



25 November 2013

Management Response to ALP Mid Term Review

This management response is based on discussions of the Mid-Term Review (MTR) at the annual meeting and subsequent meetings with ALP coordinator, CARE Denmark, CARE International UK and DFID London. CARE Denmark is entrusted with implementation of ALP on behalf of other CARE member partners. The management response letter is shared with all ALP donors and CARE Country Offices together with the MTR report and DFID annual review report 2012.

Generally, CARE is in agreement with the recommendations made by the MTR and DFID annual review. They will be reflected in ALP team plans for 2013 and 2014 plans in country and overall, taking into consideration that two years remain and teams are encouraged to build on existing momentum. The ALP team at its annual meeting in November 2012 made interpretation and commitment to these. The overall programme priority (master) plan for 2013 annexed to the 2012 annual report presents the main activities to be done by country and programme. Each country team develops their own detailed work plan linked to the master plan.

The ALP logframe narrative remains in place, while indicators and the M&E system will be reviewed to ensure realisation of the outputs and purpose. A proposed log frame with revised indicators will be annexed to the 2012 annual report. Attention will be focused on actions within outputs towards specific evidence-based results and ALP purpose at country and programme level. The programme will not conduct a full logframe review and development of a theory of change at this late stage in the programme, but rather channel human and financial resources towards achievement of community-based adaptation (CBA) learning at all levels.

The specific focus on main recommendations relating to learning, evidence and partnerships to arrive at achievement of ALP purpose will require some changes in ALP approach, structure and decision making responsibilities.

Country team responsibilities

1. Focus on a few specific **CBA models** by country as agreed with programme as a whole and take lead in their development, monitoring, capacity building and replication by others.
2. Focus on **evidence** creation and documentation from non ALP CBA programmes in addition to ALP sites, and targeted for agreed learning and advocacy purposes – all ALP activities should contribute to producing targeted evidence. All ALP staff have a responsibility for monitoring, evidence and documentation.
3. Develop **advocacy** plans for work with civil society networks and government decision makers at local and national level, based on ALP advocacy strategy.

4. Increase emphasis on integration of **gender equality** in CBA work, recognising and responding to the impact of changing gender relations on effective adaptation.
5. Review **partnerships** and strengthen relations with CSOs and government actors who contribute actively to leading CBA promotion and local to national linkages. Partnerships do not necessarily require sub-contracting and fund allocation, but where this is necessary, CARE Country Offices should simplify and speed up the contracting process and/or support the partner to access funds themselves.
6. **Communicate** plans with all ALP country teams in addition to coordination team to enable increased coordination and cross learning.
7. **Work together** with the coordination team and other ALP country offices as relevant to agree final TORs, roles and plans for: content and purpose of evidence, documentation plans and production, above national learning events and use of short-term external technical assistance.
8. **Contribute** to the development and documentation of ALP strategies and approaches to meet evidence-based and communication requirements.
9. **Meet donor and ALP management requirements** as directed by ALP coordination and implement agreed ALP programme strategies and guidelines

ALP country team and staff structure

- No change is proposed – however each CARE Country Office will need to **review current staff levels and capacities** in relation to the new priorities, partnerships and budget available. If the country team suggests changes, proposals and job descriptions should be decided with inputs from the coordination team.
- **Short term inputs** may be proposed (using draft TOR) by the country or coordination team, with final TORs decided collectively. Coordination team will provide quality assurance on the products and in agreed cases will directly contract and supervise the consultant.
- The CARE Country Office will also **assign one senior staff member** to engage with ALP coordination on major programme decisions and on collaboration of the country ALP team in programme-wide, other ALP country and external activities.

Programme Coordination Team (PCT) responsibilities

1. **Coordinate ALP** work to ensure realisation of ALP purpose, with production of quality evaluation, documentation and publications on CBA learning and evidence, by end of 2014 as the primary focus. Lead on quality assurance, ensuring coherence between outputs and link to purpose, M&E, learning, evidence, communication and all activities at regional, Africa wide and global level.
2. **Review ALP M&E system**, making use of new resources for CBA M&E (PMERL, TAMD, WRI) and with a focus on evidence linked to advocacy. M&E requirements were simplified at the 2012 Annual Meeting. Review and revise the logframe indicators in line with MTR and DFID recommendations.
3. **Develop strategic partnerships** with a few selected organisations and programmes to leverage ALP impact and influence in Africa and globally and work with ALP on evidence building. These will include New Economics Foundation, the CGIAR Climate Change, Agriculture and Food Security (CAAFS) programme, ACCRA (Africa Climate Change Resilience Alliance), at least one adaptation focused research institute and other Africa based policy organisations such as ACPC.
4. **Design learning activities and production of documentation** on ALP learning based on analysis of evidence from all ALP countries. Organise and co-host one regional and one Africa-wide CBA learning event by end of 2014, with clear communications plans for their outcome, in collaboration with other CBA-related programmes in Africa
5. Design and supervise **short-term inputs** for programme-wide and in country evidence-based learning and documentation work in collaboration with country teams.

6. **Work with country teams on implementation** of learning events, specific partnership and consultant assignments and ensure adequate communication
7. **Programme dissemination and communication** including to non-traditional audiences. Coordinate ALP linkages and dissemination of evidence to global level through for example, CARE's Poverty Environment and Climate Change Network (PECCN), Climate Action Network (CAN), Southern Voices (SV), civil society networks, etc., rather than ALP doing this alone. Develop joint plans for a 2013 COP19 CBA side event.
8. **Conduct coordination meetings** with senior management members and ALP Project Managers in the four CARE Country Offices for discussion of follow-up on the MTR.
9. **Continue engagement with CARE Country Office senior management** members based on their inputs on the need and scope for coordination at that level.
10. Initiate discussions as relevant with CARE Country Offices in non-ALP countries regarding replication and adoption of CBA approaches.
11. Carry out individual consultations with interested ALP donors on MTR follow-up.

Coordination team structure and staff

- To meet the increased focus on quality targeted evidence and learning, a full time **'Learning and Evidence Specialist'** will be recruited internationally to join the coordination team, based in UK, Denmark, Ghana or Kenya. The Specialist will be responsible for synthesis, documentation and dissemination of learning in CBA, linking evidence to practice and policy, convening major ALP learning events in collaboration with partner organisations, and supporting quality assurance of all evidence-related work at all levels.
- Given that CBA process learning is now based on ongoing experiences and models in the ALP countries and becoming increasingly context specific, the **position of full time CBA advisor will be discontinued**. CBA work will be covered through in-country teams taking more responsibility for on-the-ground CBA activity and short-term capacity building assignments using expertise in specific context and livelihood strategies in ALP countries. The Climate and Communications Advisor will continue to provide climate information-related support to CBA.
- **Part time inputs** from the CARE International Adaptation Advisor for Africa will continue, focusing on gender and governance support, and from CARE Austria focusing on integration of environmental issues in CBA.
- CARE International's Poverty Environment & Climate Change Network (PECCN), with CARE Denmark and CARE UK will **continue to support ALP** in relation to global CARE communications, website and dissemination, and support ALP contribution to global advocacy and collaboration with other CARE programmes.
- The responsibilities of the current M&E Advisor, the Learning, Gender and Governance Advisor and the Climate and Communications Advisor will be **reviewed and revised** to meet the new requirements and focus in ALP and ensure complementary roles with the Learning and Evidence Specialist.
- CARE UK and CARE Denmark will assist with needs-based **technical support** from their climate change, M&E, resilience, food security, communications and other staff in addition to contract management.

Yours sincerely,

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