

Strengthening Resilience and Inclusive Governance (STRENPO)



**- implemented by CARE International in Uganda
together with four national partners**

Mid-term Review

Sten Andreasen Consulting, 20 December 2019

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List of abbreviations

ACODE	Advocates Coalition for Development and Environment
CAAP	Community Adaption Action Planning
CBA	Community-Based Adaption
CBM	Community-Based Monitor
CBT	Community-based Trainer
CFM	Collaborative Forest Management
CSO	Civil Society Organisation
CVCA	Climate Vulnerability and Capacity Assessment
EA	Environmental Alert
ENR	Environment and Natural Resources
ERI	Enabling Rural Innovation
FFBS	Farmer Field and Business School
FOREST	Forest Resources Sector Transparency
G-CVCA	Gender Sensitive Climate Vulnerability and Capacity Assessment
INGO	International Non-Governmental Organisation
JESE	Joint Effort to Save the Environment
MTR	Mid-term review
MWE	Ministry of Water and Environment
OPM	Office of the Prime Minister
PCC	Programme Coordination Committee
REPA	Rights, Equity and Protected Areas
RICE-WN	Rural Initiative for Community Empowerment – West Nile
SLOGIN	Strengthening Local Governance in Natural Resources
SO	Strategic Objective
STRENPO	Strengthening Resilience and Inclusive Governance Programme
TOR	Terms of Reference
UNDP	United Nations Development Programme
VSLA	Village Savings and Loans Association
YSLA	Youth Savings and Loans Association

Executive Summary

The STRENPO programme

The Strengthening Resilience and Inclusive Governance Program (STRENPO) is a 4-year programme in the nexus between humanitarian and development work, managed by CARE International in Uganda, in partnership with four Ugandan civil society organisations. The programme commenced in April 2018 for the years 2018-2021.

The overall objective of STRENPO is: *Women and youth in vulnerable, natural resource-dependent communities, including refugee settlements, are resilient to shocks and stresses arising from natural resources degradation, climate change, and conflict & displacement.* The program aims to support both local Ugandan host as well as resident refugee communities by empowering these to influence and own localised resilience solutions. Efforts at the community and district levels are linked to civil society partners and networks involved in district and national level policy and advocacy on food and nutrition security, climate change adaptation, resilience-strengthening as well as natural resources governance and related budget issues.

Purpose and process of the mid-term review

The overall purpose of the mid-term review (MTR) was to assess the programme's progress by the end of October 2019 against stated outputs and milestones; to identify potential challenges and concerns and to recommend possible course corrections. The purpose was also to assess the programme's alignment with the new CARE Denmark Strategy 2019-2025. Specific challenges or best practices that negatively or positively affects the programme's effective and efficient achievement of expected outputs and the contribution of these to deliver project outcomes and impact results were to be identified and addressed.

The MTR consultancy was carried out during October and November 2019 and included a desk-based documents review phase during early October, concluded with the submission of an Inception Report. During the first two weeks of November, consultations and field work took place in Uganda, followed by consolidation of findings and report writing during late November and early December.

Main conclusions and recommendations

The **overall impression** generated from the documents review and the consultations in Uganda is that programme implementation is largely on track compared with work plans; this includes individual partner projects carried out by three 'old' partner organisations and RICE-WN as the new partner in the programme. Interventions are well-managed and the STRENPO team in CARE as well as staff in the partner organisations appear dedicated to the implementation of the programme in general and to their particular contribution. Responses and comments by local government stakeholders met with frequently commended STRENPO's efforts and found results being appropriate and useful. The cooperation between the four partners and with CARE Uganda appears to be appreciated, and collaboration between CARE and partners was characterised as being cordial, friendly, collaborative and useful. Capacity building efforts that have been initiated and implemented by CARE Uganda were highly appreciated by partners, seen appropriate and were being implemented in their work.

A **baseline survey** was undertaken in late 2018 and is assessed as a well-planned and executed activity. The study focused on measuring resilience and the result was a sophisticated framework of criteria for categorising indicators of capacity to anticipate and respond appropriately to climate changes. The survey

provides a very useful point of departure for diversifying and targeting the programme's interventions to the needs and resilience capacities of the different impact groups; in particular, host vis-à-vis refugees, women vis-à-vis men, adults vis-à-vis youth.

Important information also came out from the **Gender Sensitive Climate Vulnerability and Capacity Analysis (G-CVCA)** that were undertaken by mid-2019. The assessments revealed significant variables in the impact group's capacity to anticipate or respond to climate change, and are therefore a very useful point of departure for diversifying and targeting the programme's interventions to the needs and resilience capacities of the different impact groups. Village Savings and Loans Association activities and Farmer Field and Business School interventions are seen to be well implemented and to be delivering positive results; however also to be implemented using a fairly similar approach, irrespectively of the different situation of key impact groups.

1. It is therefore **recommended** to introduce a more diversified approach to the interventions that targets impact groups directly, building on findings from the baseline survey and the G-CVCAs.

The use of CVCAs provided an extensive amount of information that guided the development of **Community Adaption Action Plans (CAAPs)** for selected parishes and refugee settlements; these are quite broad in character and covers many sectors and are seen to be somewhat parallel to District Local Government development plans.

2. It is **recommended** that STRENPO continues a strong follow-up to the CAAPs in order to facilitate funding of activities of priority to the involved communities and relevant to the programme's objectives.

The three national organisations with long-time **partner relations** with CARE Uganda; ACODE, EA and JESE, clearly have strong capacities, interests and experiences with implementing environment and natural resource (ENR) management and governance related projects. The new partner organisation responsible for the programme's new intervention area in West Nile sub-region, RICE-WN, is assessed to perform well in the implementation of direct strategic services programme elements, while ENR governance elements require further strengthening. The mutual support between the partners is assessed to be working well and to benefit all parties. ACODE's and EA's engagements in national level policy and governance spaces are seen to deliver increasingly stronger results.

There is not yet a lot of documentation of results of interventions related to **improving access and influence on services provided** at local level to protect and improve the environment, natural resources and resilience. A main intervention area has been the building capacities of selected local government institutions to understand and mainstream issues of climate resilience in development plans, decision-making processes, bylaws, ordinances and programmes. ACODE and EA have carried out a capacity needs assessment of national and sub-national state and non-state actors to build climate resilience and to strengthen women and youth inclusion at the district and sub-county local government level.

STRENPO's overall budget and allocations to the partners does not allow the **programme to directly reach** a large number of sub-counties, and the size of the direct impact group is also fairly small in relation to the population (hosts and refugees) in the target areas. The justification for this is that direct services and capacity building activities are strategic; that they are to demonstrate sustainable natural resource sensitive and climate adaptive solutions that can be replicated and serve as best practices.

3. It is therefore **recommended** that STRENPO during the coming two years increases the focus on using potential avenues for best practices replication and other catalytic effects.

During 2018, STRENPO worked out an Advocacy Strategy that presents key priorities for action to **advocate for climate-smart agriculture and sustainable land management**. Even if advocacy work and policy influencing by STRENPO partners is seen to be strong, many initiatives are seen to have an ad-hoc and reactive character.

4. It is **recommended** that the STRENPO partners together selects a handful of the outlined 'strategic actions' for further development and specification.

EA has together with other organisations in the ENR CSO network carried out thorough and broad **capacity assessments of the CSOs working on ENR issues and climate action**. The assessment report and capacity development plans are now finalised and have been published.

5. It is **recommended** that some of the capacity gaps that have key relevance for the programme are selected, so that it can be decided what type and how much support to the capacity development interventions the programme is able to offer.

The MTR was asked to review the **alignment between the STRENPO programme strategy and the CARE Danmark Strategy 2019-2025**. The overall assessment indicates a rather close alignment between the two. Gaps were primarily seen in two areas; (a) the programme's engagement with value-adding partnerships in the private sector, and (b) its contribution to innovative solutions and transformative approaches.

6. It is **recommended** that STRENPO in early 2020 reviews its potentials for engaging in stronger partnerships with the private sector, using a market driven analytical approach to determine appropriate interventions and relevant value chain and private sector actors to engage with.
7. It is **recommended** that the STRENPO team engages in a discussion with CARE Danmark to further clarify their understanding and expectations regarding the programme's inclusion of *innovative climate change prevention solutions* and *a transformative approach to resilience*.

STRENPO's **results framework** consists of an Overall Objective with 6 indicators attached, and three Specific Objectives, each with 5-8 indicators attached; in total 25 indicators – as well as an Outcome Mapping-based system of progress markers. This is seen to be a fairly complicated monitoring system, with challenging phrasing, baseline and target values for several of the indicators and with overlaps between the quantitative indicators and the progress markers.

8. It is recommended that STRENPO undertakes a quick review of its results framework, with the intention to reduce the number of indicators, but also to allow a breakdown on some indicators into refugees and hosts. The revision should also aim at reducing and/or combining the qualitative indicators and progress markers. It is furthermore recommended to review and revise the phrasing of result areas and the Theory of Change, taking note of the suggestions made during the MTR workshop.

1. Introduction

1.1. Background to the review

The Strengthening Resilience and Inclusive Governance Program (STRENPO) is a 4-year development programme, managed by CARE International in Uganda (CARE Uganda), in partnership with four Ugandan civil society organisations. The programme is funded by CARE Danmark as part of its Strategic Partnership Agreement with DANIDA. It commenced in April 2018 for the years 2018-2021.

STRENPO directly targets and works with national organisations and networks of women and youth at district, sub-county and community levels. It aims to strengthen the national and local civil society to influence the spaces for women, youth in refugee and refugee hosting communities to participate in and influence policy development, governance and decision-making processes regarding natural resources and assets. The programme seeks to identify and reduce drivers of risk and to increase resilience of communities affected by climate variability, environmental degradation, conflict and displacement, gender inequality, and poor governance.

The programme is designed to contribute to the achievement of three inter-linked objectives:

- a) Strong community-based organizations, empowered citizens and allow women and youth to build assets and take leadership roles in strengthening community resilience.
- b) CSOs and networks have increased capacity and expand spaces for negotiation between empowered citizens, refugees and accountable duty bearers through multi-stakeholder platforms focused on resilience.
- c) Government and other duty bearers, at district and national levels are inclusive and accountable in delivering a well-coordinated response to key drivers of risk and thereby respond to demands and needs of citizens and refugees.

STRENPO's four partner organisations in Uganda are:

- Advocates Coalition for Development and Environment (ACODE) – with a primarily national scope;
- Environmental Alert (EA) – with primarily a national scope;
- Joint Effort to Save the Environment (JESE) – with a focus on Kyegegwa and Kyenjojo districts in Western Region; and
- Rural Initiative for Community Empowerment – West Nile (RICE-WN) – with a focus on Arua district in West Nile sub-region

Each of these partner organisations are linked to the achievement of specific outcomes under each of the specific objectives. The programme engages with additional ad-hoc partners, e.g. in relation to specific advocacy campaigns or as part of collaboration with the private sector.

The programme has a national scope, but direct implementation has a geographic focus:

- Western Region: 4 sub-counties and Kyaka II Refugee Settlement in Kyegegwa district; 4 sub-counties in Kyenjojo district.
- West Nile sub-region: 2 sub-counties and 2 refugee settlements (Rhino and Imvepi) in Arua district.

1.2. STRENPO programme history and design

For the last 25 years, CARE Uganda has promoted sustainable management and equitable access to natural resources by resource-dependent communities, mainly within the Albertine Rift in the west of Uganda. CARE's natural resource programmes in Uganda – including Strengthening Local Governance in Natural Resources (SLOGIN) and Rights, Equity and Protected Areas (REPA) – have successfully piloted approaches to strengthening community participation in natural resource governance and have influenced numerous government policies and practices in the sector. REPA was implemented in two phases from 2003 to 2012, followed by the Forest Resources Sector Transparency (FOREST) programme, for the 5-year period 2013 to 2017. The overall assessment of the results of FOREST was that the programme had *“made significant contributions to the changes that have been realised in the governance of forest resources. There was reduced illegalities, increased citizen participation in forest governance, increasing community benefits through regulated access to forest resources.”*¹

STRENPO as a programme builds on this long engagement in natural resource management and governance collaboration between CARE Denmark, CARE Uganda, and a few strategically selected Ugandan CSO partner organisations. It was however decided that the new programme would go beyond the focus on natural resources governance and adopt a broader approach to *strengthening the resilience of communities vulnerable to the impacts of natural resources degradation, climate variability and change, as well as conflict and displacement.*

The overall objective of STRENPO is: *Women and youth in vulnerable, natural resource-dependent communities, including refugee settlements, are resilient to shocks and stresses arising from natural resources degradation, climate change, and conflict & displacement.* The program aims to support both local Ugandan host as well as resident refugee communities by empowering these to influence and own localised resilience solutions. Key interventions as indicated in the programme document are to strengthen the capacities and assets of vulnerable households (with a particular focus on women and youth) to deal with shocks through a range of approaches and models, such as:

- Conducting gender-sensitive Climate Vulnerability and Capacity Assessments (CVCA).
- Empowering CBOs to raise the collective voice of their members to influence local government planning and budget processes by developing Community Adaptation Action Plans (CAAPs).
- Strengthening financial inclusion by establishing village/youth savings and loans associations (Y/VSLAs).
- Training community-based monitors and trainers (CBMs/CBTs) to monitor and report forest illegalities and to train groups of beneficiaries in climate-smart agriculture, etc.
- Facilitate the participation by women and youth at community level in spaces for negotiation and decision-making on the access to and use of natural resources and on climate actions.
- Establishing and supporting multi-stakeholder spaces for coordinating and negotiating governance of natural resources and climate action; e.g. Inter-District Forums.
- CBOs engagement in Collaborative Forest Management (CFM) arrangements, linking the impact groups to sustainable livelihoods opportunities.

Efforts at the community and district levels are linked to civil society partners and networks involved in policy and advocacy on food and nutrition security, climate change adaptation, resilience-strengthening as well as natural resources governance and related budget issues.

¹ CARE Uganda (2018) Summary of Impact Study for the FOREST programme. By Ruhundi, M. I. Everse.

The program has a strong community focus in order to ensure that the civil society-driven advocacy initiations, dialogues and multi-stakeholder approaches are rooted in community voices and realities to promote inclusive governance and resilience-strengthening.

1.3. Purpose of the mid-term review

The overall purpose of the mid-term review (MTR) was to assess the programme's progress by the end of October 2019 against stated outputs and milestones; to identify potential challenges and concerns and to recommend possible course corrections. The purpose was also to assess the programme's alignment with the new CARE Denmark Strategy 2019-2025. Specific challenges or best practices that negatively or positively affects the programme's effective and efficient achievement of expected outputs and the contribution of these to deliver project outcomes and impact results were to be identified and addressed. This includes strategy revisions, programme organization and operational set-up.

The MTR is to guide project delivery for the remaining project duration and propose amendments and improvements (if required) in project design, implementation arrangements and/or institutional linkages, etc.

The MTR was undertaken with the aim of meeting the following specific objectives:

1. To assess the progress, relevance and effectiveness of the programme.
2. To assess alignment to CARE Denmark 2019-2025 strategy and suggest practical ways of strengthening alignment.
3. To assess the extent to which the partnerships established are transformative and empowering to deliver upon the programme objectives.
4. To identify key challenges, opportunities and recommendations for project adjustments.
5. Facilitate consultative workshop with project team and other partners to agree on ideas for strengthening project implementation and alignment to the CARE Denmark Strategy.

1.4. Methodologies used

In accordance with the TOR outlined for the assignment, including the indicated Scope of Work, the following methodologies were used to assess the questions that called for attention:

STRENPO's relevance and appropriateness was be assessed in the following ways:

The programmes **relevance in relation to the context situation in Uganda** has been analysed in the STRENPO programme document, which focuses on the overall situation in Uganda; the regional context of the country and the large refugee influx; the severe gender inequality; the status of agricultural production and food security; natural resources degradation trends and the links to poor governance in this area; and finally Uganda's vulnerability to climate change. The 2018 Annual Report provides a brief update on developments in the context of key relevance; the continued influx of refugees and the related increase in pressure on natural resources; the signs in government showing an increased commitment to address issues of climate change; the fragile and unpredictable situation regarding civil space – but with no major impediments to civil society's advocacy work seen during 2018. STRENPO's relevance is subsequently seen to have been sufficiently explained and justified as part of the programme's design and inception, and the MTR will merely assess if any major changes in the programme's assumptions, risk analysis or overall context requires any adjustments in the strategic framework.

Method: Submitted programme documentation, together with information gathered during interviews with partners, representatives of target groups and stakeholders in government and the private sector were used to undertake a cross-cutting review of the programme's assumptions and risks, and whether key developments in the context requires any adjustment of these or the overall programme strategy. A review of STRENPO's continued relevance was also a point for discussion during the MTR partners workshop.

An assessment of **STRENPO's relevance in relation to the CARE Danmark Strategy 2019-2025** was requested because the new CARE Danmark Strategy was only recently adopted, and since the Strategic Partnership Agreement with DANIDA forms a central part of its funding and overall strategic plan, programmes funded under this arrangement must be seen to be closely aligned with the overall organisational strategy. STRENPO is less than 2 years into its implementation and still has funding for an additional 2 years. It is therefore important for CARE Danmark as well as CARE UGANDA to assess and consider ways of a potential further strengthening of the alignment between the two.

Methods: Documents made available to the MTR consultant were reviewed and assessed to ascertain the overall impression of a good alignment between the two strategies, and to pinpoint areas in which the alignment could be further strengthened. The issue was raised as part of the agenda of the two-day MTR workshop with STRENPO staff, partner representatives and other key stakeholders: Do the involved organisations see opportunities or needs for a clarification or adjustment of the STRENPO's strategic framework in order to demonstrate the alignment with the CARE Danmark Strategy? A mapping exercise was used for this purpose.

The MTR undertook an assessment of the **STRENPO's effectiveness**. The programme started in April 2018 and has been in operation for 18 months at the time of the MTR. It was therefore seen to be important to review the present level and to assess the likely future level of delivery of expected outputs and meeting of planned milestones, as well as the likelihood that these will lead to the achievement of set programme objectives and results. The assessment attempted drawing out cases of emerging and likely effects for the youth, women and men forming part of direct beneficiaries.

Methods: The presentation of the assessment of the programme's effectiveness will be structured in accordance with STRENPO's programme document and results framework, with its three Strategic Objectives (SOs) and underlying results areas, indicators and progress markers.

SO1: *Strong community-based organizations empower citizens and allow women and youth to build assets and take leadership roles in strengthening community resilience:* Considering the comprehensive nature of the interventions under SO1, the MTR first of all tried to assess the progress made by CARE UGANDA and its partners in implementing these, and more importantly, what they have experienced in terms of strengths, weaknesses and challenges of the different forms of assessment and capacity building interventions. To what extent do assumptions regarding the interventions' contribution to the programme's TOC hold? What are the main learning points so far? How have women and youth in refugee and host communities benefitted from the assessment processes? In relation to the formation and strengthening of Y/VSLA, the progress in this process will be assessed, including how well these programme elements are integrated with other forms of resilience interventions, including private sector links. How well has the expansion from natural resource governance monitoring into other livelihoods-related interventions fared in practice? How well has it been possible to include refugee populations and communities in this work?

SO2: *Civil society organizations and networks have increased capacity and expand spaces for negotiation between empowered citizens and refugees and accountable duty bearers through multi-stakeholder platforms focused on resilience:* The intervention area is closely linked to CARE Danmark's focus on strategic

partnership, especially in civil society. STRENPO has continued CARE's partnership with three CSOs; ACODE, EA and JESE, while a new partner, RICE-WN, based in Arua District has been added (and three earlier partnerships under FOREST discontinued). The MTR therefore reviewed the quality of work by the four partners, as it is presented in their individual programme proposals and progress reporting. As part of one-to-one meetings with each of the organisations, questions were raised in relation to progress made and challenges faced in the implementation of their respective contribution to STRENPO. A main focus was on assessing how quickly and well RICE has been integrated in the collaboration with CARE Uganda and STRENPO; this because the organisation assumes key responsibility for the expansion into the new area in West Nile. Apart from assessing the progress and effectiveness of work by the four partners, the MTR asked about potential capacity strengthening needs in the organisation that how these have been addressed by CARE. These questions were also investigated with STRENPO management, raising questions concerning their assessment of the performance of the partner organisations, how capacity strengthening needs have been assessed and identified, and potentially addressed.

The interventions related to the establishing and facilitation of multi-stakeholder forums on district and/or regional level for management of the environment, natural resources and climate related actions was assessed through direct interaction with involved parties in Arua Districts. Questions were raised concerning the interest in and support given by key stakeholders, who have been involved in the formation of the forum in West Nile. These questions were also discussed with JESE and ACODE concerning their views on the quality and progress made by the forums in Kyenjojo, Kyegegwa and Arua.

SO3: Government and other duty-bearers, at district and national levels are inclusive and accountable in delivering a well-coordinated response to key drivers of risks and thereby responding to the demands and needs of citizens and refugees: The Annual Report 2018 narrates several important achievements of partners' advocacy work during the first period of the programme, but also clarifies that more results are expected only during the coming years. A new "Advocacy Strategy Strengthening Resilience and Inclusive Governance" was developed during the first part of 2019, and this document provides specific advocacy objectives, outcomes, challenges to be addressed, spaces for engagement, risks/assumptions – and an implementation strategy. The MTR has therefore attempted to assess the initial progress made in the follow-up to this implementation strategy and to discuss with STRENPO management and partners how they have planned their own contribution.

1.5. Process of work

The MTR consultancy was carried out in the following work process:

- a) A desk review of existing documentation. A list of documents forwarded to the consultant and gathered during the review process is presented in Annex H.
- b) An Inception Report, outlining the proposed methodologies and proposed work plan and report format outline for the MTR, was submitted on 10 October 2019.²
- c) A brief consultation with CARE Uganda STRENPO programme management staff took place at the consultant's arrival in Uganda, to receive an updated status report on the programme's progress, go through issues related to the TOR and Inception Report for the assignment, discuss approaches and plans for field visits.

² CARE did not provide comments to the Inception Report. A planned Skype-based consultation to discuss and agree on review approaches, report format, etc. did not take place. The schedule for the review was discussed with and decided upon in a Skype call with CARE Uganda.

- d) Field work was undertaken in Arua district during a 4-day period (excluding 2 travel days). With the TOR's limitations on the available number of days for visits to field sites, it was assessed as most important to include visits to programme sites in Arua. This is because the region was not included in the FOREST programme and provides very different climatic and socio-cultural challenges than the programme field sites in Kyenjojo and Kyegegwa districts of Western Region. Also, RICE-WN is a relatively new partner to the programme, while JESE has been a key partner during earlier phases of the environment and natural resources-oriented programmes previously managed by CARE Uganda with funding from CARE Denmark. The field work in Arua included the following:
- An initial meeting with relevant RICE-WN staff about STRENPO, its organisation, present status, results achieved and challenges. Planning of visits to beneficiaries, CBOs and duty bearers.
 - Courtesy visit to Arua district local government
 - Interviews with and/or focus group discussions with a representative cross-section of beneficiaries and CBOs that are supported as part of STRENPO, using a set of guiding interview questions that facilitates an assessment of achievement of outputs and outcomes in support of the objectives of the programme. Observation of the environment in which the project is being implemented.
 - Interviews with key duty bearers; Sub-county and/or District Council representatives as well as representatives of key public service providers and NGOs that the programme are engaging with. A set of guiding questions will be used to identify areas of collaboration with national CBOs, how this has benefitted and influenced the work of the duty bearers, and how the results are likely to be maintained.
 - When possible, a brief final workshop with partner staff to present and verify key findings, discuss draft conclusions and identify areas for programme improvement.
- e) Separate meetings were held with ACODE, EA and JESE. The organisations made thorough presentations of their individual project contributions to each of STRENPO's SOs, and the activities, outcomes, opportunities and challenges experienced. These presentations were discussed with key programme staff – and as required, additional documentation was presented or forwarded to the consultant.
- f) A 2-day MTR workshop in Kampala was facilitated, with some 30 participants, representing CARE Uganda STRENPO staff, the four partners in the programme, as well as representatives from local government involved with the programme and with NRM in general. During the workshop, main findings during the field work carried out as part of the MTR was presented and related to STRENPO's TOC and objectives. Opportunities and threats were highlighted and proposals for strengthening the programme brought forward.
- g) A de-briefing session at CARE Uganda offices was held the day after the MTR workshop, with participation by CARE Uganda management and STRENPO staff. Here, main MTR findings were presented and discussed, this with the main purpose of testing and getting reactions and further inputs to the main findings and conclusions.

The review was guided by the OECD/DAC evaluation criteria, in addition to specific review questions as outlined above. Findings and conclusions are presented with reference to STRENPO's Theory of Change and Results Framework, as well as to *“Learning areas and questions for mid-term reviews of CARE DK framework programmes”*.³

³ See TOR in Annex 1.

2. Findings

2.1. Overall impression

Interviews and discussions with STRENPO staff in CARE Uganda, with partner organisations, with collaboration partners in local government and with representatives of beneficiaries during the 2-week long MTR confirmed the overall impression generated from the documents review; namely that:

- The implementation of individual partner projects largely on track compared with work plans; this includes RICE-WN as the new partner in the programme.
- The overall impression was that interventions were well-managed – staff in the STRENPO team in CARE as well as in the partner organisations met with during the review appear dedicated to the implementation of the programme in general and to their particular contribution; there is an overall sense of corporate energy and commitment to the programme.
- Responses and comments by local government stakeholders met with frequently commended STRENPO's efforts and results as being appropriate and useful; some however found the programme's coverage (geographically, size of impact group) to be rather limited and saw a need for expansion.
- These representatives from local government (including from the Office of the Prime Minister - OPM) expressed appreciation of the thorough provision of information by the partner organisations about the project, and the different areas of collaboration that the project has made possible.
- The partner organisations in STRENPO are increasingly seen to be 'experts' and key points of reference on issues related to environment and natural resources (ENR) and climate change action and adaptation – together with CARE Uganda. This means that ACODE is often contacted by Ministry of Water and Environment (MWE) as well as other ministries, by national media and national and international organisations, asking for their participation in policy-related events or expert advice. EA is seen as a key reference point for the CSOs working in the sector of ENR and climate action. For all of the STRENPO partners, this long-term engagement in the sector and the building of a reputation of key competencies means that they have been able to attract additional funding that builds on the experiences and learnings from CARE supported projects.
- The cooperation between the four partners and with CARE Uganda appears to be appreciated from all sides. The Programme Coordination Committee (PCC) that was established during the FOREST project has continued during STRENPO and meetings take place at regular intervals. Work in the committee is guided by agreed TOR.⁴ Chairing of the committee is rotational among the four partners; this is seen to promote a shared responsibility for the information exchange and coordination between the organisations.
- Collaboration between CARE and partners was characterised as being cordial, friendly, collaborative and useful. Capacity building efforts that have been initiated and implemented by CARE Uganda were highly appreciated by partners, seen appropriate and were being implemented in their work.

2.2. Baseline survey results

At the start of STRENPO on 1st April 2018, a baseline survey had not yet been carried out; this was initiated in December 2018, following the recruitment of a new M&E Specialist for the STRENPO team. The 2018 Status Report notes that the collection of baseline information, particularly the information to be collected as part of gender sensitive climate vulnerability and capacity assessments, had been delayed and was therefore

⁴ CARE Uganda (2018) Programme Coordination Committee Terms of Reference.

planned for during the programme start-up. The baseline survey was undertaken in late 2018 and is assessed as a well-planned and executed activity. The study focused on measuring resilience and therefore used CARE's Resilience Framework⁵ as a basis for its design but combined this with the Local Adaptive Capacity framework developed by the Africa Climate Change Resilience Alliance (ACCRA).⁶ The result was a sophisticated framework of criteria for categorising indicators of (a) capacity to anticipate climate changes, and (b) capacity to respond appropriately. The study covered all three districts targeted by STRENPO and interviewed 562 respondents. Some of the most important findings were:

- The most significant variable in determining capacity to anticipate or respond to climatic change is nationality status (i.e. whether someone is a member of the host community or a refugee).
- The asset base is a key determining factor driving the difference in the climate resilience between hosts and refugees (for both men and women), with hosts having access to a much broader and deeper asset base than refugees. The most significant difference in this regard is access to land and the size of the land.
- Households in refugee hosting communities source their food overwhelmingly from farm production whilst refugee households source their food overwhelmingly from NGO rations.
- In terms of food security, refugee men are marginally more food insecure than their female counterparts, as well as host men, host women and youth.
- There are significant differences in access to finance and financial behaviour across nationality statuses, with fewer refugees being members of VSLAs, withdrawing money from VSLAs, having a bank account and/or making regular use of a mobile banking service.
- Adults return better scores than youth across capacity areas, with differences in their asset base being particularly pronounced. Youth score higher in innovation, relating to capacity to anticipate climate change. They are, in other words, more aware than adults of new practices and technologies which would reduce exposure to risk.⁷

Conclusion:

The baseline provides a very useful point of departure for diversifying and targeting the programme's interventions to the needs and resilience capacities of the different impact groups; in particular, host vis-à-vis refugees, women vis-à-vis men, adults vis-à-vis youth.

2.3. Status of SO1: Strong community-based organizations empower citizens

Strong community-based organizations empower citizens and allow women and youth to build assets and take leadership roles in strengthening community resilience.

Key interventions that contribute to the achievement of this SO include:

- a) a comprehensive set of participatory vulnerability and capacity assessments as well as CSO formation and capacity strengthening activities;
- b) strengthening of existing and formation of new village & youth savings and loans associations (V/YSLAs) and their linkages with private sector services;

⁵ CARE International (2016) Increasing Resilience: Theoretical Guidance Document.

⁶ ODI (2010) *Towards a characterisation of adaptive capacity: A framework for analysing adaptive capacity at the local level.*

⁷ CARE Uganda (2019) Measuring Resilience: STRENPO Baseline Report.

- c) promotion of economic diversification opportunities and climate resilient agriculture capacity development, anchored in CARE’s Farmer Field and Business School (FFBS) model;
- d) a continued engagement in natural resource governance through the work with Community-Based Monitors (CBMs) and Collaborative Forest Management (CFM) groups in two districts in Western Region – but now with an aim to include refugee participation as well as exploring mechanisms of human rights defenders; and
- e) facilitation and application of CARE’s Participatory Community Adaption Action Planning (CAAP) process, as part of building linkages between CBOs (refugees and host communities) and local government /government representatives at local level.

The tool used by STRENPO for the **vulnerability and capacity assessments** is the Climate Vulnerability and Capacity Analysis (CVCA) handbook; *“a tool used to gather and analyse information on community-level vulnerabilities to and capacities for climate change. It informs the identification of actions, at the community level or more broadly, that support communities in increasing their resilience to climate change.”*⁸ The analysis is to be used for community-level planning and action, for developing awareness raising and advocacy campaigns to influence national and subnational adaptation planning processes, or for the integration of climate change risks into project and program design.

The CVCA process has 7 steps that uses different methodologies to assess climate risks and changes, existing resilience capacities, and barriers to resilience – paying particular attention to three cross-cutting issues; gender equality, ecosystems and inclusive governance. The handbook presents a set of field guides that can be used as part of group discussions with population groups affected by climate change.

STRENPO had planned during 2018 to conduct gender sensitive CVCAs (G-CVCA⁹) in 10 parishes in each of the two districts of Arua and Kyenjojo; the work was however initiated in 2019, and so far, assessments have been undertaken in Arua district, covering Akino parish (Uriama sub-county) and Bura parish (Omugo sub-county), and in two districts in Western Region; Kyegegwa (4 parishes) and Kyenjojo (5 parishes).

The results presented in the assessment report from **Arua** clearly demonstrates the value of the methodology. As mentioned in the report, it is the first time the G-CVCA has been implemented to incorporate both hosts and refugees: *“In designing this G-CVCA, efforts have been made to identify key differences in the capacities and the climate vulnerabilities of refugees and hosts community members in the different two parishes.”*¹⁰ The findings among other documents that:

- Refugee families were each allocated a 30m x 30m plot of land, upon which they erect a house, and use the remaining land to farm gardens – but because of the small plot size, refugees are not primarily dependent upon farming to sustain their livelihoods.
- Host men depend primarily on farming for their livelihoods, secondly on livestock, brick burning and casual labour.
- Refugee men depend primarily on humanitarian food rations (this includes for some also water brought by truck), secondly on farming, livestock, brick burning, retail business.

⁸ <https://careclimatechange.org/cvca/>

⁹ The ‘gender-sensitive’ focus of the CVCAs in STRENPO is mentioned to be important, considering the programme’s focus on women (and youth); however, it is not explained what are the practical implications of this focus (given that gender equality is a cross-cutting issues for the CVCA process).

¹⁰ CARE UGANDA (2019) STRENPO GCVCA, p. 5.

- The percentage of refugees being members of VSLAs (including taking loans from VSLAs) and owning productive assets (including having access to land apart from the allocated plot) is significantly lower than for host community members.
- Subsequently, the most important 'resource' (including both natural resources and public/ humanitarian sector resources and services) for hosts was land (and water), while for refugees (especially women), trees were considered as the most important resources, followed by land and water.
- The climate change hazard considered most impactful was among hosts seen to be drought (secondly, floods), while among refugees this was strong winds and drought.

The report also has some interesting findings concerning the seasonal calendars of the different target groups, successful and failed adaptation strategies, and the type of institution (government, non-governmental or 'other' – mainly private sector), they mainly rely on.

The G-CVCA report from **Kyegegwa** and **Kyenjojo** also provides some important insights, even if the information in this report has not been sufficiently collated so that the most important findings and conclusions clearly stand out. **The focus of this assessment and report is on the differences in access to livelihoods assets, exposure to climate hazards and risks, and coping and adaptive strategies for women and men, while the differences for host and refugee communities are not presented in any detail (this in spite of the fact that some 50% of respondents were refugees).** Some key findings were that:

- Women are less wealthy than men because they do not own or have access to key livelihood resources. With a decline in key livelihood resources, women are more vulnerable to livelihood insecurities.
- In terms of climate variabilities, communities were in particular exposed to increased temperatures, increased dry spells or droughts, floods that resulted in soil erosion and strong winds. Women, youth and children are more affected than men; this is because they tend to spend more time engaged in sectors affected by those climate variabilities, such as agriculture, water sourcing and construction of destroyed homes.
- Water quality and quantity, distances to water sources, forest/tree cover, wetland cover, income, and employment opportunities were found to be highly sensitive to the occurrence of climate hazards and risks.

Overall, the use of CVCAs is seen as a useful exercise for STRENPO, providing an extensive amount of information to guide the development of Community Adaptation Action Plans (CAAPs) – and for the general learning and adaptation within the programme. With the delays incurred in undertaking and completing these CVCAs, it will be important for the programme partners to identify the most important findings and conclusions and decide if and how these influence programme planning for the remaining two years. As indicated in relation to the baseline survey, these assessments are, however, quite resource demanding, and given the mentioned delays in carrying them out, **it would seem more important to draw out the main conclusions and their implications for refining programme strategies, rather than carrying out any additional CVCAs (in case this is the intention).**

The CVCAs have been used as the basis for **CAAPs exercises**; these were conducted during the month of September 2019 in the three districts of Arua, Kyenjojo and Kyegegwa. Participants included sub county leaders, local leaders, OPM, representatives of women, youths, men and persons with special interests as well as representatives of relevant civil society organisations. The communities and stakeholders were supported to: (a) Validate the G-CVCA findings and fill any potential gaps in these; (b) further analyse the different climate change vulnerabilities and needs for adaptation; (c) identify and prioritise the main problems as well as existing opportunities locally; (d) use selected adaptation strategies to develop a CAAP.

The agreed strategies cover a number of different areas, some of which are more directly related to climate change adaptation than other:

- Natural resources protection & management (re-forestation, soil erosion control, water conservation)
- Bush fire control (control groups, banning through by-laws and ordinances)
- Adoption of improved agricultural practices (much as per the contents of FFBS and ERI)
- Water and catchment protection and restoration (tree planting along catchment areas, ponds).
- Disease prevention and control (vaccination/immunization).
- Diversify and strengthen ecosystems based friendly income sources for vulnerable women men and youths (horticulture, business development skills, marketing and storage, processing, handicraft).
- Promote women leadership in climate change, environmental protection.
- Increase community access to credit.

Many of these strategies and the related activities are important, and efforts have been made to indicate lead persons and main collaborators for each activity area. The main challenge for most of them, however (as is also indicated in the plans) is how to find the required resources to implement them. CARE and partner organisations are planning to link communities to potential collaborators, including government ministries and donor agencies for potential funding in cash or as part of in-kind supply of services and goods. **As a next step, the CAAPs are to be presented to local government institutions and other stakeholders with the purpose of soliciting for their support for the integration of the priorities into local development plans and budgets.** Local government representatives are engaged with throughout the entire process, with the purpose of building their capacity on climate change adaptation and seeking their commitment to climate action.

The **formation of Y/VSLAs** is a central entry point for economic empowerment and mobilisation and forms the basis for most other interventions with the impact groups that the programme addresses directly – together aiming to build the assets and capacities of the impact population to address key drivers of risk related to climate change and environmental degradation, conflict and displacement.

- JESE has by end of October reached 2,303 people, some 68% of its target of 3,360 people to have formed VSLAs and hereby reached by financial services. The distribution of these are: 75% hosts vs. 25% refugees / 30% male vs. 70% female / 66% adults vs. 33% youth. In terms of savings made, out of UGX 200m. saved, 93% are saved by VSLA groups in host communities and only 7% by refugee VSLA groups. The figures on taking loans out are showing the same lopsided trend. Taking into consideration that the number of host community VSLA members is three times the size of refugee members, 80% of savings are made by groups formed in host communities.¹¹
- RICE-WN has by end of October reached 892 people (30 groups), 75% of its target of 40 VSLA groups. The distribution of these are: 57% hosts vs. 43% refugees / 25% male vs. 75% female / 46% adults vs. 54% youth.¹²

These markedly different abilities of host and refugee communities to make savings in (and as a consequence, take out loans from) the VSLAs was clearly observed during the focus group discussions in Arua: A strong VSLA group of host community members could make up to UGX 8m (USD 2,200) in a year, while average annual savings in a group of refugees would be 10-50% of this. It was mentioned in one of the refugee groups that members at times have to sell their food rations in order to have cash for their weekly savings.

¹¹ Figures included in JESE ppt. presentation at the 2019 Project MTR Workshop, Kampala.

¹² Figures provided by RICE-WN

Interventions to promote opportunities for **economic diversification and climate resilient agriculture** are anchored in CARE's FFBS model, a well-established process and curriculum that integrates modules on gender equality and business skills into the traditional farmer field school methodology. The FFBS model is used by JESE and introduced to groups in both refugees only, hosts only, and mixed refugee-host communities in Kyenjojo and Kyegegwa. In Arua, RICE-WN uses a model named Enabling Rural Innovation (ERI); this is because the model has previously been used by the organisation and the approach was accepted because the two models were benchmarked to be very similar.

The STRENPO Quarterly Status Report for the 3rd quarter of 2019 informs that in Kyenjojo and Kyegegwa, out of a target of 1,200 women and youth, so far, 375 (90 males, 285 females) have learned some of the resilient agriculture models introduced as part of the FFBS model, and are applying new practices as part of kitchen gardening, growing food and income crops, planting trees, digging simple water collection points in the kitchen garden to collect water for irrigation, among others. In Arua, a total of 16 refugee groups (116 males, 331 females) and 24 groups in host communities (159 males, 528 females) are using climate smart agricultural practices, such as kitchen gardens, cultivation of short-term and drought-resistance crops, and agroforestry practices. Status reports and presentations by JESE and RICE-WN have plenty examples (with photo documentation) of groups that have benefitted from participating in FFBS and ERI activities, respectively, resulting in a wide range of benefits. Observations during the visits to groups in Arua confirmed these reports, mainly through testimonies by group members, stating that the support has had a significant positive effect on their livelihoods and their ability to make long-term plans for their family and for the village more widely. Mainly in host communities, the positive effects of the FFBS/ERI model has among others been an increased and more diversified agricultural production, and this has developed an aspiration to expand the area under cultivation. The group members foresee new challenges if they increase production with a stronger element of cash crops that requires marketing. The groups saw a need for support in relation to storing of crops, introduction of technologies that allowed them to prepare additional land for cultivation, and marketing.

The work with **CBMs and CFM groups** formed a central part of the FOREST program, and the work is continuing in the two target districts in Western Region. STRENPO includes refugee participation in these activities, and CBMs are now also mobilised for the implementation of activities to strengthen financial and social capital for resilient livelihoods (VSLAs and FFBS). The program has also engaged with CSOs that supports and mobilises human rights defenders, as a way to explore mechanisms of providing protection for CBMs; this a result of CBMs and other natural resource user group members being intimidated and assaulted by illegal forest encroachers.

JESE's work with mobilising and building capacities of refugee CBMs in Kyaka II Refugee Settlement has had a positive effect in the opening of dialogue and negotiation between host and refugee communities, with participation by local government and OPM representatives in the refugee settlement, concerning the need to protect wetlands areas where some of the refugees had been settled. JESE and communities engaged OPM in dialogue and agreement was reached to relocate 100 families out of the wetlands. Overall, reporting of illegal forest activities by the CBMs has continued and resulted in various cases of impounding of timber, etc.

Some results are also reported on the supported CFM groups; 2 groups have secured 200 ha. of land for tree planting from National Forest Authority; some have worked with authorities to get rid of illegal forest encroachers; charcoal and timber fees have been harmonised in Kyenjojo, Kyegegwa and Mubende districts; a wetlands demarcation campaign in Kyegegwa district has influenced the mapping of boundaries for Kakoni wetland in Kyaka II. The increased campaigning for environmental protection can also have some unforeseen side-effects, e.g. when host communities deny refugees access to firewood (for own use as well as to produce

charcoal for sale), partly because they want to protect the forest, partly because they can earn an income from trading their own charcoal for food rations.

Conclusions:

STRENPO has put a significant amount of efforts into carrying out a baseline survey and G-CVCAs. These exercises have brought out lots of important information about the variations in vulnerabilities to and capacities for climate change resilience and adaptation. It is important that STRENPO undertake a careful analysis of the information gathered, and uses the conclusions made to inform the way the programme is implemented during the coming two years.

CVCAs have been used as a basis for developing CAAPs at the sub-county and refugee settlement level. These plans cover a variety of sectors, and some strategies and activities are more directly related to climate change adaptation than others. The time and efforts invested are likely to create expectations, and it is important that STRENPO makes good use of the plans to link up to and involve local governments and (I)NGOs to potentially source funding to implement some of them. The CAAPs can form an excellent basis for advocacy work, mainly locally in relation to setting development priorities in the district planning processes. For advocacy work at national level, the CAAPs could be more difficult to use, given their broad nature, covering several sectors.

It is the MTR consultant's impression that Y/VSLA, FFBS and ERI activities are well implemented and that there are clear positive results from these efforts; however, the activities have largely been implemented the same way in host and refugee communities, for men and women, for adults and youth (even if some VSLA principles are relaxed a bit for refugees and youth). There is a need to make a move of departure from this 'blanket approach' and to plan interventions during the coming two years with a stronger consideration of the different situations and contexts of the different impact groups.¹³

Work plans for 2020 and 2021 would for instance need to take into consideration that refugees have more limited resources available to make savings in VSLA groups, and considerations therefore have to be made to determine if it is the best approach to start with introducing the mobilised groups to the savings and loans activities, rather than FFBS/ERI or other interventions that have the potential of providing the refugees with some essential monetary resources, that they can use for saving. Also, facilitating access to agricultural land seems essential, since most refugee families can only grow vegetable gardens, unless they have opportunities to access land owned by host communities – for free or rented. Existing efforts by OPM in the refugee settlement to connect landowners with refugees could be strengthened by JESE and RICE-WN.

On the other hand, host communities clearly have the capacity to make more efficient use of the support provided – and to make long-term plans for their agricultural production, improvements to their houses and family situation in general. Some of these groups are considering forming cooperatives for provision of inputs to and marketing of agricultural produce. They see challenges in relation to ploughing a larger area, storing crops, processing some produce and engaging with the private sector. There are of course limits to what STRENPO can do in these areas, there is therefore most likely a need to map organisations and programmes that have a potential for providing support to the groups.

¹³ It was mentioned that JESE is using a model for household planning that takes into consideration differences in terms of land size and other contextual issues; this could perhaps be further developed.

2.4. Status of SO2: Civil society organizations and networks have increased capacity

Civil society organizations and networks have increased capacity to expand spaces for negotiation between empowered citizens and refugees and accountable duty bearers through multi-stakeholder platforms focused on resilience.

Key interventions that contribute to the achievement of this SO include:

- engaging in partnerships with CSOs that focus on district level engagements, and with a structured and financed capacity strengthening plan that covers both technical and institutional areas;
- engaging in partnerships with CSOs that focus on national level engagements, using learning at district level to influence national processes, undertaking evidence-based policy analysis and advocacy to increase resilience;
- using findings from assessments and analysis carried out as part of SO1 for the development of joint advocacy strategies and activities to argue for climate-smart agriculture and sustainable land management, including durable solutions for refugees;
- facilitation of multi-stakeholder forums and other spaces for negotiation between representatives of natural resource dependent communities, private sector actors and responsible government institutions; and
- documenting and advocating for evidence-based approaches that strengthens the resilience of the impact population.

As mentioned, for the implementation of STRENPO, CARE Uganda has engaged in partnership with four Ugandan CSOs; ACODE and EA at the national level; JESE for activities in Kyegegwa and Kyenjojo districts in Western Region; RICE-WN for activities in Arua district in West Nile sub-region. RICE-WN was selected as a new partner in the programme, while ACODE, EA and JESE were also partners in the FOREST and REPA programmes. The following is a brief overview of the main focus areas and budgets of the four partners and CARE Uganda:

Organisation	CARE Uganda	ACODE	EA	JESE	RICE-WN
Duration	01.04 2018 – 31.12 2021	01.04 2018 – 31.12 2021	01.04 2018 – 31.12 2021	01.04 2018 – 31.12 2021	01.09 2018 – 31.12 2020
Main focus	Programme management, capacity development, studies, advocacy	National level advocacy to influence policies and laws, LG and CSO capacity dev.	National level ENR-CSO capacity building, policy analysis and advocacy work	ENR governance, climate adaption support, capacity building for groups of hosts + refugees	Climate adaption support, capacity building for groups of hosts + refugees
Coverage	Nationally	Nationally	Nationally	Kyegegwa & Kyenjojo districts	Arua district
Activities	320,992	201,542	177,220	357,054	169,740
Staff costs	620,676	182,775	129,501	160,159	76,260
Total budget	USD 941,669	USD 384,318	USD 306,721	USD 517,212	USD 246,000
% of STRENPO	32%	13%	10%	18%	8%
Budget line for private sector partnerships and innovation				USD 166,267	6%
Budget line for contribution to CARE Uganda office costs				USD 378,872	13%
Total STRENPO budget 2018 – 2021				USD 2,941,059	100%

The total STRENPO budget amounts to **USD 2,941,059**. On top of the above-mentioned budget allocations, an additional USD 166,267 (6% of total budget) has been set aside for “private sector and innovation” (expected to be allocated to the existing or new partner organisations) and USD 378,872 (13% of total budget)

for STRENPO's contribution to CARE Uganda office costs. The share of activities and staff costs of the total budget is 47% and 53%, respectively. 55% of the budget is allocated to partner organisations; 45% to CARE.

ACODE, EA and JESE clearly have a strong capacity, interest and experience with implementing ENR management and governance related projects, based partly on their individual organisational strategies and competencies, as well as on the learning gained as partners to CARE Uganda for more than a decade. The project proposals that these organisations submitted to CARE for STRENPO were therefore directly suited for the programme, and the organisations are seen to bring valuable and competent contributions. It took a few additional months to identify and assess the additional partner organisation to be responsible for the programme's new intervention area in West Nile sub-region, but RICE-WN is assessed to have been incorporated quickly in STRENPO, even if the organisation has been on a steep learning curve. Judged by the meetings, discussions and document review undertaken as part of the MTR, the organisation is assessed to be implementing the delivery of direct strategic services programme elements as per the required standard, while the ENR governance elements require further strengthening.

Concerning STRENPO's development of joint strategies to advocate for climate-smart agriculture and sustainable land management, an **Advocacy Strategy** from 2018 highlights key advocacy priorities for action. The purpose of the strategy is *"to advocate for Policies, laws, decisions, plans, budgets, and programs that promote resilience of women and youth"*.¹⁴ This strategy provides some important information and guidance, identifying key audiences, challenges to be addressed, and spaces for engagement.

The STRENPO Annual Report for the year 2018 and the quarterly reports for the first three quarters of 2019 present a number of achievements in relation to SO2; these are primarily related to results of capacity strengthening efforts carried out by STRENPO partner organisations – benefitting CSOs in the ENR CSO network, local governments, and members of multi-stakeholder platforms (though for Arua still preliminary).

EA is the key partner involved in facilitating the **network of CSOs** involved in the environment and natural resources sector. EA hosts the ENR CSO network, the Uganda Forest Working Group (UFWG) and the Promoting Local Innovations for Sustainable Agriculture and Sound Natural Resource Management (PROLINNOVA) network – and is also taking part in other networks in the sector. The capacity strengthening of the ENR CSO network forms part of STRENPO and it has during 2019 increased in size to 46 CSOs, from around 30 a couple of years back. EA has made significant progress in completing capacity needs assessments of CSOs in the network, partly as part of a CARE commissioned consultancy assignment, partly as part of an assessment commissioned by the MWE and the United Nations Development Programme (UNDP) in Uganda in the framework of "Inclusive Green Growth through Poverty Reduction" project, funded by UNDP. The latter was an assessment of the capacity needs of CSOs to advocate for implementation of policies, guidelines, and regulations on NRM, job creation and livelihoods. It was conducted in South Western Uganda, the Karamoja Region, Eastern Uganda, the Albertine Region and Northern Uganda with a total of 101 CSOs consulted, and it resulted in a *Capacity Needs Response Report* and a *Capacity Building Plan*. The work commissioned by CARE covered the districts of Arua, Kyegegwa and Kyenjojo as well as at national level, and involved capacity needs assessment of national and sub-national state and non-state actors for building climate resilience and strengthening women and youth inclusion at the district and sub-county local government levels.¹⁵ These reports form a solid basis for support to capacity enhancement of both

¹⁴ CARE Uganda (2018) STRENPO Advocacy Strategy.

¹⁵ ACODE and EA (2019) Capacity Needs Assessment. May 2019.

government institutions and CSOs involved in NRM and climate action work. EA recommends that sufficient resources are made available for continued capacity building for CSOs, as they find this to be critical.

In one of the efforts done to ensure that there is increased capacity of CSO partners to uptake resilience approaches and methodologies and to push for inclusive governance, EA commissioned a consultant to conduct training for selected 50 CSOs on lobbying, policy analysis and advocacy with focus on climate resilience. Also, 27 CSOs were mentored to effectively participate in **national level governance spaces**; i.e. the Joint Technical Review and the Joint Sector Review commissioned by MWE. EA has coordinated the contribution to the consolidated ENR CSO performance report that highlights key recommendations to MWE. These recommendations are aimed at improving sector performance and target the 5 thematic areas in the ENR Sector (Forestry, Wetlands, Weather and Climate, Good Governance and Environment).

EA's work includes a number of other contributions to policy development processes, where CSOs have been invited to or had an opportunity to contribute with inputs and position papers, etc.

ACODE sees their own role in building resilience to contribute to ensuring an enabling environment, accountability by duty bearers, informing policy processes, building capacity of state and non-state actors, including STRENPO partners. They are the main partner engaged in **national level advocacy work** and has a long and solid experience in this field. Some of the main achievements since the start of STRENPO are:

- A main contributing to the establishment of a Standing Committee on Climate Change in the Parliament.
- Undertaking a study to analyse policies and programmes in the agriculture sector with respect to integration of climate change and inclusion of women and youth.
- Using media (radio talk shows, newspaper articles, etc.) to present findings of from a study on the national dialogue on climate resilience and climate change in agriculture sector;
- Promotion of climate change mainstreaming in other sector policies; budget tagging and certification of climate change, etc.
- Reviewing the Climate Change Bill and undertaking a study to explore the feasibility of establishing a National Green Climate Fund.

ACODE has during the past years published a good amount of research reports and position papers within the field of ENR and climate change; at least 10 titles published since 2014 are available at their website.¹⁶

ACODE has also facilitated the establishing and formation of a **West-Nile Inter-District Multi-stakeholder Forum** on Resilience, Climate Smart Agriculture and Women and Youth inclusion. They held strategic meetings with West Nile Development Association (WENDA) Executive Committee, and it was agreed to work together on integrating climate resilience in WENDA's strategic and annual work plans. A 28-person thematic group has been established – to be referred to as the Natural Resources and Climate Resilience Forum in WENDA.

In a new type of **campaign-oriented advocacy work**, STRENPO in 2018 and 2019 partnered with Walkers Association of Uganda on a campaign to raise public awareness on climate resilience. In 2019, this involved a 370 km long walk by 14 activists from Kampala to Kapchorwa district in Eastern Region, with numerous stopovers at district headquarters and industrial plants to raise awareness on climate change and environmental protection. The campaign was covered broadly by local and national press and is assessed as a useful way of engaging Ugandans more broadly in issues of climate action. In 2019, 30 activists walked for

¹⁶ <https://www.acode-u.org/catalogue>

the *Save Zoka* campaign, where a number of activities were carried out along the 560 km walk from Kampala to Adjumani. The campaign raised forest governance issues around Zoka Central Forest Reserve. One key outcome was that one of the activists was awarded the EU 2019 Human Rights Award.¹⁷

CARE Uganda is also contributing to **capacity development of the partner organisations**. They have previously carried out organisational capacity assessments to identify areas that need support. During the discussion with ACODE, it was for instance mentioned that they had realised that a lot of work had been carried out within their area of policy influencing and advocacy, but that there was a challenge with documenting and tracking it. This has led them to recruit and employ an M&E Officer. Especially the reporting has been enhanced and they have improved the documentation of processes. Also, in the area of gender sensitiveness, training arranged by CARE made them realise that this was an area that could be strengthened and incorporated. A consultant came from Kenya to carry out the capacity development, and they found the assistance valuable and of good quality. As a result, a sexual harassment policy is on its way in ACODE. Gender equity and diversity training puts ACODE in a situation where it can be used more generally. Other partners mentioned similar benefits from CARE Uganda managed capacity development activities.

Conclusions:

The present partnership portfolio in STRENPO is seen to be quite strong and resourceful, with three organisations that have been part of a long engagement with CARE and ENR governance work, now with a stronger focus on climate adaptation and action. RICE-WN has so far proved to live up to the expectations as a new partner. The mutual support between the partners is assessed to be working well and to benefit all parties. ACODE's involvement in capacity assessment and strengthening at the level of district and sub-county government helps in providing quality awareness raising support, and also provides ACODE with useful insights that can be used for their documentation and advocacy work at the central level.

The Advocacy Strategy from 2018 highlights key advocacy priorities for action and should now be used by the STRENPO team and partners to decide on key joint capacity development interventions – at sub-county, district and national level.

Capacity assessments and capacity building plans have been developed for members of the ENR CSO network, and EA now needs to plan the implementation of the plan, together with Tree Talk and other key resourceful network member organisations. EA needs to be careful that the focus is primarily on building competences within climate resilience and ENR governance; the CSOs also have other capacity gaps that falls outside the scope of the programme (i.e. financial management and organisational governance).

ACODE's and EA's engagements in national level policy and governance spaces are seen to deliver increasingly more results; there could be a need at times to be selective on the processes to be involved with, since the requests by government institutions for support could be endless. ACODE's strong focus on documentation, research and publication is an important contribution to the programme.

2.5. Status of SO3: Government and other duty-bearers are inclusive and accountable

Government and other duty-bearers, at district and national levels are inclusive and accountable in delivering a well-coordinated response to key drivers of risks and thereby responding to the demands and needs of citizens and refugees.

¹⁷ https://eeas.europa.eu/headquarters/headquarters-homepage/61975/ugandan-environmental-rights-defender-william-amanzuru-wins-eu-human-rights-defenders-award_me

Key interventions that contribute to the achievement of this SO include:

- a) the provision of support to undertaking assessments (by national CSOs and local government) of the quality of public services provided by key duty bearers in the ENR sector, and negotiating an expansion and better utilisation of spaces for negotiation to address needs by ENR dependent communities;
- b) advocating and providing required support to national government actors to strengthen resilience-related actions and initiatives (especially in refugee-hosting districts); and
- c) exploring opportunities for engagements with the private sector, in order to create the market linkages that are central to the promotion of profitability and sustainability of climate-resilient production improvements.

Programme reporting reviewed and interviews carried out during the MTR does not yet provide a lot of documentation of results of interventions related to improving access and influence on services provided at local level to protect and improve the environment, natural resources and resilience. The main challenge seems to be a low level of awareness of climate change and resilience problems and approaches.

Therefore, a main intervention area has been the building capacities of selected local government institutions to understand and mainstream issues of climate resilience in development plans, decision-making processes, bylaws, ordinances and programmes. ACODE has undertaken much of this work. They have also supported the Climate Change Department in MWE and the National Planning Authority to review budget framework papers with the aim of incorporating climate action interventions.

As mentioned under section 2.5, ACODE and EA carried out a capacity needs assessment of national and sub-national state and non-state actors to build climate resilience and to strengthen women and youth inclusion at the district and sub-county local government levels – in the districts of Arua, Kyegegwa and Kyenjojo as well as at national level, and involved. This report will form the basis for continued interventions to support SO3.

Interventions to engage with the private sector are seen to be progressing slowly, and so far, the main achievements have been the identification of a private sector partner, The Hive, for groups in Kyenjojo to develop and market their apiary products. An MoU has been signed between CARE and The Hive, covering the provision of support to the groups in the development of the value chain. The few examples of private sector engagements are partly because of the on-going process of selecting feasible enterprises to support.

Conclusions:

Result areas under SO3 are the ones with lowest level of achievements so far. This is not surprising, given that it takes time to undertake capacity assessments of central and local government, then to develop capacity development plans, and finally to see some results of these efforts. The capacity assessment work has now been carried out, and it is now a question of deciding on some key areas of capacity development that has a likely effect on vulnerable women, men and youth's improved access to climate adaptive resources and participation in decision-making on these. Using the Outcome Mapping approach could help in this process.

Considering the relatively meagre results of the programme in building partnerships and engaging with the private sector, it needs to be a priority during 2020 to review the opportunities and best potential approaches in this area, so that initiatives can be developed and experiences gained during the remaining two-year period.

2.6. STRENPO's impact groups

The impact populations for STRENPO are “*women and youth vulnerable to the impacts for environmental degradation, climate change and conflict/displacement*”. In the selection of target districts, importance was given to a continuation of the natural resource governance work in Western Uganda, where degradations of forests and wetlands continue to undermine the resilience of communities that are dependent on these resources. A new factor was however the past and more recent influx of a large number of refugees (mainly from South Sudan) to North-western Uganda. The strong impact that the hosting of over 1 million refugees has on the speed of degradation of natural resources urged the new programme to develop models for resilience-strengthening at the nexus of humanitarian and development work.

The size of the impact groups directly targeted by STRENPO is not indicated in the Programme Document, but the direct target beneficiaries in JESE's project proposal is mentioned to be 70,800 persons (indirectly: 446,300); in RICE-WN's project 5,110 persons (indirectly: 36,740). The number of sub-counties targeted was reduced from proposed 15 to 9 in Kyenjojo and Kyegegwa, and from 5 to 2 in Arua, so the above figures are most likely some 30-40% lower. **The ratio of directly targeted in relation to the indirect target group is 16% for JESE and 14% for RICE-WN; however, it is unclear from the project proposals how these target figures were determined. Considering the total population for the two target sub-counties in Arua of around 70,000 Ugandan host citizens and an additional 175,000 refugees in Rhino Camp and Imvepi settlement, RICE-WN's intervention is directly reaching 2% of the population. The figure for JESE's project is likely to be similar. With a low direct coverage, there is clearly a risk that the activities on the ground will 'disappear' in the bigger picture, as drops in the ocean.** This is in particular in Northern Region where there are several other (larger) programmes being implemented, using approaches similar to those of STRENPO¹⁸, while few other programmes are implementing NRG-projects in the area of Kyaka II. Since the justification for STRENPO's inclusion of direct capacity building and service delivery for a selected impact group of vulnerable, natural resource dependant women and youth is that these activities are *strategic* – in the sense that they are to demonstrate sustainable natural resource sensitive and climate adaptive solutions that can be replicated and serve as best practices – then the geographical coverage should be determined mainly by the resources available to ascertain the documentation and replication effects. **It seems important that work plans for the coming two years have a focus on identifying and using all possible channels for replication and catalytic effects: How can invited governance spaces be further pursued to influence decisions, plans and priorities? Can media be used more effectively to spread ideas and approaches? Can CARE Uganda and the partners establish stronger links to large-scale climate smart agricultural donor supported programmes, in order to leverage opportunities for joint awareness raising and advocacy work?**

The G-CVCAs that were carried out in the two parishes of Uriama and Omugo sub-counties provided important gender-related findings:

- There are strong gender dimensions visible in resources use and access, and exposure to hazards, especially amongst host communities. Among the host communities, women do not own land. They are therefore more dependent on firewood for cooking and timber resources for charcoal burning. **(In some places, where hosts have now banned refugees from cutting down trees, some hosts now cut the trees and exchange wood with refugee food rations).**

¹⁸ E.g. Danida's Northern Uganda Resilience Initiative (NURI), EU's Development Initiative for Northern Uganda (DINU), World Bank's Development Response to Displacement Impact Project (DRDIP), UN's Refugee and Host Population Empowerment (ReHoPE), IFAD's Project for Restoration of Livelihoods in Northern Uganda (PRELNOR), DFID's Northern Uganda: Transforming the Economy through Climate Smart Agribusiness (NUTEC).

- Women, by and large, amongst both host and refugee communities, were more likely to experience the human health impacts of climatic change and variation.

As part of the G-CVCAs, a resource and hazard mapping exercise was conducted, with results disaggregated for hosts and refugees as well as for men and women. The aim of this was to achieve a better understanding of the different resources upon which people's livelihoods depend, and the impacts which climate hazards are seen to have on those resources. This was to provide an avenue for better understanding of vulnerability – between different groups and sexes. The results interestingly show markedly different importance attached to key resources (such as land, trees, water, livestock) as assessed by respondents from host or refugee communities, by male or female, or by adult and young respondents.

STRENPO has, however, not yet demonstrated a differentiated approach to the implementation of its interventions for hosts/refugees, women/men, adults/youth. Overall, there is a tendency to use the same approach and methodology across the different target groups. This should probably not be taken as a surprise, given the programme's ambition to introduce and test approaches in the nexus between humanitarian and development work. There are also exceptions to this overall observation, as some add-on activities have been supported with a particular focus on youth; the Green March in Kampala, led by Green Peace Advocacy, and the Friends of Zoka youth march arranged in association with Walkers Association of Uganda. It is also important to note that initiatives have been taken to address the focus on women and youth, since both a *Gender Field Level Guide* and a *Youth Engagement and Empowerment Strategy* have been developed and adopted by STRENPO during 2019. Both these documents provide useful guidance: The Gender Field Level Guide in particular when it provides a long list of key gender related actions that can be taken with the areas of natural resource governance, social mobilisation, and economic empowerment. The Youth Engagement and Empowerment Strategy in particular when it outlines potential interventions within three focus areas. It is important, though, that CARE Uganda and the four partners together read these documents and together pick a few of the most relevant and important entry points (with a point of departure in the G-CVCAs). **This would be a useful agenda point for the next PCC meeting, preferably in time for the gender and youth sensitive interventions to be included in the work plans for 2020.**

Concerning the particular situation and adaptive capacities of refugees, there is however a need for STRENPO to consider differentiating the programmes approaches accordingly. Some of the findings that should be considered are mentioned in section 2.3. It is also important that the STRENPO team keeps a focus on the developments in the government's policies on refugees. An important consideration is, for instance, if and when the 'official' policy to reduce the food rations to half after three years, and to completely stop the food rations after 5 years, will be effectuated. CARE Uganda is taking part in the Comprehensive Refugee Response Framework, a multi-stakeholder coordination model on refugee matters, focusing on humanitarian and development needs of both refugees and host communities, hosted by OPM, and has therefore a good potential for ensuring that key points of information are passed on to STRENPO.

Conclusions:

The directly reached sub-counties, and hereby the size of the direct impact groups, as originally proposed by JESE and RICE, were wisely by CARE reduced from 20 to 10 at the start of the programme. With the (limited) **size of STRENPO's overall budget and the available budget allocations to the partners, a further reduction in the number of sub-counties targeted could be argued for – in order not to spread direct interventions too thinly and to enhance multiplication and spreading effects.** This is probably too late to change and would also create disappointment among the groups and local governments that the partners have already engaged

with.¹⁹ It is therefore important that STRENPO during the coming two years increase the focus on using all possible avenues for replication and catalytic effects to happen – and also consider an exit strategy for those groups that the programme supports at the moment.

The baseline study and the G-CVCAs undertaken during 2019 have provided detailed information on the different vulnerabilities and adaptive capacities of the impact groups of hosts/refugees, women/men, adults/youth. STRENPO partners have much of the required information available, as well as key strategic guidance in relation to gender and youth, and therefore mainly need to prioritise the most important and suitable adjustments to the implementation strategy and work plans for the coming two years. Particular attentions need to be given to the particular vulnerabilities of refugees, both now and in the future, when food rations are likely to be reduced or stopped.

2.7. STRENPO’s relevance and alignment

As indicated in section 1.3 on the purpose of the MTR, the programme’s **relevance in relation to** the CARE Danmark’s Strategy 2019-2025 is to be given special attention. This assessment was undertaken partly as part of a review of the new CARE Danmark Strategy 2019-2025 and the STRENPO programme document and other key strategic documents, partly by means of a joint assessment made by participants in the MTR workshop held in Kampala on 13-14 November 2019. In addition, ACODE and EA had included in their presentations on their organisations’ contribution to STRENPO, an assessment of the alignment between their project elements and the CARE Danmark Strategy.

The overall assessment indicates a rather close alignment between the CARE Danmark Strategy 2019-2025 and STRENPO 2018-2021:

CARE Danmark Strategy 2019-2025	STRENPO 2018-2021 (gaps and challenges in red)
<p><u>Partnerships for innovative solutions:</u></p> <ul style="list-style-type: none"> – Strong strategic partnership ... influencing underlying political, social, economic and cultural structures. – Mobilising alliances and networks. – Organising constructive multi-stakeholder forums. – Value-adding partnerships in private sector. 	<ul style="list-style-type: none"> – Strategic partnerships with 4 long-term Ugandan CSOs (3 old and 1 new partner). – JESE and RICE-WN partners focus mainly on strategic services, capacity development, and some mainly collaborative forms of advocacy work at local level – focusing also on documentation of resilience challenges and best approaches for adaption and mitigation. – ACODE and EA use case stories and best practices for awareness raising, media, advocacy and policy development work at national level. – EA has a key focus on providing organisational strengthening support to the ENR CSO network. – Multi-stakeholder forums were introduced during FOREST and is seen as an important component that is being replicated in Arua. – The main gap in STRENPO is partnership with the private sector; it forms part of the programme strategy but has not been implemented in practice to any significant extend (see below).
<p><u>Dissemination of innovative solutions:</u></p> <ul style="list-style-type: none"> – Specific project interventions and innovative climate change prevention solutions need to be strategic and not a goal in itself. 	<ul style="list-style-type: none"> – FOREST and related ENR interventions of CARE Uganda have over the years introduced and tested various approaches to improving the monitoring of illegalities in forests and wetlands, and has been able to demonstrate key results in using and creating spaces for negotiation between ENR dependent communities and duty bearers that protects resources and provides benefits to citizens. These

¹⁹ The decision to leave out Mubende district in STRENPO is mentioned to have created some disappointment.

<ul style="list-style-type: none"> - Dissemination to happen in civil society, public sector and private sector partnerships. 	<p>initiatives however have a weaker position in STRENPO, and the innovative use of ICT monitoring is no longer used.</p> <ul style="list-style-type: none"> - Key approaches used in STRENPO, such as CVCAs and CAAPs, FFBS and ERI, also have innovative elements, since they are new and create additional value in the local context where they are used. These approaches are strategic. - Dissemination of innovative solutions does happen at some level but given the rather limited coverage of JESE's and RICE-WN's interventions on the ground, spreading and catalysing effects need to be enhanced.
<p><u>Focus on climate change resilience:</u></p> <ul style="list-style-type: none"> - Building resilience among groups of citizens and communities to reduce vulnerability to climate change. - A transformative approach to resilience – addressing need for fundamental change. - Anchoring work in the SDGs. - Support to advocacy work, campaigns, alliances and networks – on climate change. 	<ul style="list-style-type: none"> - STRENPO has a key focus on building climate change resilience – at local level as well as by influencing policies and interventions at national level. - STRENPO's baseline data has clear references to CARE's resilience framework and the ACCRA local adaptive capacity framework. CVCAs are used in a process of developing CAAPs. - The programme is addressing key opportunities for integrating climate action in food security, agriculture and natural resource management and governance. (Whether these approaches are transformative perhaps needs to be considered / argued for). - The interventions are to a large extent anchored in the SDGs (see below). - The programme is directly and strategically supporting advocacy work and campaigning and building capacity of ENR sector CSO networks.
<p><u>Strategic principles:</u></p> <ul style="list-style-type: none"> - Clear links to the 17 SDGs. - Targeted work with innovation (organisationally, business-wise, programmatic). - Clear Do-No-Harm-approach. - A human rights-based approach. - Gender equality. 	<ul style="list-style-type: none"> - The links to SDGs are forming part of STRENPO's strategic framework; Goal 1: No poverty, Goal 2: Zero hunger, Goal 5: Gender equality, Goal 8; Decent work and economic growth, Goal 13: Climate action, Goal 15: Life on land, Goal 17: Partnerships. - There is some uncertainty among the programme's partners as to the definition and application of 'innovative' interventions – the guidance in this area could be clearer (innovation for whom?) - Do-No-Harm-approach is not directly referred to in STRENPO's programme document or status reporting; however, a set of risk factors were identified, and these are regularly monitored. - The programme has a focus on the rights of natural resource dependent communities to access and to participate in decision-making regarding the governance of these resources. There is also reference to Uganda's refugee policy that grants refugees freedom of movement, access to land, the right to seek employment and establish businesses, and to access basic public services. Implicitly, there is also a reference to the right to food. - STRENPO's focus on gender equality is very strong, with its clear focus on women (and youth) as the main impact group, and with the programme's own Gender Field Level Guide (2019).

In relation to the mentioned gap concerning 'value-adding partnerships in private sector', it should be noted that the STRENPO programme document mentions that CARE's Bank Linkages Model will be implemented; this involves private sector partnerships with commercial banks (e.g. Barclays, Postbank) and Mobile Network Operators (e.g. MTN, Airtel) to facilitate access to formal financial products for Y/VSLA members.²⁰ The intention to enhance engagement with the private sector is mentioned: "At district level, private sector and

²⁰ CARE Uganda (2018) STRENPO Programme Document, p. 14.

market linkages are central to the profitability and sustainability of the livelihoods of the impact population in regards to innovations that promote resilience and entrepreneurship. Opportunities for strategic-level engagement with the private sector will be explored at policy, sector, and value chain levels." (p.18) Perhaps, some of these plans were too ambitious, in consideration of the relatively low capacity to save) especially among refugees), and there may be a need to abandon some them. During the MTR workshop, the issue of shortcomings in the programme's engagement in private sector partnerships was brought up by all the four working groups that were tasked to identify gaps between CARE Danmark and STRENPO strategies. JESE and RICE-WN have reported about various forms of small-scale processing of natural resources and agricultural products for eco-enterprise development (such as basket, hats, etc. from raw materials available in forests or wetlands; making briquettes for energy-saving stoves; honey and other apiary products; recycling plastic waste to produce pavers). The visits to groups (mainly in host communities) in Arua indicated that several groups anticipate an increased and more diversified agricultural production and foresee a challenge in ensuring a market for these, as well as storing an excess production for consumption or marketing at a later stage. So far, STRENPO's engagement with the private sector appears to have been mainly ad-hoc, when there was a need, and the intentions mentioned in the programme document needs a stronger strategic and practical approach. **Stronger engagement in market analysis to identify marketing opportunities in the different contexts are probably required.** Some partnerships with private sector have been planned for, but CARE USA rules and procedures for engaging in a collaboration with private sector enterprises have constrained and delayed this process.²¹

Concerning the questions raised in about a '**targeted approach to innovation**', there is a need for CARE Danmark to further clarify and build awareness and understanding with CARE Uganda and STRENPO partners as to the practical implications of pursuing innovative approaches. For participants in the MTR workshop, 'innovativeness' is a quite subjective term: Sowing in rows (instead of broadcasting the seeds) might be an innovation to some farmers – even if the technology has been known and used for many years. In their presentation at the MTR workshop, JESE mentioned the following achievements as 'innovative': (a) Refugee's 'graduation' from cash distribution dependency to self-reliance: 66% of loan uptake by refugees in VSLAs is to start up small businesses where they can make more money; (b) organic fertilizers and pest/disease control practices have been adopted by farmers participating in the project; (c) refugees have been mobilized to take part in natural resources management; and (d) boundary pillars have been put in place to mark the 100 meters distance from a wetland, within which farming is allowed according to Ugandan law. Whether these achievements can be termed innovative is quite up for interpretation.

Conclusions:

STRENPO's relevance is generally confirmed by stakeholders involved with the programme. Assessing the alignment with CARE Danmark's new organisational strategy reveals extensive mutual overlaps and few gaps; these concern primarily engagements with the private sector, and a stronger clarification as to the understanding and incorporation of innovative approaches. Engagement with the private sector is a clear ambition in the programme, and while there are some examples of eco-enterprise development, there is a need to further develop the approaches and to decide the potential roles and types of support to be provided. Also, there seems to be a need to facilitate a dialogue between **CARE Uganda, CARE Danmark and CARE USA to find workable solutions to the way STRENPO can engage in private sector partnerships.**

²¹ The process requires a call for proposals, receiving bids, selecting candidates using a set of criteria, carrying out a due diligence, etc.; quite a lengthy exercise – that also bears the risk of loss of uncommitted funds.

2.8. STRENPO’s monitoring system – results framework and indicators

In order to assess the effectiveness of STRENPO it is of course important that the programme has a clear results framework, including specific and measurable indicators. The basic results framework is presented in Annex E. Annex G provides an overview of the indicators outlined to measure and monitor successful achievement of the programme’s Specific Objectives – with quantitative data on the baseline, overall targets and results by the end of 2019.

STRENPO’s results framework consists of an Overall Objective (OO) with 6 indicators attached, and 3 Specific Objectives (SOs), each with 5-8 indicators attached; in total 25 indicators. 3 of these were developed as part of the programme design, while the remaining 22 are ‘standard’ global indicators developed by CARE International and CARE Danmark to inform progress across country programmes (see below):

Number and type of indicators to report on	CARE International		CARE Danmark		STRENPO		Total
	impact	reach	impact	reach	impact	reach	
Overall objective	4	-	-	-	2	-	6
Specific objective 1	1	-	1	3	-	-	5
Specific objective 2	-	1	5	1	1	-	8
Specific objective 3	1	1	4	-	-	-	6
Total indicators	6	2	10	4	3	0	25

The indicators appear to be quite many, making it quite a task to make sure that data on all of them are collected and regularly updated. Discussions with partner staff and with the STRENPO team in CARE indicate that data on many of these indicators are in fact collected. The 2018 Status Report also includes the annual results on some of the indicators (see Annex G). The quarterly status reports for the 1st, 2nd and 3rd quarter of 2019 does not include indicator data (this is not a requirement), but presentations developed by the 4 partners for the MTR also provided data on some selected indicators. Overall, the progress made during the programme’s first 18 months is assessed to be well on track; however, with a high variety in the level of quantitative target achievement – from 0% to 100% – with the average being around 82% for SO1, 45% for SO2, 60% for SO3. These figures are not very precise and might primarily indicate a need to review and revise some of the quantitative indicators. This exercise should also take into consideration the downsizing of number of target sub-counties decided during 2018.

While objectives formulations are seen to be clear and coherently connected to underlying results areas and key activities, the indicators appear to be characterised by several challenges: Baseline and target figures for two of the indicators of achievement of the OO are marked ‘to be updated’, making it unclear if these indicators are used or not. Many indicators are quantitative, which makes most sense for the *reach* indicators, while there is a lot of room for interpretation on some of the *outcome* indicators (e.g. counting the *number of functional groups organised and strengthened to claim rights, promote public investments and build community resilience* (indicator 2.2). It appears that all enrolled community groups enrolled are counted here). Some indicators seem misplaced; e.g. OO indicator 1.2a, 1.2b and the one under the last bullet seem to measure outcomes in relation to SO1. Finally, some indicators appear to be overlapping (e.g. 2.10 and 2.11). Under several of the indicators, data is supposed to be provided for women and youth, but not for men – which does not make sense since there is a need to understand the number of women reached in relation to men reached. It would also make sense to provide data on young women and men instead of combining the two sexes in one group. Finally, there is no attempt (in the way the indicators are phrased) to monitor the difference in result for refugees and host communities. Given that the baseline survey and the CVCAs clearly showed differences in capacities of these two impact groups to anticipate and to respond to

climate change etc., it would seem important that indicator data collected is able to capture reach and outcome for these groups separately.

On top of the challenges with collecting data to inform the indicators in the results framework, CARE Danmark some years ago introduced Outcome Mapping as a tool to design and gather information on the outcomes (mainly defined as behavioural changes) among the 'boundary' partners (or social actors) of the programme. Included in the results framework document is therefore for each of the SOs a set of 'progress markers' that are 'expected', 'liked' or 'loved' to be seen during or at the end of the programme. While both CARE Uganda and the partner organisations find it useful to use Outcome Mapping methods, and agree that the identification of key boundary partners and progress partners has helped them to focus on important changes expected, there seems also to be a feeling of the present monitoring system being quite resource demanding. The fact that status reports need to assess progress on quantitative and qualitative indicators in the results framework, and then on the set progress markers, make these reports longer than necessary, as well as quite repetitive. Some of the progress markers are seen to be overlapping with the indicators, and it would be helpful to either remove those that are focusing on the same form of progress – or to use the progress markers as a way of 'qualifying' the (mainly qualitative) indicators. **There is a need to focus on the information that the programme “need to know” rather than on what is “nice to know”.**

A part of the agenda of MTR partners workshop (see Annex D) was to discuss and assess the continued validity of STRENPO's key result areas (as they are phrased in the results framework) and how these are connected to the programme's Theory of Change. This was discussed in groups and presentations and a subsequent plenary discussion basically confirmed that the OO and the SOs are still valid. A need was seen, however, to alter the phrasing of some result area formulations; some can be simplified while others need further clarification.²² An important point raised was that the engagement with the private sector does not appear clearly among the results areas; it was found misleading to have it placed as 3.2, and it was suggested to move it to be placed under SO1 and form a new result area 1.4 – or to let private sector engagements form a separate objective. From the MTR consultant's perspective, it would make most sense to include a result area relating to engagements with the private sector both under SO1 and SO3: A result area 1.4 could focus on business partnerships between CBOs and private sector enterprises that effectively develops value chains and enhances climate adaptive production and marketing. A result area 3.2 could focus on the social responsibility aspect of private sector engagement; influencing enterprises to live up to responsibilities in relation to protection of the environment and promoting climate resilience approaches.

The ToC was also discussed during the workshop; the written ToC as well as the illustrated ToC that was developed for the discussion. It was mentioned that the ToC formulation is very long, and some found it useful to reduce it, e.g. by avoiding the repetition at the start and end. The ToC was on the other hand seen to be missing the contribution of CSOs and networks in ENR governance and climate action (see the yellow sections in Annex F).

²² The specific proposals for changes can be found in the reported minutes for the MRT partners workshop.

3. Recommendations

Important information has come out from the baseline survey that was carried out in late 2018, and from the G-CVCAs that were undertaken by mid 2019. The assessments revealed significant variables in the impact group's capacity to anticipate or respond to climate change, and are therefore a very useful point of departure for diversifying and targeting the programme's interventions to the needs and resilience capacities of the different impact groups; in particular, host/refugees, women/men, adults/youth. Y/VSLA activities and FFBS/ERI interventions are seen to have been implemented using a similar approach, irrespectively of the different situation of key impact groups. It is therefore unclear how the survey results have so far been used for a joint learning process in STRENPO, to form the basis for reviewing the strategic plan.

9. It is **recommended** to introduce a more diversified approach to the interventions that targets impact groups directly. This could for instance involve giving priority to vegetable gardens for refugee groups, while crop production could have a similar priority for refugee-hosting groups; facilitating marketing of vegetables (or other income generating activities) by refugee groups could prepone the introduction of savings and credit, so that some level of cash is available; facilitating refugees access to additional land could have a priority for refugee groups, while assistance to host groups could have a higher focus on advising on potentials for establishing marketing cooperatives, introduce new technology that enables farmer to plough more land or to store crops, etc. Interventions to increase women's adaptive capacities should prioritise access to firewood (short and long-term) and/or energy saving stoves – in particular for refugee women.

The G-CVCAs have also led to processes of developing CAAPs. The CAAPs for selected parishes and refugee settlements in Arua are quite broad in character and covers many sectors; in some ways the plans could be parallel to a sub-county input that could be proposed and incorporated in the District Local Government development plans.

10. It is **recommended** that STRENPO continues a strong follow-up to the CAAPs in order to facilitate that activities of priority to the involved communities and relevant to the programme's objectives are being funding – by STRENPO, by other relevant development agencies and programmes, or incorporated in the local government planning process.

STRENPO's overall budget and allocations to the partners does not allow the programme to reach a large number of sub-counties and the size of the direct impact group is also fairly small in relation to the population (hosts and refugees) in the target areas. The justification for direct capacity building and service delivery for a selected impact group of vulnerable, natural resource dependant women and youth is that these activities are strategic; that they are to demonstrate sustainable natural resource sensitive and climate adaptive solutions that can be replicated and serve as best practices.

11. Since the programme during its first 18 months has made good progress in mobilising, forming and training groups in Y/VSLA and FFBS/ERI techniques and practices, it is **recommended** that STRENPO during the coming two years increase the focus on using all possible avenues for replication and catalytic effects to happen; e.g. a stronger use of invited governance spaces, increased use of media, linking up with larger and more resourceful climate adaptive agriculture-related programmes, etc.

During 2018, STRENPO worked out an Advocacy Strategy that presents key priorities for action to advocate for climate-smart agriculture and sustainable land management. The strategy identifies key audiences, challenges to be addressed, and spaces for engagement. Even if advocacy work and policy influencing by STRENPO partners is seen to be strong, with ACODE and EA having positioned themselves as key actors in

the policy arena, many initiatives are seen to have an ad-hoc and reactive character. The assessments carried out in connection with developing the Advocacy Strategy should be able to generate more proactive actions.

12. It is **recommended** that the STRENPO partners together selects a handful of the outlined 'strategic actions' for further development and specification. The capacity assessment of local and national government by ACODE and EA, completed this year, can inform this work. Outcome Mapping tools could be used to identify specific boundary partners for each action and progress markers for the desired change.

EA has together with other organisations in the ENR CSO network carried out thorough and broad capacity assessments of the CSOs working on ENR issues and climate action. The assessment report and capacity development plans are now presented.

13. It is **recommended** that EA and the STRENPO team take a closer look at the submitted reports and together select some of the capacity gaps that have key relevance for the programme, so that the two can suggest what type and how much support to the capacity development interventions they are able to offer.

The MTR was asked to review the alignment between the STRENPO programme strategy and the CARE Danmark Strategy 2019-2025. The documents review and the assessment made by partners and stakeholders during the MTR workshop found the alignment between the two to be strong in most areas. Gaps were primarily seen in two areas; (a) the programme's engagement with value-adding partnerships in the private sector, and (b) its contribution to innovative solutions and transformative approaches – the latter however also being a question as to how these are defined and understood. Engagements with the private sector does in fact form part of the STRENPO programme strategy, but interventions in this area is so far assessed to be few.

14. It is **recommended** that STRENPO in early 2020 reviews its potentials for engaging in stronger partnerships with the private sector; perhaps discarding some of the original plans outlined in the programme document, and instead use a market driven analytical approach to determine appropriate interventions and relevant value chain and private sector actors to engage with.

15. It is **recommended** that the STRENPO team engages in a discussion with CARE Danmark to further clarify their understanding and expectations regarding the programme's inclusion of *innovative climate change prevention solutions* and *a transformative approach to resilience*.

STRENPO is seen to have a quite elaborate, but also fairly complicated monitoring system, consisting of 25 indicators (some quantitative and others qualitative), measuring reach as well as outcomes – as well as an Outcome Mapping-based system of progress markers. The MTR found that data is collected to inform some (but not all) of the indicators, and that there are challenges with the phrasing, baseline and target values for several of them. Also, there are overlaps between the quantitative indicators and the progress markers.

16. It is **recommended** that STRENPO reviews its results framework, with the intention to reduce the number of indicators (take those out that are not used or not found to be informative), but also to allow a breakdown on some indicators into refugees and hosts. The indicator system should also count men and break down data for youth into men and women. The revision should also aim at reducing and/or combining the qualitative indicators and progress markers. It is furthermore recommended to review and revise the phrasing of result areas and the ToC, taking note of the suggestions made during the MTR workshop.



Terms of Reference

for

Contract to Conduct Mid-Term Review for Strengthening Resilience and Inclusive Governance (STRENGPO) Programme

June 2019

Background

CARE International in Uganda is partnering with four (4) partners in delivering a four years' program titled "***Strengthening Resilience and Inclusive Governance Program (STRENGPO)***" since April 2018. At National level, the partners are: Advocates Coalition for Development and Environment (ACODE) and Environment Alert (EA). The programme draws on best practices and lessons learnt from a previous project-FOREST. For effective implementation and sustained impact of the project, STRENGPO is partnering with two (02) district level Civil Society Organizations (CSOs) in three districts of Arua, Kyenjojo and Kyegegwa. These are: Joint Effort to Save the Environment (JESE) and Rural Initiative for Community Empowerment (RICE West Nile). At National level the programme looks to address issues of policy coherence, coordination and policy implementation. The programme focuses on drivers of risk such as:

- Climate variability and change
- Environmental degradation
- Conflict and displacement
- Gender inequality and poor governance

To achieve its goal and strategic objectives, STRENGPO directly targets and works with and through the women and youth and their networks at district, sub-county and community levels. It also works to strengthen the national and local civil society to influence the spaces for women, youth and CSOs operations and advocacy for women and youth to participate in policy development, governance

and in decision making processes regarding natural assets. The program is designed to contribute to its goal through three inter-linked objectives as follows:

- a) Strong community-based organizations, empowered citizens and allow women and youth to build assets and take leadership roles in strengthening community resilience.
- b) CSOs and networks have increased capacity and expand spaces for negotiation between empowered citizens, refugees and accountable duty bearers through multi-stakeholder platforms focused on resilience.
- c) Government and other duty bearers, at district and national levels are inclusive and accountable in delivering a well-coordinated response to key drivers of risk and thereby response to demands and needs of citizens and refugees

The above specific objectives are derived from the programme theory of change that is stated below:

IF women and youth in Uganda and refugee natural resource-dependent communities have access to information, technology, and services and **if** their capacities and assets are strengthened for sustainable livelihoods; **AND IF** CBOs are empowered to act as a collective voice for women and youth to engage in analysis and decision-making to deal with shocks, stresses, and uncertainty related to environmental degradation; climate change; and conflict & displacement; **AND IF** CSOs can document successful models for strengthening the resilience of their constituents and to advocate for the scale-up of such models, while influencing the expansion of spaces for engagement with government, civil society and private sector duty-bearers; **THEN** power holders and duty-bearers will be more inclusive, accountable and responsive to evidence by adopting good resilience practices and as such creating a more enabling environment; **AND THIS** will ultimately lead to the reduction in drivers of risks, reduced vulnerability and increased resilience to natural resources degradation, climate change, and conflict & displacement for poor, natural resource-dependent communities, especially vulnerable women and youth

Programme set up

The programme integrates the following cross-cutting strategies:

- A focus on governance, which involves working across three key dimensions of governance: from citizen and civil society empowerment, through public sector responsiveness and accountability, to expanding formal and informal democratic spaces for dialogue and negotiation;
- A rights-based approach to development; and
- Empowering women for access and control over productive resources and qualitative participation in formal and informal decision-making structures

At implementation level; the partners have aligned activities against each of the objectives as highlighted in the table below

Specific Objectives	Outcomes	Contributing partners or collaborator
SO 1: Strong community-based organizations empower citizens and allow women and youth to build assets and take leadership roles in strengthening community resilience.	1.1: Women and youth actively participating in planning processes (at sub-county and district level) and holding authorities to account for the implementation of plans impacting their resilience.	JESE RICE-WN
	1.2: CBO members have adaptive capacity, diversified livelihoods and sustainable incomes.	JESE RICE-WN
	1.3: Community Based Monitors following up and monitoring government commitments, Climate Smart Agriculture, resilience and natural resources.	JESE RICE-WN
SO 2: Civil society organizations and networks have increased capacity and expand spaces for negotiation between empowered citizens and refugees and accountable duty bearers through multi-stakeholder	2.1: Increased capacity of CSO partners to uptake resilience approaches and programme methodologies and to push for inclusive governance.	Environmental Alert JESE
	2.2: An effective national and local CSO partners and networks undertake policy analysis advocacy on scaling up of resilience models.	Environmental Alert ACODE
	2.3: Multi-stakeholder forums representing the interests of the women, youth and refugees on climate resilience established and strengthened	Environmental Alert ACODE
SO 3: Government and other duty-bearers, at district and national levels are inclusive	3.1: Capacity of central and local governments enhanced to respond to community	ACODE JESE RICE-WN

Specific Objectives	Outcomes	Contributing partners or collaborator
and accountable in delivering a well-coordinated response to key drivers of risks and thereby responding to the demands and needs of citizens and refugees	demands related to resilient eco-systems accountable institutions and access to resources	
	3.2 Climate resilience mechanisms boosted through engagement with private sector	JESE

The implementation of STRENGPO programme is guided by the Programme Coordination Committee that comprises of representatives from each implementing partner and CARE International in Uganda Programme staff. The purpose of the Programme Coordination Committee is to provide a platform for partners to synergize, share information, coordinate their activities and develop common programme strategies.

Scope

Geographical Scope

While the programme is national in scope, at district level the project is being implemented in Arua (Uriama & Omugo and the two settlements of Rhino camp and Imvepi), Kyenjojo (Bugaki, Kihura, Butunduzi & Kyembogo sub-counties) and Kyegegwa (Kakabara, Hapuyu, Mpara and Kyegegwa sub-counties, and Kyaka II refugees' settlements; Kakoni and Byabakola Zones). Overall the project target population is 120,000 vulnerable women, girls and youth at high risk from refugees' settlements and the host communities.

Contextual scope

STRENPO implementation commenced in April 2018, the program conducted annual review December 2018, has developed an advocacy strategy and participated in national and international platforms to learn best practices. The Programme uses the CARE International Asset based model²³ in building resilience. The Programme is piloting the humanitarian development nexus by pioneering environmental governance and accountability and resilience initiatives among the refugee communities. Other guidance and working papers developed under STRENGPO include are gender integration in STRENPO, ERI and FFBS models, the M&E framework among others. The midterm review will examine the extent to which the programme is achieving its objectives, the

²³ <https://careclimatechange.org/wp-content/uploads/2017/02/Increasing-Resilience-Guidance-Note.pdf>

coherence of its activities and objectives, appropriateness of the strategies and contribution towards achievement of CDK strategy and DANIDA CSS policy.

Purpose, Objectives and Rational of the mid-term review

Purpose

The midterm review will assess progress of the project against stated outputs and milestones as at October 2019, identify key implementation challenges and opportunities, assess the project alignment with the new CARE Denmark strategy 2019-2025, and recommend course corrections.

The review will guide improved project delivery for the remaining project duration and propose amendments (if any) required in project design, implementation arrangements and/or institutional linkages in order to effectively and sustainably contribute to the project objectives.

Rational

The mid-term review will be conducted to agree on shared ideas for improving project implementation and aligning project outcomes with CARE Denmark. The review is planned to take place in Uganda from 28th October to 14th November.

Specific Objectives

The mid-term review will be conducted specifically:

1. To assess the progress, relevance and effectiveness of the program
2. To assess alignment to CARE Denmark 2019-2025 strategy and suggest practical ways of strengthening alignment
3. To assess the extent to which the partnerships established are transformative and empowering to deliver upon the programme objectives.
4. To identify key challenges, opportunities and recommendations for project adjustments.
5. Facilitate consultative workshop with project team and other partners to agree on ideas for strengthening project implementation and alignment to the CARE Denmark Strategy.

Intended User and Use

The review findings and processes will be used and shared by relevant stakeholders, including CARE International, strategic partners, CARE program staff and CARE Uganda Country Director. The following table outlines the expected communications to be produced from the evaluation findings and processes (i.e. reports, presentations, etc.), the purpose of the communications, as well as the intended users.

Table 1. Communication and Reporting Plan

Communication Format	Purpose of Communication	User	Person Responsible	Timing/Dates
MTR Report Executive Summary of the MTR report	<ul style="list-style-type: none"> ▪ Show project contribution and alignment to CARE Denmark strategy ▪ Keep informed about program progress and quality ▪ Track implementation of action plan/corrective measures 	CARE Denmark CARE Uganda Country Director Program Staff EA, ACODE, RICE-WN & JESE	Morten Annet Kandole	Dec 19

Approach & Methodology

As part of the assignment, the consultant will be required to present an inception report outlining proposed methodology for the review and a draft work plan including programme for the in country visit to Uganda. However, the consultant will be required to adopt a consultative and participatory approach. This will include field visits to the project sites and meetings with communities/project direct beneficiaries in at least 1 of the target districts namely Arua, Kyenjojo and Kyegegwa to collect first-hand information. The consultant will also meet with the Project team, relevant government agencies/strategic partners national and district levels, if need be, the consultant may also meet other agencies / projects engaged in similar interventions. The MTR will start with a meeting at CARE Uganda Country Office and conclude with a workshop with CARE and project partners to agree on ideas for strengthening project implementation and alignment to the CARE Denmark Strategy. The workshop will be facilitated by the consultant.

Key Tasks

The following are key tasks expected to be done by the consultant:

- 1) Review **STRENPO strategies** and outcomes for alignment with the CARE Denmark 2019-2025 Strategy **Annex A**.
- 2) Review the program relevance, effectiveness and recommend ways of strengthening, **STRENPO strategies**, in particular: advocacy and policy engagement and gender mainstreaming as well as capacity building of civil society organizations, networks and platforms. Learning questions to guide this task are detailed out in **Annex C**.
- 3) Review the effectiveness of the current partnership arrangement to assess the extent to which the partnerships established are transformative and empowering to deliver upon the programme objectives **Annex C**.
- 4) Facilitate a consultative workshop with project team and other partners to agree on shared ideas for strengthening alignment to CARE Denmark strategy, identify key challenges, opportunities and make recommendations for project adjustments.

Outputs

The consultant will complete and submit a draft final report in soft copy at the end of the review. The consultant will finalize the report in the light of comments/suggestions of stakeholders. The key outputs of the MTR are:

- 1) Inception report detailing methodology and work plan including list of persons with whom CARE in Uganda should set up meetings and by when.
- 2) A detailed report responding to the purpose and specific objectives of the review. The MTR Draft and Final Reports: The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations. The report should respond in detail to the key focus areas described above. It should include a set of specific recommendations formulated for the project, and identify the necessary actions required to be undertaken, who should undertake those and possible time-lines (if any). Project stakeholders will provide comments on the Draft Report, and the consultant will finalize the report in view of these comments. The report will be written in English with a maximum of 25 pages excluding annexes and with an executive summary of not more than 2 pages.
- 3) Presentation: For presenting and discussing the draft final report interactively, the consultants will facilitate a one-day concluding workshop for the project stakeholders (CARE, ACODE, EA, JESE and RICE WN) in a consultative workshop.
- 4) A verbal presentation accompanied by a written summary of findings and recommendations “de-briefing note”, presented in Uganda by the end of the midterm review.
- 5) A final report will be submitted to CARE Denmark 3 weeks after the reception of comments.

Expertise required

Areas of specialization: Experience of Programme design and evaluation; Civil Society strengthening, understanding the governance programming framework, gender issues, climate resilience and skills in policy influencing process.

Timeline & programme

This will be developed consultatively with the project team but will include

- 1) 7 days for visits to the project field sites
- 2) 3 days for consultative workshop
- 3) 1 day for planning of workshop with CARE project team
- 4) 1 day for consolidating findings
- 5) Debriefing meeting with staff
- 6) 5 days' compilation of draft report
- 7) 3 days' incorporation of comments on draft report and submission of final report

Annex A: List of documents for review

Name of Document	Institution
CARE Denmark 2019-2025 Strategy	CARE Denmark
The M&E framework, including annual targets for STRENPO indicators and CARE Denmark global indicators	CARE International in Uganda
Outcome journals for STRENPO (reporting against progress markers, STRENGPO key stakeholders)	CARE International in Uganda
The STRENPO programme document	CARE International in Uganda
The Programme Development and Coordination Facility	CARE International in Uganda
ERI Model Guide	Rural Initiative for Rural Development
A governance Programming Framework for CARE	CARE International in Uganda
STRENPO annual report 2018	CARE International in Uganda/CARE Denmark
STRENPO annual work plans for 2018 and 2019	CARE International in Uganda
STRENPO Advocacy agenda 2018-2021	CARE International in Uganda
Climate Smart Agriculture Guide	CARE International in Uganda
Farmer Field/Business School	CARE International in Uganda
STRENPO annual review report 2018	CARE International in Uganda/CARE Denmark
Inception review report April 2018	CARE International in Uganda
Gender Integration Strategy of Gender into STRENPO	CARE International in Uganda
STRENPO Youth Engagement Strategy	CARE International in Uganda

Annex B: Learning Areas & Questions

Key learning areas and questions

- For mid-term reviews of CARE DK framework programmes

Purpose

The key learning areas and related questions are intended to give strategic focus and coherence in the mid-term reviews of the CARE DK framework programmes and enable cross-analysis and learning between programmes. They serve as *input to specific terms of reference for mid-term reviews* of framework programmes.

The '*key areas for learning*' are compulsory for mid-term reviews, whereas the *specific questions should be seen as an inspiration* for the formulation of specific evaluation questions tailored to the programme needs.

Key areas for learning:

- 1. CARE's value addition in partnerships**
- 2. Changes in the three domains (mobilization, organizational change, advocacy)**
- 3. Contribution to organization strategies**

The learning questions under key area 2 are structured as per *the three domains of change* of CARE Denmark. The questions should be relevant even if they do not fit into the specific domains of change in the programme theories of change.

Key learning area 1: CARE's value addition in partnerships

Mid-term reviews should assess:

The nature of the partnerships

- To what extent are partnerships evolving in the direction of greater decision-making power and budgets to partners?
- How can the partnership be characterized? Is there a spirit of mutual contribution, openness, transparency and collaboration between CARE and partners?
- Is programme planning and budgeting done jointly?

Outcomes of capacity building

- Has capacity building efforts by CARE or others led to any changes in the way the partners operate/function? Which type of changes? Can these be traced back to CAREs support?

Roles of CARE in relation to partners

- What roles is CARE playing in relation to partners (e.g. coach, trainer, controller, etc.)?

- Which roles are appreciated by partners?
- Which roles do CARE staff feel that they are performing well, and which roles should be prioritized in the future? Are new skills needed for CARE staff to perform these roles?
- Has CARE done anything to reduce the reporting burden of partners (e.g. through simplified formats, joint capacity assessments, joint narrative and financial reporting)?

Note on methodology: Look at partnership survey and progress in relation to indicators. What are the mechanisms for assessing the partnership and CAREs support to partners? Has CARE changed any practices over the past few years?

Key learning area 2: Changes in the three domains

Domain 1 learning questions

Outreach

- To what extent have the partners reached out to their grassroots/constituencies and mobilized broad support for their cause?
- Has anything been done to reach excluded and marginalized groups and women in particular?
- Are there any signs that this outreach has changed anything in the lives of some of the constituencies?

Empowerment

- Are there any signs that rights holder groups/constituencies are empowered and claiming their rights?
- Is this a change as compared to 1-2 years ago? Can this be linked to any support provided by partners?
- Which other factors may have played in?

Note on methodology: Look at outcome mapping systems for tracking changes at this level. Especially progress markers for CBOs. Are the changes well documented and reflected on?

Domain 2 learning questions

Organizational legitimacy

- Are there any signs that the partners are considered legitimate change agents in the eyes of the public, the government and the constituencies? What are these signs?

Inclusion and representation

- Are there any changes related to the inclusion of women in decision-making positions in the organization (board, management, etc.)?
- Has anything been done to invest in the potential of women or people from ethnic minority/marginalized background in the last couple of years? Is there a plan for greater inclusion?

Organizational change

Harvesting outcomes

When harvesting outcomes from past work, it is important to answer these simple questions:

- What happened?
- Who did it (or contributed to it)?
- How do we know this? Is there corroborating evidence?
- Why is this important? What do we do with what we found out?

- Has the partner organization experienced any significant changes in the last 1 year? What contributed to those changes?

Note on methodology: Look at documentation of changes in this domain. How are such changes documented over time? Are they adequately captured by capacity analysis and reporting formats? Are programmes using ladders of change or other tools for reflection on changes?

Domain 3 learning questions

Advocacy strategies

- Which advocacy strategies have been employed and which have proven to be the most effective? (E.g. direct lobbying, campaigns, etc.)
- Does the partner feel confident to use the advocacy strategies, which are considered necessary to achieve the advocacy goals?

Advocacy outcomes

- Are changes in policies and duty bearer responses at different levels captured and analyzed, and used to devise strategies?
- Are there any significant changes in relationship between duty bearers and rights holders?

Collaboration with peers and networks

- Is the partner an active member of civil society networks? What is the role and involvement in those networks?
- Are there concrete examples of joint planning or joint activities with other civil society organizations (including the other partners of the programme) or networks? What are some key results and learning from this collaboration?

Note on methodology: Look at outcome mapping systems for tracking changes (in policy makers/government at local and national level). Is the team reflecting on strategies in relation to advocacy objectives and outcomes?

Key Focus Areas

The MTR consultant will assess the STRENPO according to standard evaluation criteria, as elaborated below.

Relevance

- i. Assess the contribution of the project towards the achievement of national objectives, CARE 2020 Strategy and CARE Denmark 2019-2025 strategy
- ii. Analyse whether the project's community based approach addresses the needs and demands of the beneficiaries in a disaggregated manner (for youth, men and women), and the community response.

Effectiveness

- iii. Review whether the project has accomplished its outputs. In particular, the consultant should review:
 - a. Targeting strategy for the identification of project beneficiaries including both youth, men and women.
 - b. Any emerging effect of the project on beneficiaries including both youth, men and women.
- iv. Assess the performance of the project so far with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the project documents and work-plans and with reference to the project baseline

Network /linkages

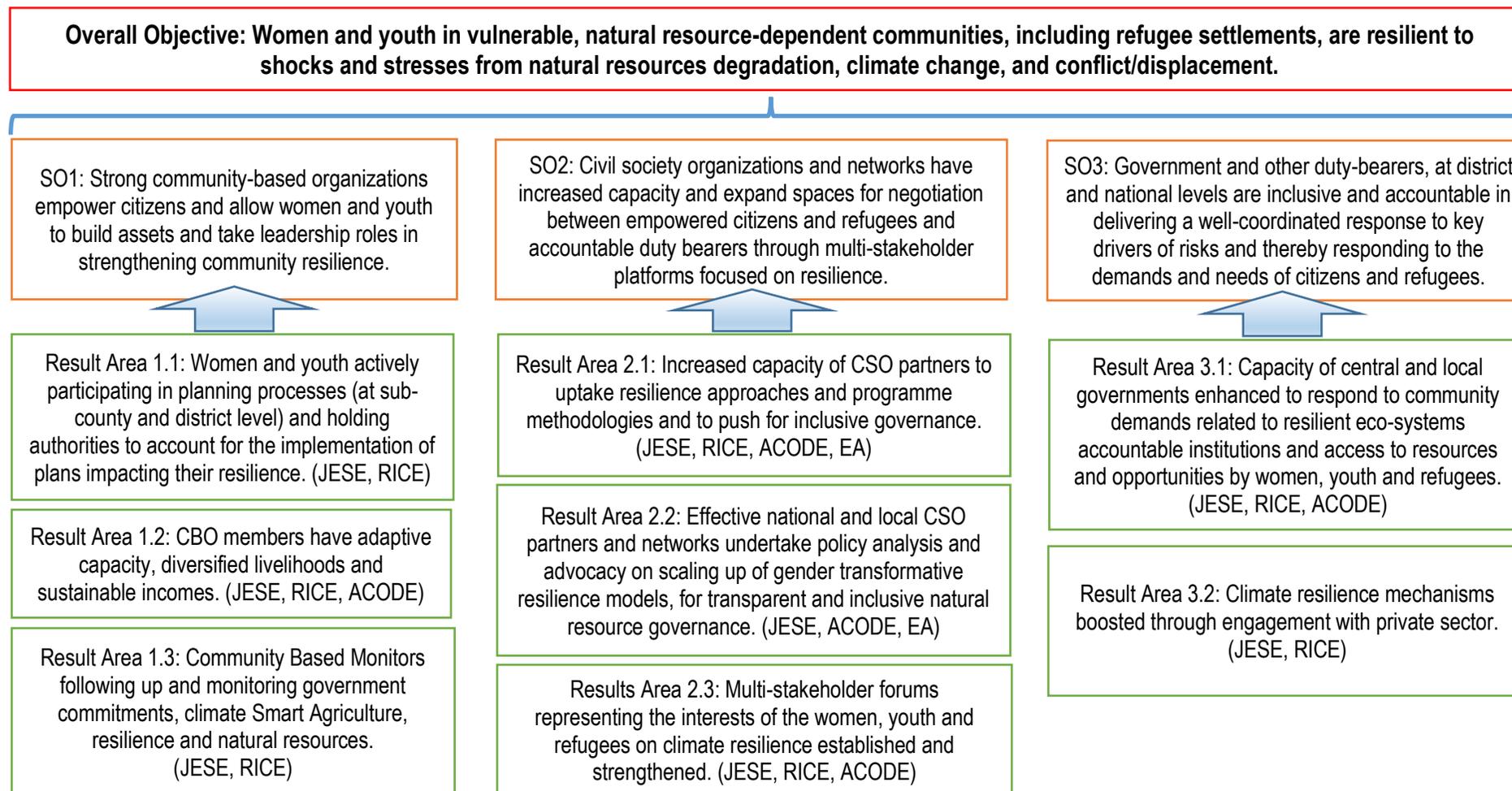
- v. Evaluate the level, degree and representation by the beneficiaries and stakeholders, (government among others) in the implementation of the project (with particular attention to the development, testing of community based approaches towards assets creation.

Annex B: Mid-term review plan

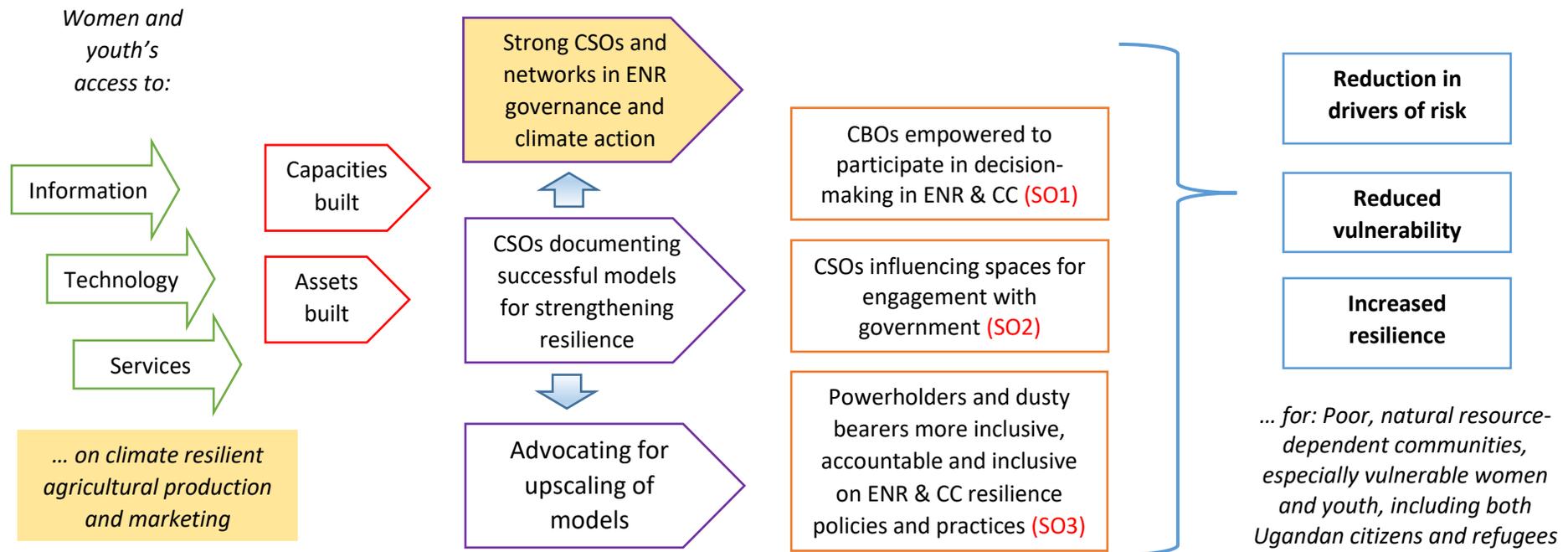
Date	Activity	Responsible
Sep. 23-30	Document mobilisation	CIU and CDK
Oct. 7-10	Review of documentation + Writing Inception Report	Consultant
Oct. 10	Submission of Inception Report	Consultant
Oct. 25 (no later)	Written comments / Skype meeting with CIU, CEA, CDK to clarify questions and comments to the Inception Report	Consultant / CARE
Nov. 3	Consultant's travel to Kampala	CIU
Nov. 4	Short meetings with CIU in Kampala + travel to Arua	Consultant
Nov. 5-8	Meeting with RICE – briefing / Meeting with DLG Field visit, interviews, FGDs (RICE, LG, beneficiaries) Uriama and Omugo sub-counties, Rhino Camp and Imvepi Refugee Center Afternoon / evening meeting with RICE on Friday 8 th	CIU and RICE
Nov. 9	Travel to Kampala	CIU
Nov. 10	Rest / compilation of notes	
Nov. 11	Interviews, FGDs with ACODE and EA (separately)	Consultant / CIU
Nov. 12	Interview with JESE Interviews with key resource persons (if required)	Consultant / CIU
Nov. 13-14	STRENPO MRT stakeholders' workshop	Consultant / CIU
Nov. 15	Consolidate findings and prepare debriefing Debriefing with CIU / STRENPO staff (late morning)	Consultant
Nov. 16	Consultant's travel to Denmark	Consultant
Nov. 18-29	Writing and submission of draft MTR report	Consultant
Dec. 6	Deadline for receiving comments to draft MTR report	CIU
Dec. 12	Deadline for submission of final MTR report with comments and suggestions incorporated	Consultant

ANNEX C AND D REDACTED FOR PRIVACY/CONFIDENTIALITY

Annex E: STRENPO Objectives and Results Areas



Annex F: Illustration of STRENPO Theory of Change



***IF** women and youth in Ugandan and refugee natural resource-dependent communities have access to information, technology, and services and if their capacities and assets are built for sustainable livelihoods; **AND IF** CBOs are empowered to act as a collective voice for women and youth to engage in analysis and decision-making to deal with shocks, stresses and uncertainty related to environmental degradation; climate change; and conflict & displacement; **AND IF** CSOs are able to document successful models for strengthening the resilience of their constituents and to advocate for the scale-up of such models, while influencing the expansion of spaces for engagement with government, civil society and private sector duty-bearers; **THEN** power holders and duty-bearers will be more inclusive, accountable and responsive to evidence by adopting good resilience practices and as such creating a more enabling environment; **AND THIS** will ultimately lead to the reduction in drivers of risks, reduced vulnerability and increased resilience to natural resources degradation, climate change, and conflict & displacement for poor, natural resource-dependent communities, especially vulnerable women and youth, including both Ugandan citizens and refugees.*

Annex G: Results framework – overview of indicators and progress

SO	No.	STRENPO Results Framework: Indicator formulation	Implementing partner			Base-line	Target	Result end 2018	Result end 2019	Result end 2020	Result end 2021	2018-2021
SPECIFIC OBJECTIVE 1	2.1	# 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	ACODE, EA, RICE WN & JESE	Formal	Women	0	7004	348	509			
					Men	0	0	214	641			
					Youth	0	10508		800			
				Informal	Women	0	179	85	239			
					Men	0	0	100	220			
					Youth	0	268		468			
	2.2	# 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	RICE WN & JESE	Climate resilience	Groups	45	115	48	105			
					People	1350	3450	1409	3492			
				Inclusive markets	Groups	N/A	N/A		5			
					People	N/A	N/A		45			
				Nexus	Groups	0	10	10	4			
					People	0	300	300	30			
	3.1	# and % of people of all genders reached with information about their rights to natural resources	RICE WN & JESE		Women	0	32668	757	655			
					Men	0	0	509	290			
					Youth	0	49002	125	574			
3.2	# and % of people of all genders reached with information about financial services, access to markets and opportunities for value addition	RICE WN & JESE		Women	0	1500	813	1614				
				Men	0	0	316	424				
				Youth	0	2250	12	1248				
3.3	# and % of people of all genders reached with agro-climate information	RICE WN & JESE		Women	0	7530	44	905				
				Men	0	0	6	221				
				Youth	0	11295	0	714				

SO	No.	STRENPO Results Framework: Indicator formulation	Implementing partner			Base-line	Target	Result end 2018	Result end 2019	Result end 2020	Result end 2021	2018-2021
SPECIFIC OBJECTIVE 2	2.3	# Partner capacity assessments showing sustained or increased capacity	CARE		Partners	0	4					
	2.4	Evidence of partners involved in consultation meetings, dialogues and policy formulation processes with duty bearers at local, national or international level	ACODE & EA	Qualitative data: (1) EA and ENR-CSO network members participated in JTR and JSR for the MWE 2019. (2) EA participated in Quarterly sector working group meetings for the MWE. (3) EA and ENR-CSO network members participated in policy review and development processes, i.e. during the draft wetland bill and policy. (4) EA and ENR-CSO network members participated in the consultative dialogue for NDP III development. (5) EA and ENR-CSO network SC members participated in consultation in the development of mainstreaming climate change in the water sector.								
	2.5	Evidence of improved linkages and coordination between partner organisations, CSOs, research institutions, national and local authorities and/or private sector actors	ACODE	Qualitative data: STRENPO is working with a private sector, The HIVE, to support impact population in developing honey value chain in Kyenjojo. The partners are working together to build the capacities of the local government authorities in mainstreaming climate resilience in district plans.								
	2.6	Evidence of partners' programmatic improvements in relation to strengthening gender equality, promoting inclusive governance and increasing resilience in their projects	CARE	Qualitative data: Increased partner staff capacity and awareness in engaging with men, women and youths in project activities. Increased mobilization of men and women in project activities. Increased engagement of both men and women in project activities. Both men and women are encouraged to take up leadership position and equally participate in group decision making. Women actively involved in village savings and loans association. Increased awareness in sex data disaggregation during report writing. Men and women are all consulted during activity implementation. Equal monitoring and follow up of all groups implementing the project. Group training in gender transformative programming (women leadership, engaging men and Boys). A gender sensitive theory of change guides implementation.								
	2.7	Evidence of partners' increased capacity to work with climate resilience	CARE	Qualitative data: The local level partners RICE WN and JESE have been trained in methodologies like GCVCA and FFBS. These partners have adopted these models and they are implementing (local partners monitoring the implementation of CAAPS).								
	2.8	Evidence of greater capacity amongst core partners and other supported networks and platforms to undertake advocacy	CARE	Qualitative data: Breakfast meetings organised with key duty bearers. Core partners and other supported networks and platforms are developing policy papers on critical issues affecting communities.								
	3.5	# of partner organisations, platforms, networks, and private and public actors whose capacity has been developed with support from CARE	ACODE & EA		Partners	0	4	4	2			
					Platf./netw.	0	80	1				
				Private actors	0	45	1					
				Public actors	0	170	4	138				
3.6	# and % of projects/initiatives that developed innovations for fighting poverty and inequality	CARE		Initiatives	0	3	1					

SO	No.	STRENPO Results Framework: Indicator formulation			Base- line	Target	Result 2018	Result 2019	Result 2020	Result 2021	2018- 2021	
SPECIFIC OBJECTIVE 3	2.9	Evidence 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	Qualitative data required									
	2.10	# of policy and strategy formulations, initiated by targeted duty bearers, as a result of CARE/partner-led advocacy efforts	Climate resilience		0	9	0					
			Inclusive markets		0	?						
			Nexus		0	?						
	2.11	# of new or amended policies, legislation, programmes, and/or budgets influenced by CARE/partners	Climate resilience		?	23	0					
			Inclusive markets		?	?						
			Nexus		?	?						
	2.12	# of policy implementation processes/practices, which have been monitored and influenced by partners (...) responding to the needs and rights of vulnerable people of all genders (...)	Climate resilience		0	20	3					
			Inclusive markets		?	?						
			Nexus		?	?						
	2.13	# of issues raised by citizens and % responded to by government, private sector actors, and other duty bearers	Climate resilience	Issues raised		0	288	11				
				Responded to		0	187					
			Inclusive markets	Issues raised		?	0					
				Responded to		?	0					
			Nexus	Issues raised		0	0					
	Responded to		0	0								
3.7	# and description of CARE or partner-supported joint advocacy initiatives undertaken to present marginalised people's demands to power-holders	Climate resilience		0	16	2						
		Inclusive markets		?	?							
		Nexus		?	?	2						

Annex H: List of documents reviewed

STRENPO programme documents

CARE International Uganda and CARE Danmark (2018) Individual Project Implementation Agreement, 1 April 2018 – 31 December 2021: *Strengthening Resilience & Improving Inclusive Governance*.

CARE International in Uganda (2018) *Summary of Impact Study for the FOREST Resources Sector Transparency Programme*. By Ruhindi M.I. Everse - EMIL Associates.

CARE International in Uganda (2018) STRENPO Programme Document: *Strengthening resilience and promoting inclusive governance for women and youth in vulnerable communities, 2018 – 2021*.

CARE International in Uganda (2018) *STRENPO Results Framework*.

CARE International in Uganda (2018) *STRENPO Annual Review Meeting Report*, from April-Dec. 2018.

CARE International in Uganda (2018) *STRENPO Inception Meeting Report*. May 2018.

CARE International in Uganda (2018) *STRENGPO Annex B: Outcome Description template*.

CARE International in Uganda (2018) *STRENGPO Work Plan 2018*.

CARE International in Uganda (2019) *STRENGPO Work Plan 2019*.

CARE International in Uganda (2019) *STRENGPO Annual Report 2018*.

CARE International in Uganda (2019) *Measuring Resilience: STRENPO Baseline Report*.

CARE International in Uganda (2019) *STRENPO Quarterly Report, 1st. quarter of 2019 (1 January – 28 February)*. March 2019.

CARE International in Uganda (2019) *STRENPO Quarterly Report, 2nd. quarter of 2019 (1 March – 31 May)*. September 2019.

CARE International in Uganda (2019) *STRENPO Quarterly Report, 3rd. quarter of 2019 (1 June – 30 August)*. September 2019.

CARE International in Uganda (2019) *STRENPO Gender Sensitive Climate Vulnerability and Capacity Assessment (GCVCA)*. Arua District, Akino Parish (Uriama Sub-County) & Bura Parish (Umugo Sub-County).

CARE International in Uganda (2019) *STRENPO Gender-sensitive Climate Vulnerability and Capacity Assessment (GCVCA) report*. Case studies for Kyenjojo and Kyegegwa districts in Uganda.

CARE International in Uganda (2019) *Youth Engagement in STRENPO*.

CARE International in Uganda (2018) *Partnership survey – Uganda*.

CARE International in Uganda (2019)

- CARE gender marker vetting form
- Inclusive governance marker vetting form
- Resilience marker vetting form

STRENPO strategies, frameworks, guides

CARE International (2013) *The Farmer Field and Business School: A Pathways Programming Approach*. Innovation Brief and Tools. <https://www.care.org/work/world-hunger/agriculture/models/farmers-field-and-business-school-toolkit>

Mango Tree, International Center for Tropical Agriculture (CIAT) and others: *Enabling Rural Innovation (ERI) methodology presentations and toolkit*.

CARE International (2012) *Towards Better Governance: A Governance Programming Framework for CARE*.

CARE International (2019) *Climate Vulnerability and Capacity Analysis Handbook* <https://careclimatechange.org/cvca/>

CARE International in Uganda (2018) *STRENPO Advocacy Strategy*.

CARE International in Uganda (2019) *STRENPO Gender Field level guide*.

CARE International in Uganda (2019) *STRENPO Youth Engagement and Empowerment Strategy*.

CARE International in Uganda (2018) *STRENPO Programme Coordination Committee (PCC) Terms of Reference*. July 2018.

STRENPO partner documents and publications

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