capacities and organisational sustainability. Key qualities that make the approach successful are mutual trust and flexibility (see also section 5). The reviewed programmes have taken the time needed to nurture long-term partnerships. At the same time, they have shown considerable flexibility to address emerging challenges and changing conditions.

An overall lesson from the SPA, is that **capacity strengthening works best when it is contextualised and anchored with the partners.** In Laos, for instance, the SPA programme enabled severely restricted and relatively new civil society actors to engage in constructive dialogue at local and national level to promote the interests and rights of vulnerable and marginalised people. In the much more mature civil society setting in Ghana, the programme adapted successfully to demands from partners for truly equal partnerships. This was achieved by adopting a multilateral approach in which CARE became a member of an alliance on par with local partners. This is an important lesson for realising Southern leadership in new programming.

Virtually all country programmes reviewed apply some form of **multi-stakeholder approach** – although for different purposes. In Nepal, sub-national workshops involving local government authorities from different localities succeeded in scaling demonstrated climate adaptation solutions to other regions. A key to this was the peer pressure exercised by the local governments that had already adopted the approaches. The evaluation also pointed out that **more facilitation support is needed when solutions 'take off'** in this fashion. A multistake-

5. Several reviews and evaluations were carried out in 2021 and 2022 of country and thematic programmes relating to the SPA 2018–2021. External evaluations were carried out in Ghana, Uganda, Laos, as well as the CLAR programme. In Bangladesh, an endline study of results was done, while the Niger programme conducted an internal learning exercise. Evaluations from Tanzania, Mali and Nepal are currently undergoing consolidation and dissemination.

holder approach in Niger involving communities, local government technical services, pastoralists, farmers, traditional authorities, and others has made it possible to prevent and better manage conflicts related to access to– and exploitation of natural resources. Finally, in Uganda, wide stakeholder collaboration including government at the local and national levels was vital for environmental restoration because these institutions are central to policy enactment and enforcement.

**The mainstreaming of innovation for all programmes is perhaps CARE DK's current greatest challenge** and will require substantial efforts to be successful. This will require both changes to CARE DK's programming approach, but also localisation of the innovation agenda and the capacity to take a relevant position in the development of climate-smart solutions. It also involves a better balance between private sector partners from the 'North' and local companies as innovation partners, and equally important a **stronger distinction between partners needed for local innovation and partners needed for scaling**. Hence, CARE and partners will work to support the creation of more viable business models that may sustain climate-smart solutions beyond programme intervention.

A final cross-cutting learning from the SPA programmes – one prompted by the COVID crisis – is the importance of adopting proper forms of communication channels to retain contact to marginalised communities in situations where access is limited. While a larger number was reached through online communication, participants with poor connections and/or IT skills also faced challenges in participating effectively, with a risk of leaving out the most vulnerable. In addition, the larger numbers came with the cost of losing the social and relational aspects, including for advocacy activities where partners tend to value direct physical contact, as evidenced by the CLAR evaluation.

## → 7.2 CARE DK's approach to climate resilience

Almost all the evaluated programmes have applied the basic elements of CARE DK's approach to climate change adaptation and resilience strengthening. The toolbox spans from the Climate Vulnerability and Capacity Assessment (CVCA), over the Community Adaptation Action Planning (CAAP) method, and Participatory Scenario Planning for climate information (PSP), to climate advocacy tools for policy influencing. Evaluations document that these **approaches**

**create ownership and awareness among climate-affected groups**, enabling them to act in anticipation and response to changes in climate and seasonal weather affecting their livelihoods. CARE DK approaches were highlighted as best practices by the [evaluation](#) of Danish support to adaptation commissioned by the Ministry of Foreign Affairs in 2021.

In addition, the evaluation of the CLAR programme shows that CARE DK has been effective in giving technical support to partners, country programmes and offices in applying the adaptation approach. It has been recommended to step up learning at the country level and at the same time to scale out by disseminating lessons through CI and the Southern Voices for Adaptation network. For the consecutive SPA, CARE DK will emphasise learning across programmes through a community of practice, to embed climate-smart action with partners and ensure that solutions are relevant to local communities.

According to the reviews, **advocacy** for climate change policies based on the principles of 'good' adaptation and resilience **is indispensable for up-scaling community-level results**. To this end, CARE DK's approach to capacitating civil society and government partners has proven effective in influencing climate-related policies and their implementation. The Southern Voices for Adaptation network of civil society climate organisations is the primary example of this, but programmes also work well with advocacy partners at the national and local levels. A lesson learned is to **take a long perspective because policymakers have different timescales**, since adopting new laws and policies may take several years. One of the evaluations also points to the need to further strengthen the use of evidence from community-level work in national and global advocacy, taking a more proactive approach to advocacy opportunities. CARE DK recognises that **improvement in this area is needed, as a noticeable proportion of policy work is detached from local level interventions** and constitutes missed opportunities for evidence-based advocacy. Under the new SPA, CARE DK works to strengthen evidence-based learning for multiple purposes including stronger systems for monitoring resilience, improved policy impact that is linked to programmes, and adaptive programme management.

### → 7.3 Nexus and conflict prevention

Several evaluations note that CARE DK programmes have strong nexus qualities, linking long-term resilience building to short-term responses to crises and prevention of conflicts. Evaluations of the Sahelian programmes in particular insist that **an adaptive nexus approach is the only way to address complex crisis situations**. Programmes in Niger and Mali have managed to bring local knowledge and voices into decision making, policymaking and planning of emergency responses. Among host and refugee populations in Uganda, the programme has succeeded in mitigating clashes of interests among livelihood groups in natural resources, creating new livelihood opportunities for refugees by exploiting complementarities and mutual benefits. Also in Bangladesh, but under more restrictive government regulation, the programme was able to increase social cohesion among Rohingya and host communities by collaborating on disaster preparedness and risk reduction in local committees that link up with local authorities. This has also helped **address the disparity in exposure to hazards, which is a dimension of inequality that is of growing importance**. A new Danida evaluation (forthcoming) of Danish civil society partners also notes that CARE DK among other partners is able to effectively address the ‘peace’ element of the HDP nexus through livelihood collaboration activities.







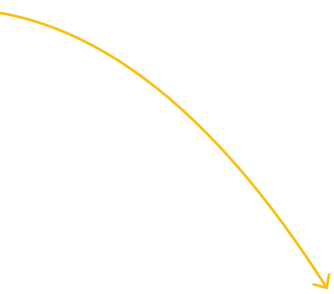
# Annexes

Part 2





# **Overview of Annexes**



The final report contains references to the following annexes, which are introduced below:

**Annex 1** contains the *Summary results framework for CARE DK's SPA programme 2018–21*. The framework provides an overview of the portfolio wide indicators at impact, outcome, and output level under the SPA programme's four Thematic Outcome Areas. These are the indicators used by country programmes to set targets and report annually.

**Annex 2** contains the *Summary results framework with baselines, targets, and results*. The framework presents aggregated data from SPA country programmes, the regional programme in South-East Asia, Mekong Climate Resilience Hub (MCH), and the global thematic programme, Climate Learning and Advocacy for Resilience (CLAR).

**Annex 3** contains an *Overview of SPA programmes' contribution to CARE DK's SPA Thematic Outcome Areas and the SDGs*. As the final report primarily presents aggregated analyses across the portfolio substantiated with illustrative examples of results, innovations and learning across locations, this annex provides a quick overview of the individual SPA programmes and how these contribute to the four Thematic Outcome Areas and the SDGs.

**Annex 4** contains an *Overview of core and strategic partners in SPA country programmes*. The annex lists the civil society partners with whom CARE works closely and is committed to strengthening the capacity of. Core partners consists of CARE's long-term in-depth partners. Strategic partners are selected based on a common vision of change or specific objective. These relations are project specific and focused on concrete expertise, capacity, or network needed for innovation, scaling, replication, or national and global influencing.

**Annex 5** contains an *Overview of CARE DK rating systems*, which are used to assess the civic and political operating space in programme countries (ref. section 2. "Operating Space – civic and political"), the CARE DK SPA programmes' contribution to reported outcomes and the significance of these outcomes (ref. section 3.1 "Overall reflections on achievements and deviations") as well as transformative approaches through CI marker vetting system (ref. section 5.1).

# **Annex 1**

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## **Summary results framework for CARE DK's SPA programme 2018-21**



### Overall impact goal: A dignified life for the world's most climate vulnerable

We will contribute to the overall impact goal through four Thematic Outcome Areas outlined below

	RIGHTS TO LAND	SUSTAINABLE AND INCLUSIVE MARKETS	CLIMATE RESILIENCE	NEXUS
IMPACT LEVEL	<p><i>Contribution to SDG goals</i></p> <p><b>SDG 1.4:</b> By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including micro-finance.</p> <p><b>SDG 2.3:</b> By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.</p>		<p><i>Contribution to SDG goals</i></p> <p><b>SDG 1.4:</b> By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including micro-finance.</p> <p><b>SDG 2.3:</b> By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.</p>	
	<p><i>Impact indicator 1.1 :</i></p> <p># of people who own or control productive asset (including land) and have the skills to use them productively</p>	<p><i>Impact indicators 1.2:</i></p> <p># of people who are active users of financial services (disaggregated by informal and formal services) # and % of people of all genders who have increased capability to perform economic activity</p>	<p><i>Impact indicator 1.3 :</i></p> <p># of people better able to build resilience to the effects of climate change and variability</p>	<p><i>Impact indicator 1.4:</i></p> <p># of people that have actively engaged in reducing their vulnerabilities to the shocks that affect them</p>

	RIGHTS TO LAND	SUSTAINABLE AND INCLUSIVE MARKETS	CLIMATE RESILIENCE	NEXUS
OUTCOME LEVEL	<b>Community mobilisation outcome Indicators</b> <i>Indicator 2.1:</i> # and % of people of all genders who have meaningfully participated in formal (government led) and informal (civil society or private sector led) decision-making spaces  <i>Indicator 2.2:</i> # of functional groups or community-based structures organised and strengthened to claim rights, promote public investments and build community resilience within the Thematic Outcome Area addressed (disaggregated by Thematic Outcome Area and # of people involved)			
	<b>Partner capacity outcome indicators</b> <i>Internal organisation:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.3:</i> Evidence of increased organisational partner capacity and sustainability within the areas of legitimacy; representation and inclusion; and accountability (with reference to partner capacity assessments)</li> </ul> <i>External linkages:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.4:</i> Evidence of partners involved in consultation meetings, dialogues and policy formulation processes with duty bearers at local, national or international level</li> <li><i>Indicator 2.5:</i> Evidence of improved linkages and coordination between partner organisations, CSOs, research institutions, national and local authorities and/or private sector actors</li> </ul> <i>Programmatic performance:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.6:</i> Evidence of partners' programmatic improvements in relation to strengthening gender equality, promoting inclusive governance and increasing resilience in their projects (Based on Gender, Inclusive Governance and Resilience Marker Frameworks)</li> <li><i>Indicator 2.7:</i> Evidence of partners' increased capacity to work with climate resilience</li> <li><i>Indicator 2.8:</i> Evidence of greater capacity amongst core partners and other supported networks and platforms to undertake advocacy</li> </ul>			
	<b>Policies and practices outcome indicators</b> <i>Agenda setting:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.9:</i> # of changes in discourse; enhanced public and political awareness of the policy issue; and/or concrete signs of greater commitment by local and national authorities or private sector actors</li> </ul> <i>Policy formulation:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.10:</i> # of policy and strategy formulations, initiated by targeted duty bearers, as a result of CARE/partner-led advocacy efforts</li> </ul> <i>Policy adoption:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.11:</i> # of new or amended policies, legislation, programmes, and/or budgets influenced by CARE/partners</li> </ul> <i>Policy monitoring:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.12:</i> # of policy implementation processes/practices, which have been monitored and influenced by partners, to ensure they are being implemented in an inclusive way and are responding to the needs and rights of vulnerable people of all genders – and perspectives for impact on target group</li> </ul> <i>Community level influence:</i> <ul style="list-style-type: none"> <li><i>Indicator 2.13:</i> # of issues raised by citizens and % responded to by government, private sector actors, and other duty bearers</li> </ul>			

	RIGHTS TO LAND	SUSTAINABLE AND INCLUSIVE MARKETS	CLIMATE RESILIENCE	NEXUS
OUTPUTS	<b>Community mobilisation output indicators</b>			
	<i>Reach indicator 3.1: # and % of people of all genders reached with information about their rights to land and other natural resources</i>	<i>Reach indicator 3.2: # and % of people of all genders reached with information about financial services, access to markets and opportunities for value addition</i>	<i>Reach indicator 3.3: # and % of people of all genders reached with agro-climate information</i>	<i>Reach indicator 3.4: # and % of people of all genders reached with early warning information</i>
	<b>Partner capacity output indicators</b>			
	<i>Reach indicator 3.5: # of partner organisations, platforms, networks, and private and public actors whose capacity has been developed with support from CARE</i>			
	<i>Innovation indicator 3.6: # and % of projects/initiatives that developed innovations for fighting poverty and inequality</i>			
	<b>Policies and practices output indicators</b>			
	<i>Indicator 3.7: # and description of CARE or partner-supported joint advocacy initiatives undertaken to present marginalised people's demands to power-holders (disaggregated by Thematic Outcome Areas)</i>			

# **Annex 2**

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**Summary  
results  
framework  
with baselines,  
targets,  
and results**



COMMUNITY MOBILISATION INDICATORS	DISAGGREGATION	BASELINE	RESULTS 2019	RESULTS 2020	TARGET 2021	RESULTS 2021	% ACHIEVED
<b>Outcome Indicators</b>	<b>Total:</b>	<b>0</b>	<b>265,737</b>	<b>216,566</b>	<b>240,736</b>	<b>302,677</b>	<b>126%</b>
<i>Indicator 2.1:</i> People of all genders who have meaningfully participated in formal (government led) and informal (civil society or private sector led) decision-making spaces	Formal:	0	209,624	144,680	174,742	193,075	110%
	Informal:	0	56,113	71,886	65,994	109,602	166%
	# of women	0	157,880	117,143	155,320	159,511	103%
	% of women	0%	59%	54%	65%	53%	82%
<i>Indicator 2.2:</i> Functional groups or community-based structures organised and strengthened to claim rights, promote public investments and build community resilience within the Thematic Outcome Area addressed	<b>Land Rights</b>						
	Groups	0	613	871	856	1,192	139%
	People	0	16,039	21,880	19,558	27,207	139%
	<b>Climate Resilience</b>						
	Groups	0	555	660	427	727	170%
	People	0	18,044	26,064	31,251	34,779	111%
	<b>Inclusive Markets</b>						
	Groups	0	104	218	178	372	209%
	People	0	6,324	12,941	11,747	18,371	156%
	<b>Nexus</b>						
	Groups	0	18	44	62	67	108%
	People	0	576	676	1,036	1,358	131%
	<b>Total groups:</b>	<b>0</b>	<b>1,146</b>	<b>1,793</b>	<b>1523</b>	<b>2,358</b>	<b>155%</b>
	<b>Total people:</b>	<b>0</b>	<b>30,221</b>	<b>61,561</b>	<b>63,592</b>	<b>81,715</b>	<b>128%</b>
<b>Output Indicators</b>							
<i>Indicators 3.1-3.4:</i> # of people of all genders reached with information about...	Rights to land & natural resources	0	85,663	108,360	113,757	94,683	83%
	Financial services & economic opportunities	0	11,195	20,982	29,520	27,692	94%
	Climate resilience	0	33,306	97,751	114,093	93,928	82%
	Early warning	0	21,735	89,260	110,685	83,506	75%

PARTNER CAPACITY INDICATORS <sup>1</sup>	DISAGGREGATION	BASELINE	RESULTS 2019	TARGET 2020	RESULTS 2020	TARGET 2021	RESULTS 2021	% ACHIEVED
<b>Output Indicators</b>	Partners	<b>0</b>	92	69	224	86	134	156%
<i>Indicator 3.5: # of ... whose capacity has been developed with support from CARE</i>	Platforms/Networks	0	105	78	174	99	102	103%
	Private Actors	0	37	61	37	65	60	92%
	Public Actors	0	255	216	229	168	268	160%
	<b>Total</b>	<b>0</b>	<b>455</b>	<b>424</b>	<b>664</b>	<b>418</b>	<b>564</b>	<b>135%</b>
<i>Indicator 3.6: Developed innovations for fighting poverty and inequality</i>	# of projects/ initiatives	0	31	40	34	46	40	87%
	% of projects/ initiatives	0%	41%	80%	67%	83%	75%	90%

1. The progress against 'partner capacity outcome indicators' have not been included in this framework but are assessed based on qualitative assessments provided in annual country reports informed by annual participatory capacity assessments, annual partnership surveys, CARE International's marker vetting forms, Outcome Mapping & Outcome Harvesting tools, and narrative reports from strategic partners.

POLICIES AND PRACTICES INDICATORS	DISAGGREGATION	BASELINE	RESULTS 2019	TARGET 2020	RESULTS 2020	TARGET 2021	RESULTS 2021	% ACHIEVED
<b>Outcome Indicators</b>	Land Rights	0	47	43	39	25	43	172%
<i>Indicator 2.9: # of changes in discourse; enhanced public and political awareness of the policy issue; and/or concrete signs of greater commitment by local and national authorities or private sector actors</i>	Climate Resilience	0	97	56	38	37	50	135%
	Inclusive Markets	0	6	7	7	5	11	220%
	Nexus	0	5	12	12	14	26	186%
	<b>Total</b>	<b>0</b>	<b>146</b>	<b>118</b>	<b>96</b>	<b>81</b>	<b>130</b>	<b>160%</b>
<i>Indicator 2.10: # of policy and strategy formulations, initiated by targeted duty bearers, as result of CARE/partner-led advocacy efforts</i>	Land Rights	0	57	52	66	44	21	48%
	Climate Resilience	0	53	42	42	20	34	170%
	Inclusive Markets	0	1	6	7	3	7	233%
	Nexus	0	0	6	6	11	21	191%
	<b>Total</b>	<b>0</b>	<b>111</b>	<b>106</b>	<b>121</b>	<b>78</b>	<b>83</b>	<b>106%</b>
<i>Indicator 2.11: # of new or amended policies, legislation, programmes, and/or budgets influenced by CARE/partners</i>	Land Rights	0	23	26	37	40	23	58%
	Climate Resilience	0	20	27	25	19	40	211%
	Inclusive Markets	0	3	8	7	5	5	100%
	Nexus	0	0	1	1	3	9	82%
	<b>Total</b>	<b>0</b>	<b>46</b>	<b>62</b>	<b>70</b>	<b>67</b>	<b>77</b>	<b>103%</b>
<i>Indicator 2.12: # of policy implementation processes/practices, which have been monitored and influenced by partners, to ensure they are being implemented in an inclusive way and are responding to the needs and rights of vulnerable people of all genders</i>	Land Rights	0	35	27	34	29	49	169%
	Climate Resilience	0	37	28	29	22	41	186%
	Inclusive Markets	0	4	5	5	4	6	150%
	Nexus	0	3	7	7	5	11	220%
	<b>Total</b>	<b>0</b>	<b>79</b>	<b>67</b>	<b>75</b>	<b>60</b>	<b>107</b>	<b>178%</b>
<i>Indicator 2.13: # of issues raised by citizens and % responded to by government, private sector actors, and other duty bearers</i>	# of issues raised by citizens	0	334	370	432	364	829	228%
	% responded to by government	0%	50%	60%	75%	65%	53%	81%
<b>Output indicators</b>								
<i>Indicator 3.7: # of CARE or partner-supported joint advocacy initiatives undertaken to present marginalised people's demands to power-holders</i>	Land Rights	0	45	41	31	54	43	80%
	Climate Resilience	0	48	29	46	26	50	192%
	Inclusive Markets	0	5	5	6	5	8	160%
	Nexus	0	3	3	3	3	17	567%
	<b>Total</b>	<b>0</b>	<b>110</b>	<b>78</b>	<b>86</b>	<b>88</b>	<b>118</b>	<b>134%</b>

IMPACT LEVEL INDICATORS	BASELINE	TARGET 2021	RESULTS 2021
<b>‘Rights to Land’ impact indicator:</b> # of people who own or control productive asset (including land)/ technology and have the skills to use them productively	37%	57%	58%
<b>‘Sustainable and Inclusive Markets’ impact indicators:</b> # of people who are active users of financial services (disaggregated by informal and formal services)	33%	59%	67%
# of people who have increased capability to perform economic activity	39%	70%	76%
<b>Climate Resilience’ impact indicator:</b> # of people better able to build resilience to the effects of climate change and variability	39%	58%	72%
<b>Nexus’ impact indicator:</b> # of people that have actively engaged in reducing their vulnerabilities to the shocks that affect them	52%	78%	79%





# **Annex 3**

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## **Overview of SPA programmes' contribution to CARE DK's SPA Thematic Outcome Areas and the SDGs**

Priority fragile countries (category 1)	Priority SDGs	Secondary SDGs	Budget above 1 million DKK	Climate resilience	Rights to land	Sustainable and inclusive markets	Nexus
Mali	1, 2, 13	5, 8, 16, 17	✓	✓	✓	✓	✓
Niger	1, 2, 13	5, 8, 16, 17	✓	✓	✓	✓	✓

Priority stable poor countries (category 2)	Priority SDGs	Secondary SDGs	Budget above 1 million DKK	Climate resilience	Rights to land	Sustainable and inclusive markets	Nexus
Myanmar	1, 2, 5, 13	10, 16, 17	✓	✓	✓		✓
Tanzania	1, 2, 5, 13	16, 17	✓	✓	✓		
Uganda	1, 5, 13, 15, 17	2, 7, 16	✓	✓	✓	✓	✓
Bangladesh	1, 13, 16	11, 17	✓	✓			✓

Priority transition and emerging economies (category 3)	Priority SDGs	Secondary SDGs	Budget above 1 million DKK	Climate resilience	Rights to land	Sustainable and inclusive markets	Nexus
Ghana	1, 2, 8, 13	5, 10, 12, 16, 17	✓	✓	✓	✓	
Vietnam	1, 2, 10, 13	5, 16, 17	✓	✓	✓		

Non-priority countries	Priority SDGs	Secondary SDGs	Budget above 1 million DKK	Climate resilience	Rights to land	Sustainable and inclusive markets	Nexus
Laos	1, 2, 10, 13, 16	5, 8, 17	✓	✓	✓		
Mozambique	1, 2, 5, 10	12, 13, 16, 17	✓	✓	✓		✓
Nepal	1, 2, 5, 13	10, 16, 17	✓	✓	✓		

Regional and global programmes	Priority SDGs	Secondary SDGs	Budget above 1 million DKK	Climate resilience	Rights to land	Sustainable and inclusive markets	Nexus
South East Asia Regional Programme	13	5, 16, 17	✓	✓			
Climate Learning and Advocacy for Resilience	13	5, 16, 17	✓	✓			✓

# **Annex 4**

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## **Overview of core and strategic partners in SPA country programmes**



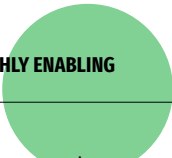



COUNTRY	PARTNERS	
	Core	Strategic
<b>Bangladesh</b>	<ul style="list-style-type: none"> <li>• Society of Health Extension and Development (SHED)*</li> </ul>	
<b>Ghana</b>	<ul style="list-style-type: none"> <li>• Civic Response (host of Forest Watch Ghana)</li> <li>• Wacam (Human Rights, Mining and Environmental Advocacy NGO)</li> <li>• United Civil Society Organization for National Development (UCSOND)</li> <li>• Kasa Initiative Ghana (Kasa)</li> </ul>	
<b>Laos</b>	<ul style="list-style-type: none"> <li>• Association for Development of Women and Legal Education (ADWLE)</li> <li>• Gender Development Association (GDA)</li> <li>• Huam Jai Asasamak Association</li> <li>• Land Information Working Group (LIWG)</li> <li>• Maeying Houamjai Phathana (MHP)</li> <li>• Bamboo and Non Timber Forest Product Development Association (BNDA)</li> <li>• Rural Research and Development Promoting Knowledge Association (RRDPA)</li> </ul>	<ul style="list-style-type: none"> <li>• Community Health and Inclusion Association (CHIAS)</li> </ul>
<b>Mali</b>	<ul style="list-style-type: none"> <li>• Tassaght</li> <li>• AMAPROS</li> <li>• ODI-Sahel</li> </ul>	
<b>Mozambique</b>	<ul style="list-style-type: none"> <li>• Provincial farmers Union –UPC – Nampula</li> <li>• Akilizetho</li> <li>• Associação de Ajuda Mutua (ORAM) – Nampula</li> <li>• Alliance of Civil Society Against Land Grabbing (ASCUT)</li> <li>• National Platform of Climate Change (NPCC)</li> <li>• Associação KAERIA</li> <li>• AMPDC – Associação de Mulheres para a Promoção de Desenvolvimento Comunitário</li> </ul>	
<b>Myanmar</b>	<ul style="list-style-type: none"> <li>• Meikswe Myanmar Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Myanmar Environment Rehabilitation–Conservation Network (MERN)</li> </ul>
<b>Nepal</b>	<ul style="list-style-type: none"> <li>• National Farmer Groups Federetion (NFGF)</li> <li>• National Land Rights Forum (NLRF)</li> </ul>	<ul style="list-style-type: none"> <li>• Community Self Reliance Centre (CSRC)</li> <li>• Clean Energy Nepal (CEN)</li> <li>• Local Initiatives for Biodiversity, Research and Development (Li-Bird)</li> </ul>
<b>Niger</b>	<ul style="list-style-type: none"> <li>• Réseau des Organisations d'Eleveurs et pasteurs de l'Afrique de l'Ouest (Billital Maroobé Network (RBM))</li> <li>• Association pour la Redynamisation de l'Elevage au Niger (AREN)</li> <li>• Développement pour un Mieux Etre (DEMI-E)</li> <li>• Actions pour les Femmes Vulnérables (AFV)</li> <li>• Savoir, Oser, Solidariser pour le Civisme au Niger (SOS Civisme)</li> </ul>	
<b>Tanzania</b>	<ul style="list-style-type: none"> <li>• Land Rights Research &amp; Resources Institute (LARRRI/ HAKIARDHI)</li> <li>• Tanzania Natural Resources Forum and Pastoralists Indigenous Community Development Organization (PAICODEO)</li> </ul>	
<b>Uganda</b>	<ul style="list-style-type: none"> <li>• Joint Effort to Save the Environment (JESE)</li> <li>• RICE–West Nile</li> <li>• Environmental Alert (EA)</li> <li>• Advocates Coalition for Development and Environment (ACODE)</li> </ul>	

# **Annex 5**

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## **Overview of CARE DK rating systems**

### CRITERIA FOR RATING OPERATING SPACE (ref. to section 2)

RATING	 <b>HIGHLY ENABLING</b>	 <b>GENERALLY ENABLING</b>	 <b>SOMEWHAT DISABLING</b>	 <b>STRONGLY DISABLING</b>
CRITERIA	The operating context was highly enabling (a good level of political support for the agenda and/or absence of political unrest/interference/armed conflict/disaster). The programme did not experience any significant interference or disruption due to external factors.	The operating context was generally enabling. There was an ongoing risk of interference which somewhat affected operations and results, but no significant disruption.	The operating context was somewhat disabling with general opposition to the agenda and/or some political unrest/interference/armed conflict/disaster, which somewhat disrupted the operations and results.	Strong political resistance/unrest/interference/armed conflict/disaster significantly disrupted the intervention and prevented the programme operation.

### CRITERIA FOR RATING 'SIGNIFICANCE' & 'CONTRIBUTION' IN RELATION TO OUTCOME (ref. to section 3.1)

RATING	SIGNIFICANCE	CONTRIBUTION
<b>Major</b>	Signs of transformation	The outcome happened primarily because of the programme, and it is not likely that it would have happened without the interventions of CARE or partners
<b>Important</b>	Significant breakthrough	The programme had a significant contribution to the outcome, and it was one of the key deciding factors in bringing about the outcome
<b>Moderate</b>	Intermediate win in long-term strategy	The programme had some contribution to the outcome, but our efforts co-mingled with many other actors and factors, which were equally important for the outcome
<b>Minor</b>	Early positive signs of response	The programme had a minor contribution to the outcome, but our efforts co-mingled with many other actors and factors, which were more important for the outcome

**CRITERIA FOR RATING TRANSFORMATIVE APPROACHES THROUGH CI MARKER VETTING SYSTEM (ref. to section 5.1)**

SCORE	GENDER	INCLUSIVE GOVERNANCE	RESILIENCE
0	Harmful	Unaware	No resilience integration
1	Neutral	Tokenistic	Poor
2	Sensitive	Accommodating	Fair
3	Responsive	Responsive	Good
4	Transformative	Transformational	Excellent

**OVERVIEW OF RATINGS 2018-2021 ACROSS SPA COUNTRY PROGRAMMES (ref. to section 5.1)**

COUNTRY	GENDER				INCLUSIVE GOVERNANCE				RESILIENCE			
	2018	2019	2020	2021	2018	2019	2020	2021	2018	2019	2020	2021
Ghana	3	3	3	4	4	4	4	4	3	3	4	4
Laos	-	2	1	1	-	3	4	3	1	2	4	2
Mali	2	2	2	4	2	2	2	2	4	4	4	4
Mozambique	2	2	2	-	4	4	4	-	3	3	3	-
Myanmar	N/A	2	4	2	N/A	2	4	2	N/A	3	4	4
Nepal	2	2	3	3	4	4	4	4	2	3	3	4
Niger	2	2	4	3	4	4	4	4	3	4	4	4
Tanzania	3	3	3	3	4	4	3	3	3	3	3	3
Uganda	2	3	3	3	3	3	3	4	3	3	4	4
Bangladesh	N/A	N/A	2	2	N/A	N/A	2	4	N/A	N/A	4	3
<b>Average score</b>	<b>2.3</b>	<b>2.3</b>	<b>2.7</b>	<b>2.8</b>	<b>3.6</b>	<b>3.3</b>	<b>3.4</b>	<b>3.3</b>	<b>2.8</b>	<b>3.1</b>	<b>3.7</b>	<b>3.6</b>





