

**Evaluation Report Title:** Final Evaluation of the Adaptation Learning Programme (ALP)

**Response to Evaluation Report (overarching narrative)**

The Adaptation Learning Programme (ALP), managed by CARE International, was launched in 2010 and is supported by DFID through the UK International Climate Fund (ICF). The programme has been implemented in Ghana, Niger, Mozambique and Kenya, in partnership with local civil society and government institutions. ALP aims *'to increase the capacity of vulnerable households in sub-Saharan Africa to adapt to climate variability and change'* by identifying successful approaches to community-based adaptation (CBA) for vulnerable communities, working directly with communities as well as learning with other organisations practising CBA, and supporting the incorporation of these approaches into development policies and programmes.

The ALP final evaluation was commissioned and managed by CARE Denmark. To help maintain independence; a reference group was established comprising CARE Denmark, CARE International UK, CARE Austria and the ALP regional coordinator. The Evaluation terms of reference and evaluation report were quality assured by DFID and met required standards. DFID therefore only provide an overarching narrative and do not address each evaluation recommendation systematically as this is done in the CARE management response (annexed). Overall, DFID endorse the CARE management response.

Both DFID and CARE are generally in agreement with the evaluation findings and the evaluation recommendations have been used to reflect on and shape a 2 year costed extension that was granted to ALP. The ALP evaluation findings are also relevant for other programmes, including for BRACED, and will be shared across DFID.

The ALP evaluation findings confirm that over the course of the five year programme ALP successfully met its outcome – 'Community-based adaptation (CBA) approaches for vulnerable communities incorporated into development policies and programmes in Ghana, Kenya, Mozambique and Niger, with plans in place to replicate across Africa'. Recognising that community-based adaptation is not just about communities, ALP has achieved considerable impact at each of the household, community, district and national levels.

In some areas the evaluation finds that ALP has exceeded the expectations of the original project design, for example through the development of specific CBA models such as Participatory Scenario Planning (PSP), and in the number of beneficiaries reached either through increased financing, country-level policy influence, or facilitating adoption of ALP-promoted practices by other agencies. In particular,

- ALP's impact, or influence, on the **financial resources** available for CBA and adaptation has been strong at country level in three of the target countries. At global level, resources and policy guidance on approaches to addressing populations especially vulnerable to the impacts of climate change has increased.

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- ALP's impact, or influence, on the integration of CBA into **policies and plans** has been strong at the country level in all of the target countries; at the regional level there is strong evidence that ALP support and facilitation has significantly strengthened the quality and results of CSO inputs to the development of the Africa Common Position for the UNFCCC process.
- ALP's impact, or influence, on the **practice of CBA** as a highly-effective approach to adaptation has been strong at country level in all of the target countries. At global level ALP has gained recognition for its approaches through good visibility at the annual CBA conferences and presentations at UNFCCC CoPs. Practices are being adopted by CARE in a variety of countries in Africa and Asia, and they are being taken up by other organisations in Africa, such as in Malawi.

The evaluation also highlighted some areas where ALP could make improvements, in particular the evaluation finds that:

- ALP would have benefited from more formal learning objectives, tied to key target audiences, and a more rigorous selection of the types of knowledge products that could best serve these objectives & audiences.
- ALP's effectiveness in its support for learning and its impact on learning was weakened by insufficient use of measurement tools for the comprehensive monitoring of the impact of CBA.
- ALP could strengthen its tools for measuring adaptive capacity and monitor and document the challenges and failures, which is equally critical for looking closely at both enablers and barriers to adaptive capacity.

ALP has taken on board the recommendations as part of the cost extension. For example, ALP is in the process of developing an explicit learning and evidence strategy and plans to enhance collaboration with a number of other learning and research programmes focused on adaptation and related areas.

ALP has also undertaken an outcome mapping exercise and will commission a study into the relations between change in adaptive capacity, CBA approaches and resilient outcomes. This will include seeking out comparator cases to analyse factors for success and failure. ALP will continue to engage with others working on approaches to monitoring adaptive capacity.

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## ANNEX: CARE Management Response



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11<sup>th</sup> November 2015

### **CARE International management response to the Evaluation of the Adaptation Learning Programme for Africa (ALP)**

The ALP Final Evaluation took place from January to May 2015, covering the period 2010 to 2015. Within the evaluation period, CARE and the ALP team participated in several discussions and at the same time additional funds to continue ALP up to June 2017 were agreed with UKAid at Department for International Development (DFID) and Denmark's Fund for Climate and Environment for NGOs managed by Civil Society in Development (CISU), to add to the already agreed funds from the Austrian Development Agency (ADA) up to June 2016.

This CARE management response is based on discussions of the ALP final evaluation between the evaluators, CARE and DFID at the ALP annual meeting in May 2015 and subsequent meetings with the 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 and published on websites together with the final evaluation report and DFID annual review report 2015. The recommendations used for this management response have been taken from both the evaluation report and DFID AR 2015, shortened and restructured for clarity and avoidance of duplication.

Generally, CARE is in agreement with the recommendations made by the evaluation and DFID annual review, which reflect and validate the ALP extension agreed in 2014 with ADA, January 2015 with CISU and in April 2015 with DFID. The recommendations made, modified with CARE's response to them as recorded in this response, will be reflected in ALP team plans for 2015 to 2017 in line with the ALP extension programme objectives. These are documented in a short overarching programme document and revised logframe in which the ALP goal and purpose remain while 4 new output areas have been defined, to better reflect the work required within the coming 2 years. The outputs and activities agreed with ADA, CISU and DFID are incorporated under these 4 output areas, which involve:

1. Innovation in approaches for strengthening adaptive capacity, resilience, and gender equality, including community access to and use of meaningful climate information.

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Particular attention will be paid to gender equality and women's empowerment in pastoralist, agro-pastoralist and semi-arid farming systems in targeted sites in Ghana, Kenya and Niger.

2. Demonstrating and scaling up good practice for integrating Community Based Adaptation (CBA) into sector specific work, specifically in small holder agriculture, local development planning and disaster risk reduction (DRR) systems. This includes enhancing ALP's role in promoting community based and user led climate information services, brokering linkages and facilitating dialogue between climate science producers, users and intermediary organisations in the three targeted ALP countries and across Africa.
3. Influencing access and accountability of adaptation finance by national governments, civil society organisations (CSOs) and Africa regional initiatives through support to: direct access; ensuring funds support vulnerable populations; blending of adaptation finance and government budgets for coordinated and climate resilient local development and DRR; capacity building on CBA approaches; civil society tracking of disbursements and results and influencing the emerging global adaptation finance architecture.
4. Delivering (i) a stronger evidence base of CBA impact and the value for money of an approach which responds flexibly to climatic changes, priorities of vulnerable communities and shifting opportunities and risks, and; (ii) learning and training opportunities for multiple actors across Africa to learn and reflect on adaptation and its relation to broader resilient development, which together will contribute to achieving climate resilient development and risk management.

The evaluation findings confirm ALP is having a positive impact and is an influential programme shaping adaptation practice in Africa and beyond. They provide CARE with some useful perspectives and ideas to reflect on, thereby adding to ALP learning, and the case for CBA. Most of the recommendations support and will add value to the ALP extension design. CARE's response and ALP's planned actions in light of the evaluation recommendations is provided in detail below.

Yours sincerely,



John Plastow

Director of Programmes and Policy

CARE International UK

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### Response to the evaluation findings and recommendations

Evaluator's Recommendation	CARE Response & Comment	Action by ALP
<b>Clarifying CBA (goals, definitions, frameworks)</b>		
<p>Defining CBA: The relationships between adaptive capacity, resilience and CBA needs to be better defined. If the goal of CBA is to improve/build adaptive capacity, or resilience of communities, this must be defined either through a set of principles as to what this would look like, or using a framework. In defining CBA, caution is needed regarding the goal of resilient livelihoods and resilient development – resilience in the face of climate shocks and stressors yes, but resilience is a much broader term that has many frameworks of its own - the term should not be used lightly without clear definitions, principles or frameworks.</p>	<p><b>Partially Accepted</b> ALP will continue to make efforts to better articulate and communicate the goal of CBA (climate resilient and equitable livelihoods and sustainable development) and its relation to both adaptive capacity and broader resilience, as well as to disaster risk reduction and sustainable development. The CBA framework will continue to be used to show these connections. This will link with emerging thinking around resilience within CARE and through other projects such as DFID's Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED).</p> <p><i>* See clarification note below</i></p>	<p>ALP will use its outcome mapping approach to learn from engagement with other initiatives and to better define and measure CBA, adaptive capacity and climate resilience. ALP plans to work on this in the coming 2 years, including being creative in how community members can articulate changes they experience in the 'soft' skills involved.</p>
<p>The CBA framework needs to be updated based on ALP learning and more clearly communicated in the wider community of interest for ALP to be increasingly effective.</p>	<p><b>Contested.</b> It is not clear from the evaluation exactly what in the CBA framework needs to be updated and what its current flaws are. Though ALP is a learning programme, learning is more focused on practical implementation and not on updating frameworks – which is more of a conceptual exercise. <i>* See clarification note below</i></p>	<p>ALP will seek further clarity, and link this with activities around refinement and updating of CBA approaches and methods. ALP will continue to contribute its learning to CARE International/PECCN's thinking on CBA, where the current framework is housed.</p>
<p>ALP should further its analysis and documentation of the limitations and challenges to building adaptive capacity - a key part of the CBA framework.</p>	<p><b>Accepted</b> This is one objective of the ALP extension</p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>a) practitioner and learning briefs which capture the learning and evidence developed by ALP to date</li> <li>b) plans to refine CBA approaches based on experiences and</li> </ul>

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		c) further study CBA impacts and their drivers and barriers
CBA models need to be aligned or mapped more explicitly and consistently to learning about how well they achieve the goal of CBA.	<b>Accepted</b>	ALP is developing a set of practitioner briefs to describe and explain the value and process of each CBA approach. The relationship with the goal of CBA and in most cases the CBA and LAC frameworks are included.
ALP originally intended to hire a CBA Advisor. ALP would do well to consider hiring for this position.	<b>Partially Accepted.</b> The position of CBA advisor was in place from 2010 to 2013. The Mid-Term Review (MTR) recommended closing it, due to the CBA approaches becoming increasingly context specific in each country and led by the ALP teams. With several successful approaches now in place, upscaling, capacity building and training are in demand, as well as further refinement and tailoring of approaches in different contexts.	ALP is in the process of recruiting a CBA capacity building specialist to champion the further development of CBA approaches and in particular lead the training and capacity building needed for output 2 scaling up and provide for gender expertise in the ALP coordination team at the same time.
<b>Relating to ALP's CBA approaches</b>		
The participatory scenario planning (PSP) process has been successful in helping farmers understand seasonal variability, uncertainty, likelihood and risk. More work is now needed at the district-level and beyond to help decision-makers and planners understand climate risks at a landscape-level and along longer timescales	<b>Accepted</b> The PSP is a good platform for multi-stakeholder dialogue on longer term and landscape level climate resilient responses, and this has been occurring spontaneously in some districts where barriers to seasonal adaptation relate to long term development gaps – infrastructure to enable marketing during heavy rains for example.	ALP will work more explicitly on this on a pilot basis in the coming 2 years, linked to: <ul style="list-style-type: none"> <li>• innovation</li> <li>• CBA planning process where longer term plans can be developed</li> </ul>
There should be more use of data from the CVCA as a source of information on community vulnerabilities when preparing the PSP process.	<b>Accepted</b>	Better integration of CBA planning and climate information services is an aspect of CBA refinement planned at the community and local government level

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<p>Village Savings and Loans Associations (VSLAs) have been reported as one of the most significant changes brought about by ALP. In order to strengthen the VSLA model as a means to plan for, or respond to, climate-induced shocks and stressors, the VSLA model must be scaled-up and injected with additional capital. Building linkages between VSLA groups and microfinance institutions, and ensuring beneficiaries are spread across different risk profiles, may be one way to achieve this.</p>	<p><b>Accepted</b> This is already happening in most ALP sites and has been for at least the last year. This is drawing from and in line with CARE International's growing commitment to increase its already strong focus on long-established VSLA programming and evidence-gathering on the ability to enhance resilience to climate shocks and stressors with VSLAs. VSLA creates benefits in form of: additional social capital/ decision making, empowerment, additional financial resources and a 'risk buffer', all of which contribute to adaptive capacity.</p>	<p>in ALP sites.</p> <p>ALP action:</p> <ol style="list-style-type: none"> <li>a) to demonstrate and strengthen the linkages between VSLA, adaptation planning process and plans (CAAPs) and adaptive capacity</li> <li>b) to study the social and economic benefits of VSLA in more depth across different vulnerable and gender groups and assess the relation between these and adaptive capacity.</li> </ol>
<p>ALP should now focus also on demonstrating and scaling up good practice for integrating CBA into sector specific work, specifically in small holder agriculture, local development planning and disaster risk reduction (DRR) systems.</p>	<p><b>Accepted</b> This is a core part of the ALP extension, captured in the revised logframe.</p>	<p>Action involves:</p> <ol style="list-style-type: none"> <li>a) innovation, refinement and testing replicability of approaches in new and existing ALP sites in Output 1 and</li> <li>b) scaling up through a two pronged strategy of influencing mainstream planning, agriculture sector and DRR systems together with developing and delivering capacity building and training of trainers together with relevant institutes</li> </ol>
<b>Relating to gender and adaptation</b>		
<p>Given positive results so far, gender should continue to be a major focus during the ALP cost extension.</p>	<p><b>Accepted</b> In the ALP extension gender equality and women's empowerment are highlighted as a key cross cutting issue</p>	<p>A series of gender learning documents will be published within 2015. The gender workstream will further develop this area of work.</p>
<p>ALP should develop a gender and diversity strategy to better systematise the integration of gender throughout ALP.</p>	<p><b>Partially Accepted</b> Rather than developing a stand alone strategy, ALP has instituted outcome mapping as a planning and monitoring tool,</p>	<p>Output 1 has been adjusted to enable more explicit integration of gender into CBA approaches and practical measurement of</p>

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	and workstreams to lead on specific issues, including one on gender.	gender responsiveness and change. Gender and differential vulnerability are being integrated in a more purposeful way throughout ALP work plans, learning and evidence, monitoring and evaluation (M&E) + communications / dissemination strategies.
ALP will need to improve its gender monitoring - the simplified analysis framework proposed in the Niger gender analysis should be explored further as an option for better tracking of the gender indicator.	<p><b>Partially accepted</b></p> <p>The analysis framework proposed in the Niger gender analysis is not significantly simplified from the original one developed after the gender indicator was introduced. It is tailored specifically to the Niger context, so not easily transferable across other countries. However ALP has recognised the challenge of gathering data on gender using the original indicator.</p>	ALP has introduced a new indicator to track change in women's participation and association that should make it easier to monitor changes in gender dynamics and women's adaptive capacity. Beyond this the learning and capacity building work of ALP will involve a much stronger focus on gender. In addition a review and synthesis has been made of all the gender information and learning generated by ALP which will be published in late 2015.
<b>Relating to learning systems</b>		
<p>While ALP has been successful in designing and implementing effective learning mechanisms for fostering internal learning and promoting learning by external stakeholders, evidence of ALP's capacity to learn from others is not strong.</p> <ul style="list-style-type: none"> <li>• ALP should reflect on how CBA learning is evolving, who/which programmes are influencing it and to document ALP's role in shaping it together with others for effective results in Africa</li> <li>• ALP should reflect and</li> </ul>	<p><b>Partially Accepted</b></p> <p>CARE considers that this observation does not sufficiently recognise how CBA has evolved since 2010. ALP has engaged with CBA as an evolving discipline which has been shaped as much by discussion and sharing among its protagonists as by individual programmes. For example, ALP's practical use of ACCRA's adaptive capacity framework has been valuable for ALP and ACCRA, the themes for the annual CBA conferences both reflect and encourage attention to developing different areas of CBA among a wide range of actors, who regularly interact and influence</p>	<p>ALP will:</p> <ol style="list-style-type: none"> <li>a) Include reflection with peers on how CBA learning is evolving, who /which programmes are influencing it together learning focus, in the context of ALP's planned learning and capacity building scoping and activities.</li> <li>b) Enhance ALP's collaboration with a number of other learning and research programmes focused on adaptation and related areas, such as BRACED and Collaborative Adaptation Research Initiative in Africa and</li> </ol>



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<p>document how it learns from others, and how ALP promoted CBA approaches evolve as others adopt them. This could contribute to a 'database' of CBA experience, refinements, strengths and weaknesses, building what others have learned into ALP's own knowledge base.</p> <ul style="list-style-type: none"> <li>• It is important to track how the organization has strengthened practices and approaches as a result of learning from others.</li> <li>• ALP is delivering significant results. However, we know there are a lot of actors working on CBA in these countries. In the cost extension, ALP should focus on tools that would enable better measuring of the extent to which results are attributed to ALP or delivered through partnerships and coalitions with others.</li> </ul>	<p>each other. ALP has promoted social learning to create space for broader exchange - ALP's key learning events in West and East/Southern Africa co-generated learning and insights which have re-emerged in ALP and other participants practice. ALP has influenced and learnt from CARE's adaptation and smallholder farmer work. Hence CBA as developed by ALP (and others) is a product of thinking, sharing and learning together with others, influencing each other through conversations and engagement. ALP has paid more attention to its mandate for CBA innovation (which few other programmes have), documenting its own experiences and the latest CBA and related conceptual thinking, to ensure continued relevance and value. Tracking who influenced who in arriving at different approaches and concepts in a dynamic and still evolving discipline would be a massive undertaking and it is unclear what value the results of such tracking would have.</p>	<p>Asia (CARIAA)</p> <p>c) Participate in the evolution of CBA approaches by implementing programmes and governments in Africa</p>
<p>Although learning objectives have been achieved and plans for studies and documentation on agreed learning themes were developed annually, ALP would benefit from a more focused learning strategy, identifying high level learning objectives, target audiences and a more systematic approach</p>	<p><b>Accepted</b></p> <p>CARE agrees that a comprehensive learning strategy will be a useful way to document these issues, which are already developed by ALP. At the ALP annual meetings the team has identified areas of evidence and learning, and mapped these against planned capacity building, events, audiences etc. This is a</p>	<p>ALP is in process of developing an explicit learning and evidence strategy. The strategy will build on what is already in place - ie. the existing documentation of programme wide learning themes, target audiences and documentation priorities for knowledge products in relation to them.</p>

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<p>to the generation of knowledge products based on the intended purpose or audience.</p> <p>ALP should develop a comprehensive learning strategy to address the above issues</p>	<p>dynamic process and has contributed to shaping the extension objectives and cross cutting themes, which in turn will inform development of learning objectives.</p> <p>ALP was also strategic in targeting policy makers, CSOs, decision makers, practitioners and finance institutions in learning and messaging and will continue to do so. One of ALP's unique contributions is in creating space for multi-stakeholder dialogue at all levels where participants actively learn from each other (rather than listening only). Rigorous processes and criteria were used to identify learning events participants in line with the learning objectives for each event.</p>	
<p>ALP should identify evaluation methods to assess how well learning objectives are being met.</p>	<p><b>Accepted</b></p> <p>Outcome mapping is concerned with changes among the target audience which ALP seeks to influence.</p>	<p>This will be included in the revised monitoring system using an outcome mapping approach and surveys.</p>
<p>ALP should monitor learning outcomes from training activities, learning events, 'learning routes'.</p>	<p><b>Accepted</b></p> <p>CARE had expected the evaluation team to access objective feedback from a more systematically selected and larger set of respondents, in particular surveying participants from ALP's learning and training events taken from the lists of participants provided by ALP, but this was not undertaken.</p>	<p>ALP has included plans to fill this gap and a new online survey will be designed to reach all participants and collaborators and build on the CBA knowledge and adoption survey ALP conducted in 2013. There are also plans to track results and impact of specific trainings, which has already begun through a 'network of PSP Champions' following the Training of Trainers on PSP in March 2015.</p>
<b>Relating to M&amp;E systems and methods</b>		
<p>Developing an outcome monitoring tool based on ALP's CBA framework</p>	<p><b>Accepted</b></p>	<p>Ongoing as the adopted approach in the extension.</p>

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<p>would be an innovative attempt to track changes in these dynamics from baseline. A programme of ALP's nature presents unique opportunities to contribute to rapidly growing interest in the M&amp;E of adaptation.</p>		
<p>ALP should work on strengthening tools for measuring adaptive capacity ALP should monitor and document the challenges and failures, which is equally critical for looking closely at both enablers and barriers to adaptive capacity.</p>	<p><b>Accepted</b> Planned within the learning strategy and the M&amp;E system using outcome mapping tools.</p>	<p>In addition to outcome mapping, a study into the relations between change in adaptive capacity, CBA approaches and resilient outcomes will be commissioned – which will include seeking out comparator cases to analyse factors for success and failure. ALP will continue to engage with others working on approaches to monitoring adaptive capacity.</p>
<p><b>Tools for monitoring and better sustaining the integrity of models as they are scaled up and out;</b> (eg. as PSP is further scaled up and out, there is a risk there is a trade off in terms of quality and stakeholder participation. ) ALP is in a good position to assist with monitoring systems, and advocate for, rigorous evaluation frameworks for those policies and programmes that are built on ALP models (as in Kenya and Ghana) in order to measure the extent to which the integrity of CBA approaches have been maintained in the new government policies and programmes, and to measure the effectiveness of what was put in place by</p>	<p><b>Accepted</b> This recommendation is helpful in guiding follow up studies with organisations adopting CBA approaches influenced by ALP as well as what will require to be monitored by and with these organisations.</p>	<p>Establishing systems for regular interaction among trained CBA approach 'champions' are integral to the capacity building strategy in the extension. ALP plans include support to scaling up in areas a) and b) suggested, while c) and d) may be super ceded by attention to other more active adaptation finance roll out in Ghana, Kenya and Niger</p>

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<p>governments, using the ALP pilots as comparators. This monitoring framework might be developed specifically a) for the scaled-up PSP program in Kenya, b) for the integration of adaptation nationally into District plans and budgets in Ghana, c) for the large-scale project developed in Ghana for submission to the Adaptation Fund (AF), and d) for the Pilot Program for Climate Resilience (PPCR) community action project in Niger.</p>		
<p>Systematic data collection on impact of Participatory Scenario Planning (PSP) on increased resilience as well as agricultural productivity and improved livelihoods has not yet been undertaken. Resources need to be applied to track these gains and support the evidence base for the economic and social value of local utilisation of climate information through PSP.</p>	<p><b>Accepted</b> It is to be noted, however, that use of climate information and agricultural productivity gains is not a one-to-one relationship, evidence will require:</p> <ul style="list-style-type: none"> <li>• Discussions on decisions made and actions taken by community members that are informed by climate information</li> <li>• Structured analysis that considers other factors that influence productivity gains – which borders on more conventional research.</li> </ul>	<p>Scoping and ToRs for a PSP/Climate Information Services (CIS) impact study are in development. ALP will further develop the before and after actions of the PSP approach, involving regular reviews of livelihood status and the value of the PSP information. ALP will need the support of government departments and agricultural organisations in collecting agricultural data.</p>
<p>More work needs to be done on working collaboratively with a respected research entity to gather data on the economic impacts of ALP models such as PSP and presenting results in a way that has a high potential to influence decision-makers.</p> <ul style="list-style-type: none"> <li>• ALP needs to be more strategic about its</li> </ul>	<p><b>Accepted</b> ALP is already working with National Met. Services with linkage to regional and international meteorological/climate science institutions and will expand these relations as the CIS work develops with a broader frame e.g. longer term climate information, linkage with market information etc.</p>	<p>Studies are planned for assessing PSP impacts and adaptive capacity. Economic analysis will be incorporated in both and in addition capacity needs assessment in each ALP country will bring out the demand for guidance on cost benefit analysis in practice. The studies will be tendered and CARE will</p>

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<p>learning and ensure it is better targeted (including policy makers and finance institutions) and meeting evidence gaps.</p> <ul style="list-style-type: none"> <li>• CARE should work with organisations with strong methods and complementary approaches, specifically on community engagement and climate information services and managing uncertainty; and on an enhanced cost/benefits analysis of CBA in various contexts.</li> <li>• Part of ALP's success is its networked structure and strong partnerships with CSO networks and local government. This should continue to be a strong focus during the cost extension.</li> </ul>	<p>The funding from CISU supports formal partnerships with CSO networks in each country and the Pan African Climate Justice Alliance (PACJA) for Africa as a whole to support their knowledge of CBA and coordinated advocacy in support of adaptation finance which reaches the most vulnerable.</p>	<p>encourage relevant research institutes to apply. The extension will respond to capacity demands by designing, advertising and delivering trainings and training of trainers in key CBA approaches, and cost benefit analysis based on the identified needs.</p>

**\* Clarification notes on CBA and adaptive capacity concepts used in ALP**

ALP did not limit its interpretation of 'capacity' in the goal statement to adaptive capacity, and has not attempted to measure capacity at the goal level. Adaptive capacity in ALP has been promoted as a means to achieving resilient development as part of the holistic CBA approach, in combination with supporting resilient livelihoods and risk reduction directly and influencing the enabling environment and underlying causes. Adaptive capacity has therefore not been equated by ALP with the overall goal of the programme. To achieve the ambitious goal, conditions need to be met that go beyond strengthening community level adaptive capacity and reflect the achievement of the full set of changes expected by the range of actors involved through achieving the outputs and purpose level statements.

*The relationship between the CBA and LAC frameworks and the goal of CBA:* Throughout the 5 years of implementation to date ALP teams have reflected on the value and use of the two underlying frameworks used for CBA work: that is, an updated version of CARE's CBA framework and ACCRA's Local Adaptive Capacity (LAC) framework. ALP's CBA brief sets out the goal of CBA, a set of principles or key messages for effective results from CBA and the

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relevance of the LAC framework elements. The ALP 'Adaptation planning with communities' brief demonstrates how this approach strengthens adaptive capacity, as does most of the Joto Afrika issues produced by ALP. ALP publications on adaptive capacity and adaptation strategies are forthcoming which further elaborate this. The ALP annual meetings and half year retreats deliberated in depth on the relationship between the two frameworks, how they work together and how the CBA approaches developed after the mid term review relate to achieving them both.

In this process of reflection, the ALP teams agreed:

- That efforts to combine or change the two frameworks would create unnecessary complexity and distract from the priority work of developing practical CBA approaches that are feasible for replication and upscaling. The frameworks are well known and valued as they are by the ALP teams and targets for capacity building.
- The LAC elements are useful in guiding areas for further exploration in relation to the CBA approaches and impact assessments should explicitly use them
- That while ACCRA's LAC is very useful, there are still other aspects of CBA and capacity that need to be addressed and included in the holistic CBA approach – for example gender equality and differential vulnerability, and while the framework could incorporate all the aspects of CBA at local government to national to global level (resources, governance, policy etc), it has less utility at these levels than other ways of working which governments and decision makers can better relate to.
- Developing and promoting a new framework for 'ALP's CBA' would be a disincentive for adoption by non-CARE and non-ALP practitioners, where INGO branding is not appreciated. ALP's approach was to maintain a clear set of CBA principles/ messages and approaches which could be tailored and adapted with and by different types of actors at different levels. The elements of the CBA framework can be implemented in different combinations in different context, by different entities/levels and considering already existing work/approaches, rather than adoption of CBA meaning working on all the elements of the framework all at once or adopting a CARE/ALP brand. The evaluators do acknowledge this in their assessment of relevance of ALP's support for learning: *"ALP's CBA approach is both specific and flexible; elements of the approach have been adapted or modified to fit specific contexts – and the choice of which models to use or apply can be context specific; each model of ALP's approach allows the users to move forward with the application of CBA, i.e., the implementation of adaptation measures, the building of adaptive capacity, and the use of (experience with) multi-level, multi-sector and multi-stakeholder learning processes."*
- The focus on LAC elements could be best integrated within the different CBA approaches, linked to specific climate change issues. For example, access to useful climate information and promoting flexibility within decision making as a response to managing risk and uncertainty are key aspects of ALP's popular Participatory Scenario Planning (PSP) approach. However, the key value of PSP lies in the collective interpretation of seasonal forecasts by a range of local level actors through a multi-stakeholder platform. Hence participants gain a better grasp of working with uncertainty, the information is co-generated using all knowledge

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sources available including community knowledge on current status and seasonal forecast, actors who do not otherwise meet come together allowing for coordination across sectors, linkage from community to local to national levels and motivation for more equitable and flexible planning systems and responses is created, all of which go beyond the individual LAC elements.

- There is need for more systematic information on the impact of changes in each element of the CBA and LAC frameworks through application of CBA approaches.