

## Evaluation of the Project

*Í A stronger voice from the developing  
countries in  
the international climate negotiationsî*

Final report

May 2010

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## ***List of Acronyms and Abbreviations***

AMCEN	The African Ministerial Conference on the Environment
APRODEV	APRODEV network of 17 faith-based European development and humanitarian aid organisations
ASEAN	Association of Southeast Asian Nations
AU	African Union
CAN	The Climate Action Network
CBD	Convention on Biological Diversity
CDM	The Clean Development Mechanism (Kyoto Protocol)
CIF	The Climate Investment Fund
CSD	Commission for Sustainable Development (UN)
CSO	Civil society organisation
DAC	Development Assistance Committee
COP	Conferences of the Parties (COP) to international convention
CSD	Commission for Sustainable Development (UN)
DANIDA	Danish Agency for International Development Assistance
DFID	UK Department for International Development
EU	European Union
FCPF	The Forest Carbon Partnership Facility
FECOFUN	Federation of Community Forest Users in Nepal
FEMNET	The African Women's Development and Communication Network. Partner to Danish KULU - Women in Development
GEF	The Global Environment Facility
GGCA	Global Gender & Climate Alliance
CLACC	Capacity Strengthening in the Least Developed Countries (LDCs) for Adaptation to Climate Change (network organised by IIED)
IBIS	Danish development NGO
ICCCAD	International Centre for Climate Change and Development in Bangladesh

IIED	International Institute for Environment and Development
INFORSE	International Network for Sustainable Energy
IMF	International Monetary Fund
IP	Indigenous Peoples
IPCC	the Intergovernmental Panel on Climate Change
IUCN	The International Union for Conservation of Nature
KULU	Women in Development (Danish NGO)
LDCF	Least Developed Countries Fund
LO	The Danish Confederation of Trade Unions
LFA	Logical Framework Approach
LULUCF	Land Use, Land-Use Change and Forestry
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MRV	Measurement, reporting and verification
NEPAD	The New Partnership for Africa's Development
NAMA	Nationally Appropriate Mitigation Actions Plan
NAPA	National Adaptation Programmes of Action
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
OVE	Danish Organisation for Renewable Energy
PACJA	Pan African Climate Justice Alliance
PRSP	Poverty Reduction Strategy Paper
REDD	Reducing Emissions from Deforestation and Forest Degradation
SICA	The Central American Integration System (SICA), which include the Central American Commission on Environment & Development (CCAD)
SADC	Southern African Development Community
SPREP	South Pacific Regional Environment Programme

UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNREDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
UNFCCC	United Nations Framework Convention on Climate Change
WBPPCR	World Bank's Pilot Program for Climate Resilience
WBFIP	World Bank's Forest Investment Program
WTO	World Trade Organisation
WWF	The World-Wide Fund for Nature

# 1. INTRODUCTION

This evaluation report has made an assessment of the Project: *“A stronger voice from the developing countries in the international climate negotiations”*. The overall objective of the evaluation is according to the Terms of Reference (see Annex A):

*“To assess if, how and to which extent the activities implemented have achieved the planned results and the project objectives, with a view to drawing lessons, recommendations and inputs to inform the preparation of a possible follow-up project for strengthening the capacity and influence of Southern civil society on climate change policy issues in a post COP15 perspective.”*

The Project is managed by a consortium, comprising five Danish NGOs: CARE Denmark, Ibis, LO, DanChurch Aid and the Danish 92 Group, as well as two international NGOs, IIED and CAN international. They have all through contracts with the lead organization (Danish 92 group) been delegated the responsibility for implementation and monitoring. The project started in January 2009 and will last to June 2010.

Funded by the Danish Ministry of Foreign Affairs with in total 10,0 million DKK (original and up-scaled project), the project has supported Southern NGOs on climate change issues, with a particular focus on the policy processes towards COP15. More specifically, the project has been composed by the following key activities: Capacity training on climate change and the negotiations, participation by Southern NGOs in the UN climate negotiations towards and at COP15, advocacy and public awareness activities in the South, as well as documentation of the issues emanating from the process.

The consultant, Hans Peter Dejgaard, took advantage of the presence of the Southern Partners in COP15 in December 2009 in Copenhagen and has in total met about 45 persons for valuable interviews/meetings (see Annex B). The Project Coordinator, Peter With, participated in some of the interview sessions.

Furthermore, the consultant elaborated a self-evaluation questionnaire that was submitted in January 2010 to the members of the Consortium. This self-evaluation worked well as a way of getting a supplement to the reporting (progress reports).

A preliminary version of this report was presented to a workshop held in Copenhagen Monday 26th – Tuesday 28th April. In Annex F can be found the programme for the workshop entitled: *“Climate capacity workshop – evaluation and planning”*. Here can also be found the list of participants that included representatives from networks in Kenya, Central America, Nepal, Ethiopia plus the regional African network PACJA and Climate Action Network.

COP 15 made it evident that a legal binding commitment will not be obtained without civil-society undertaking a constructive role as well as putting pressure on governments. From the interviews we had with both Southern participants during COP15 and with Consortium-members, it became clear during February 2010 that they were interested in a follow-up project. In many developing countries, national network have been established and require further efforts for strengthening. The mobilization around climate change issues, policy and negotiations towards the COP15 need to maintained and carried forward.

Consequently, the evaluation process was designed as forward-looking, where the consultant used the lesson-learned and inputs from the many interviews to write the Concept Note for a possible next phase (enclosed in Annex G). This got valuable feedbacks from the April workshop.

The views and findings expressed in this report are those of the consultant, and do not necessarily reflect those of the members of the Consortium.

The consultant would like to express its sincere gratitude to the interviewed partners from Asia, Africa and Latin America as well as the members of the Consortium, who contributed with valuable replies and discussions during this evaluation.

## 2. ASSESSMENT OF THE PROJECTS ACHIEVEMENTS

This chapter contains summaries of the achievements that were identified during the evaluation.

According to the project document the **immediate objective** has been defined as:

*“The needs, perspectives and positions of people, and civil society organizations, in developing countries are adequately advocated for and reflected in the international climate negotiations leading up to COP15.”*

The key activities have been centred around A) Training and capacity building, B) support to participation of Southern civil society actors in UNFCCC negotiations, C) Lobby, dissemination and awareness rising and D) Documentation.

**A brief overview of the achievements and constraints** (structured after the 4 outputs in the project document in Annex D) follows below; it will be further developed after analyzing the interviews plus the progress reports from the Danish/international NGOs. Information has also been gathered from a self-evaluation questionnaire conducted under the present evaluation.

### 2.1. Capacity building and training activities (output A)

Before making the assessment of this Output, it is necessary to provide the definition that the evaluation consultant has applied. Taken from key sources within this field as OECD/DAC, CIDA with the book, Capacity Development can be defined<sup>1</sup>: (see further in Annex C):

*Capacity development refers to the approaches, strategies and methodologies used by developing country, and/or external stakeholders, to improve performance at the individual, organizational, network/sector or broader system level to carry out functions and achieve their development objectives over time’.*

Meaning that Capacity Building/Development is much more than training and includes the following:

- Human resource development (equipping individuals with skills)
- Organizational development (OD) with management, structures, processes and procedures
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and at all levels and in all sectors to enhance their capacities.

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<sup>1</sup> Definition taken from CIDA's book: CAPACITY DEVELOPMENT: WHY, WHAT AND HOW. 2000.



Follows an assessment of what has been achieved within this **Output A**:

- a) A series of workshops were held during 2009 in Africa, South Asia and Latin America. According to the interviews, these events provided increased insights into the international negotiations related to the different key issues.

According to the project monitoring system, more than **1600 persons** (figure to be checked and referring to fact-sheet in progress report) from more than 30 countries have participated in training workshops during 2009. This is indeed a high number of active civil society people that have obtained a better understanding of climate issues.<sup>2</sup>

- b) Probably the most important outcome of the project is that various **Southern CSO networks** have been established with support from the Consortium members (among others). Some are regional as Pan African Climate Justice Alliance (PACJA) and ACCRA Caucus on forestry/REDD. And some are national networks as those found in Ethiopia, Mali, Malawi, Cambodia, Nepal, among others. There is need for further consolidation of these emerging networks so that they can continue to advocate on climate issues and any other emerging issues beyond COP15. That can be seen as essential instruments for continue the advocacy on climate issues in these countries beyond COP 15.
- c) It was a good decision to include support for **IIEDs'** fellowship programme, where many of the fellows have played an important role in the creation of national CSO networks in particular Africa. The majority of the CLACC fellows (the Capacity building in the LDCs for Adaptation to Climate Change) has been involved in the COP 15 process. Furthermore, the project sponsored seven Southern journalists to participate in COP15 that got a very good backup from IIED/Climate Change Media Partnership's programme.
- d) The Project has the clear advantage to build the implementation on **existing partnerships** (e.g. IIED with partners, ITUC with trade unions, and Danish NGOs with their partners). This has the advantage of running a concurrent approach, where the activities have been planned to a specific target group (e.g. trade unions, NGOs, etc.). A very interesting example is the national network in Ethiopia, which has got close advisory from DanChurchAid structure in Addis Ababa.
- e) When enquiring on the approach to **capacity building**, the response seems to suggest that it was mainly a training approach. In general, it has *not* been possible from the interviews to identify the application of a more comprehensive capacity building approach. It has obviously been a serious limitation for any capacity building that most Southern partners first initiated the project activities in March 2009, which only left eight months for implementation before COP 15. More results could have

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<sup>2</sup> The figure includes 325 persons trained in Nepal where training also included local and district level, 100 participants in a youth workshop in Kenya, an estimated 400 persons participating in CAN trainings prior to UNFCCC meetings and 200 participants in CANs 7 regional workshop where the project covered expenses for the trainers.

been obtained within this field, if the project had started in 2008.<sup>3</sup> This is itself a justification for the recommendation in this report to continue in a new phase with further consolidation of the various CSO networks.

- f) Taking the **Climate Action Network (CAN)** as an example, the training/workshop events have been conducted in relation to the key topics in the negotiations, e.g. shared vision, mitigation, adaptation, technology transfer and finance. This was useful at UNFCCC intersessional meetings and during COP 15, where Southern participants could follow their specialized topic with reference to CAN thematic working groups.
- g) **CANs regional networks** (called regional nodes) are rather different in quality and function. The best functioning can be observed in South Asia, where the regional network is well established and with experienced people. In the case of Latin America, it is difficult to understand how the regional network has been allowed to perform from a weak position for almost 6 years. Fortunately, CAN-I organised before COP 15 a workshop in Buenos Aires, which resulted in the appointment of a reconstruction committee for rebuilding the CAN node in Latin America. The advantage is that SusWatch in Central America and Bolivia (supported in several years by Ibis) is part of this effort. It is good if CAN and SusWatch can join forces.

In the case of Africa, CAN organized a workshop in Kampala aiming at revisit and revive the African participation. However, more would be needed to consolidation the three regional CAN nodes in Africa that are relative weak. The question is if CAN is able to strengthen and institutionalize its three regional CAN nodes – from outside Africa. An interesting alternative to consider could be further collaboration or strategic alliance with PACJA, which could share their complementary strengths (CAN at international level and PACJA as an African network).

- h) The Southern function of the CAN secretariat has made invaluable input in informing and helping many Southern participants during the various UN meetings in 2009. A very good introduction to logistic was for many Southern participants the *“Guide to Copenhagen December 2009”*. And underlying CAN’s unique umbrella role, the document *“Fair Ambitious & Binding - Essentials for a Successful Climate Deal”*, which during COP 15 provided an excellent checklist over **civil society positions** by topics – reflecting the strengths of CAN with its active thematic working groups, e.g. Mitigation, Adaptation, Technology, Finance and Flexible Mechanisms.
- i) IIED, the trade unions, the international faith based organizations, DanChurchAid, CARE, OVE, DOF, Nature & Youth among others, made significant effort in supporting their Southern colleagues/partners at the **UN conferences**. Nevertheless, according

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<sup>3</sup> From another budget (project), the 92-Group provided funding for participation and initial capacity training for Southern partners to Consortium members in preparation to COP14 in Poznan, but this was on a smaller scale.

to various interviews with participants, it is emerging that more capacity building is necessary to enable them participate effectively. A more hands-on approach is a preferred to what is taking place. .

- j) The Project has *not* produced **training materials** for the workshops, and it is difficult for the evaluation consultant to access their quality. The same can be said for other documentation which would have analyzed the human resources/facilitators/ and thematic specialist. The project monitoring has been delegated to each consortium member (international NGO). The evaluation has found that the Project has in general done little towards monitoring the quality of the training and capacity building efforts.
- k) The project application from 2009 has stated that “**gender aspects of climate change challenges are taken into account.**” Also “*when organising capacity building workshops and meetings gender barriers are taken into consideration in order to enable women and men to participate equally.*” It is reported that out of 65 travels to inter-sessional meetings and COP15, 36% was women. In general, very little is reported on how the project has addressed the gender issue during the implementation. There is limited evidence in the project’s monitoring to show that the organizations have taken steps towards developing and implementing a gender policy related to climate change activities.

## **2.2. Southern participation - facilitation and support to participation of southern civil society actors in UNFCCC negotiations (Output B)**

- a) According to the project monitoring system, 87 people from the South participated in COP 15 thanks to financial support for the trip. In addition, 76 people have been able to participate in the UNFCCC inter-sessional meetings before Copenhagen.
- b) According to the interviews, many Southern participants expressed gratitude for the **exposure to UN** negotiation processes. Many of them will carry this experience to their own work/organizations. The persons interviewed have demonstrated strong commitment.
- c) The Danish funding contributed to increased **Southern participation** in international networking; this is especially the case for CAN that was normally Northern dominated. Many Northern people in CAN are often busy and work very efficiently at these international meetings. Unfortunately, not all Northern participants made always adequate “room” for their Southern colleagues. Sometimes it is as simple as American NGOs speaking very fast in the plenary meetings, making it difficult for Southern participants who do not have English as a native language.
- d) The format of the negotiation which includes side events, thematic and regional caucuses and country teams present a challenge to many Southern participants as

they are not able to balance the various activities. In this respect, the coordinator of CAN's Southern programme, people from IIED and all the Danish NGOs made an impressive effort **to assist** many Southern participants during the huge COP 15 in Bella Centre.

- e) Beyond following the exact negotiations, also many other tasks are carried out like side events, thematic groups, coordination, networking etc. Nevertheless, a general impression from the interviews is that the majority of the Southern participants are not following the inter-governmental negotiations as closely as their Northern counterparts.

### 2.3. Lobby, dissemination and awareness raising activities, etc. (Output C)

The Consortium members have interacted with a broad range of NGOs in the South: These include those involved in environmental and development at local to national level, trade unions, faith based organizations, women, and youth organizations, etc. The interaction has seen a number of information and advocacy initiatives take place, all supported by this Project and other donors.

These advocacy and lobbying results are related to above Outputs A + B. Also to be mentioned that the budget lines C and D got in the second grant a significant increase compared with the first grant from Danish MFA. It has enabled more information activities, mobilization and public awareness in the South.

The following are some key findings regarding this output:

- a) There has been more **contact between government delegations and NGOs** than seen in previous events (e.g. WTO). This was evident even in repressive regimes like Ethiopia and Cambodia. The African NGOs also recorded considerable interaction with their delegations and with their Members of Parliament present.
- b) **CAN** has played a crucial role as the key actor as a worldwide network of almost 500 NGOs. It has during 2009 been an important reference for many Southern NGOs, e.g. the 2 pm meeting every day during intersessional meetings and at COP 15. CAN is receiving considerable attention from official negotiations and the media. Nevertheless, the tendency of the Northern NGOs to dominate the process cannot go unnoticed.
- c) According to the interviews, very little contact can be observed between **trade unions** and the NGOs (examples Nepal, Central America). There is an interesting room for complementarities in the sense that the trade unions have many members and little knowledge on climate issues, and the reverse with the environmental NGOs in the South.

- l) IIED prepared a successful **press briefing kit** on COP15 that was sent to 5000 journalists in 170 countries.
- d) The Project has to a limited extent used **website** and mailing lists for sharing information among countries in the South. Again, the building of this website has only recently been initiated.
- e) Several interviewees made reference to the **NGO conference** that took place on the 11 to 15 May 2009 in Copenhagen, where 38 Southern NGOs participated (in total 101 at the conference).<sup>4</sup> The participants appreciated the dialogue meeting with the Danish Climate Minister Connie Hedegaard. It was also indicated in the interviews that the work was structured adequately by following CAN's working group themes. This contributed to CANs formulation of positions (reference to name of the document), which has been a key document for hundreds of CSOs.

## 2.4. Documentation - research, compilation of documentation and analysis (Output D)

A number of documentations and analysis has been produced in connection with the projects, some directly funded and others as reports and outcomes of the project activities, or as inputs – such as training materials. This range from training kits and instructions in Nepalese (by Care and LO), to a feature of the IWGIA newsletter on indigenous peoples and REDD, policy briefings by ActionAid (through MS Denmark) on climate financing and climate debt.

Furthermore, a publication on citizens participation in climate change governance from Civic Response in Ghana, A book “When the rain fails” on Ethiopia’s Struggle Against Climate Change - where a Ethiopian peasant family is followed over nearly a year, to VOICE newsletters published in connection with UNFCCC meetings by the CAN Southern Capacity Building Programme based on stories from communities in developing countries most affected by climate change. As of April 2010 the list records 11 documentations funded and 10 produced as outcomes of the project. (See the list attached in Annex D).

The evaluation has not assessed and verified the quality and relevance of the publications. It is estimated by the 92 Group Secretariat that the publications have had a circulation of up to 36.000 recipients in total (estimates collected by asking the organizations involved). The publication “COP15 for Journalists – A guide to the climate change summit from IIED” alone recorded 5000 downloads from the IIED webpage in just a week in November 09.

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<sup>4</sup> This “Civil Society towards COP15” conference was organized by the 92 Group from another grant and aimed at developing and coordinating NGO strategies towards COP15. A sizeable number of Southern participants was invited in order to ensure a balanced input in the conference.

Some documents are planned to be produced in the first half of 2010 focusing on assessments and follow-up to COP15.

### 3. MANAGEMENT STRUCTURE

The responsibility for **project management**, monitoring and administration has been delegated to LO, IIED and a number of the Danish 92 Group member organisations (Ibis, CARE, OVE, MS-Denmark, DOF), who have entered into cooperation agreements to delegate day-to-day responsibility for execution to their respective Southern partners. In this respect, the Project has benefited from the existing management and administrative set-ups of the international NGOs who are present through their field offices in many of the participating Southern countries.

According to interviews, the Consortiums **Steering Committee** has carried out its role in a responsible manner. It has worked well with members located in UK, Guatemala, India and Denmark. However, it has also counted on a very good service from the Danish 92 Group secretariat. And a weak point is that the Steering Committee not was able to stimulate more inter-actions and synergy during the project implementation.

The use of the field office structures has been particular important in relation to the establishment of national climate networks (e.g. Danchurchaid, CARE).<sup>5</sup> It would be obvious to use this approach in a possible next phase, where capacity building can be done much better than in the current phase (with the time pressure towards COP 15).

The **secretariat** placed at the Danish 92 Group in Copenhagen has played a crucial role in handling the recourses from Danida in a responsible way. Including various administrative tasks as well as a lot of communication with the 7 consortium members (plus the six Danish organizations in the 92-group participating in the second grant) and other actors related to the civil society preparation for the COP 15. Probably due to all the practicalities in this intensive year 2009, the secretariat has only to a limited extent provided know-how that can be considered as “added value”. This is an issue that needs to be reconsidered in the next phase, including how to utilize the expertise among consortium members (e.g. IIED and CARE on adaptation).

In the following from the self-evaluation (see Annex E) with some replies from members of the Consortium regarding the programme management placed in the 92-group secretariat:

- *No problems, smooth, inclusive and understandable.*
- *We have been very happy for the support and guidance from the 92 group. We are also happy for the flexibility and patience. We have always felt that we could contact the secretariat with any questions, and we have received accurate and quick*

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<sup>5</sup> The various national networks have got complementary support from other donors than Denmark.

*response. The conference calls have been important and thanks to the secretariat for managing them.*

- *Both for channeling funding but also for sharing lesson learnt amongst member organizations.*
- *Generally quite good. But sometimes top-heavy in terms of time spent on management issues (e.g. it took an inordinately long time to get the final approvals, which lost valuable time).*
- *I don't believe more physical meetings should have been arranged, as it only adds to an already quite administratively heavy project (in relation to the amount of funds).*

Economically speaking, such consortium project is demanding with the long “chain” for sharing the **overhead cost** - from the ‘lead NGO’ (92 Group) transferring resources (and receiving reports) to the various Consortium members, which again are making contracts with their Southern partners (in some cases with their field offices involved). Approaching this “chain” has the advantage of involving people that know well their partners in the South. Nevertheless, it will be necessary to assess and consider the management set-up for a possible continuation in the next phase, as it will not be possible to count on the same level of payment of secretariat in Copenhagen that had a special justification due to the Summit being held in Denmark.



## 4. CONCLUSIONS AND RECOMMENDATIONS FOR NEXT PHASE

This chapter provides the main conclusions of the present evaluation and has also included key recommendations for a possible next phase.

### 4.1. Conclusions:

- 1) The project contributed to Southern participation in COP 15 and preparations for UN events, including a **significant number** of Southern CSO people that have learned a lot about international climate negotiations. Some very dedicated Northern NGOs have persons providing a great support and help to their Southern colleagues during the inter-sessionals and COP 15. This is in line with and has responded well to the project goal and its title: *“A stronger voice from the developing countries in the international climate negotiations”*.
- 2) In general, the Danish MFA support seems very **well justified** to the Consortium project(s). It has responded well to the problem that the participation of Southern NGOs in the global climate negotiations has been rather limited and sporadic in nature. In this sense the composition of the consortium members has been crucial due to their wide-spread partnerships with different types of organisations in the South.
- 3) Probably the most important outcome of the project is that various **Southern CSO networks** have been established with support from the consortium members (among others), e.g. Pan African Climate Justice Alliance (PACJA), ACCRA Caucus on forestry/REDD and national networks as those found in Ethiopia, Cambodia, Mali, Malawi, Nepal, among others. There is need for further consolidation of these emerging networks so that they can continue to advocate on climate issues and any other emerging issues beyond COP15.
- 4) Among the most important results, the project has contributed to increased contact between **government delegations and CSO groups** (e.g. Cambodia, African NGOs). This interaction has been much easier to initiate at international forums as compared to their home countries (this was the case even in a country like Ethiopia which has recently been recorded as being more and more repressive toward CSOs). Not the least, this increased interaction provides good potentials for increased collaboration at national level regarding implementation of climate measures.

- 5) It has been a major advantage for the project with the collaboration with **CAN-International** being a broad umbrella network for almost 500 NGOs. It was a very good idea that the Danish 92 Group suggested the support to CAN's Southern Capacity Building Programme.

CAN-I has in practice demonstrated Southern CSO persons how a structured civil society voice can obtain much more attention from the official negotiations and the international media (e.g. working groups preparing positions, daily 2 pm. meetings, ECO newsletters, etc.). In this way, the Danish support opened spaces and built bridges for many Southern civil society organizations, although there is still room for improvements to be worked further on in relation to COP 16 and COP 17.

- 6) Mentioned should also be the **trade unions**, where the project implied the involvement of many trade union leaders in the climate issue that according to the interviews only two years ago never thought about these issues as relevant for trade union work. With their large memberships this is important in many Southern countries, where the environmental NGOs generally count on limited constituency (membership).
- 7) The project kicked off in March 2009, this was a very busy year for climate change negotiations. The time span since March 2009 was too short, and only allowed for exposures at the conferences and training sessions. Meaning that there was limited time to invest in a **systematic capacity building process**. The result is that most of the efforts were taking place as the climate change negotiations were ongoing, thus "Learning by doing" of individual persons. As much as this was a healthy process, there may have been lost opportunities in the process such as organizational aspects of the home organizations/networks were not tackled. It is recommended that in the new phase the capacity building should be done in a more systematic way that goes beyond a training approach.
- 8) The Consortium can be commended for having mobilized various key actors including IIED, international trade unions and the Danish NGOs which are further linked to international church agencies, and other CARE structures. The result has been that many relevant Southern partners have been reached. Unfortunately the Consortium was *not* able to get maximum **synergies** from the various partners due to the time pressure in 2009. A number of areas were left unexplored, in particular regarding know-how and exchange of experiences. There have been some examples, e.g. the Ethiopia network benefitting from IIED fellows network.

A number of overlaps can be found among partners that have relations to more than one member of the Consortium (e.g. in Kenya both with the churches and the youth delegations supported by Danish Nature & Youth and CAN). The overlaps identified in this evaluation have not lead to unnecessary use of project resources.

- 9) A clear strength in the Project has been the ability to ride on many **existing partnerships** between Southern and all the Consortium members. This has built on trust and historical relations thanks to the Danish field offices (e.g. Danchurchaid, CARE, Ibis), the IEED set-up, and the ITUC/Sustainlabour (Spanish training institute). This added value has been essential for the many training and advisory sessions, and could be much better approached for strengthening the CSO networks, if the project is prolonged with a next phase.

#### **4.2. Recommendations:**

From the interviews and meetings with Southern participants during COP15 as well as with Consortium-members in January 2010, considerable interest was expressed for having a follow-up project. The mobilization around climate change issues, policy and negotiations towards the COP15 need to be maintained and carried forward. In many developing countries, national networks have been established and require further efforts for strengthening.

Follows some key-recommendations for a possible next phase project:

- 10) Next phase should increase the “added value” in the sense of transfer of **know-how** to Southern partners as well as South-South exchange of experiences within key topics related to climate change.
- 11) Continue support more efficient Southern participation in **CAN-International** that builds on this platform's adequate mandate as a political/content (while a model should be found for direct capacity building as such of CAN Southern regional nodes).
- 12) The Consortium could go for the “niche” with **sound capacity building** that includes an organizational strengthening of the various Southern climate policy networks at national and regional levels. Building on the strengths of IEED and Danish partnerships in a number of countries (including resources for involving field offices).
- 13) Priority for next phase could be strengthening the capacity and advocacy of selected national and regional **networks**:

<b>Regional &amp; national networks</b>	<b>Best channel</b>
PACJA African regional network and a number of national networks	DanchurchAid
Accra caucus on forestry/REDD and a number of national networks	CARE
Renewal energy networking/know-	OVE

how function in West Africa	
Sustainability Watch and CAN Latin America in collaboration (strengthening CAN node)	Ibis & Centro Humboldt
Journalists, CLACC and know-how function in the Project	IIED
CAN Southern secretariat core-function for working with Southern regional nodes	Danish NGO as lead consortium agency (and politically the Danish 92 Group as the umbrella)

- 14) The Danish/international NGOs could undertake dialogues with their partners about how to operationalise the gender dimension of their day-to-day work and how to overcome barriers to gender equity in the field of climate change policies and programmes.

The consultant formulated a Concept Note for a possible next phase that can be found in Annex G. This was the result from an evaluation process that was designed forward-looking based on many discussions with Southern partners. The note got valuable feedbacks from the April workshop, which leads to the formulation of a programme proposal for the next phase.

# ANNEXES

ANNEX A. TERMS OF REFERENCE

ANNEX B. PERSONS MET

ANNEX C. DEFINITION OF CAPACITY BUILDING

ANNEX D. PROGRESS REPORTED IN LFA

ANNEX E. GUIDING QUESTIONS FOR SELF-EVALUATION

ANNEX F. WORKSHOP 26-28 APRIL IN COPENHAGEN

ANNEX G. CONCEPT PAPER FOR NEXT PHASE PROJECT

# ANNEX A. TERMS OF REFERENCE

## TERMS OF REFERENCE FOR EVALUATION OF CONSORTIUM PROJECTS

(Revised March 2010)

### The overall objective

To assess if, how and to which extent the activities implemented have achieved the planned results and the project objectives, with a view to drawing lessons, recommendations and inputs to inform the preparation of a possible follow-up project for strengthening the capacity and influence of Southern civil society on climate change policy issues in a post COP15 perspective.

### Specific objectives

- 1) To assess the ***extent of objectives and results achieved*** compared to those stated in the project description
- 2) To assess the success of ***strategy*** of the consortium project, and the strategies of its members
- 3) To assess the ***added value*** of the consortium projects in the wider context of similar initiatives, and particular as an input to consortium members broader programmes with other funding sources.
- 4) To draw the ***lessons learnt and*** identify the ***best practices*** from the initiatives of the consortium members, with a view to informing other actors and a possible future follow-up project
- 5) To assess the extent and importance of the ***synergy*** of having different actors involved in a consortium project, and potentials for strengthening this in a possible new project
- 6) To assess the ***management of the project*** by the 92-group – primarily from the perspective of consortium - and 92-group members, and the options for improvement.
- 7) To ***assess needs in the post COP15 context*** for strengthening the capacity and influence of Southern civil society on climate change policy issues and to ***prepare a concept paper for a follow-up project*** including options and opportunities for structure of cooperation, thematic focus, knowledge sharing, and funding

## Outputs

- 1) An evaluation report with findings and recommendations
- 2) Write a concept paper for a follow up project in consultation with the consortium members and selected Southern partners
- 3) An evaluation and project planning workshop.

**Methodology** – the following elements are proposed:

- Implementation by Secretariat in cooperation with external consultant and consortium members
- Start with interviews during COP15 in Copenhagen, where Southern Partners participating on funding from the project can be interviewed
- Narrative and financial reports at the end of January 2010
- Self – evaluations by consortium members - in dialogue with their Southern partners – and collection of expectations and proposals for a follow-up project
- Interviews by consultant with consortium members – and possibly some of their partners (replacing field visits)
- Drafting evaluation report
- Prepare a concept paper for a follow-up project to guide project development at workshop
- Workshop to comment draft evaluation report and inputs to the concept paper from members of consortium and possibly key partners
- Write-up by consultant of evaluation report and consolidated concept paper with inputs by consortium members and southern partners.

### ***Revised timeline with steps in the evaluation and hours estimated for external consultant***

Timing	Evaluation activity	Responsible/participants
From late November 2009	Reading of project description and other written material	92 Group secretariat to find relevant documents, in cooperation with partners
December 7-18 <sup>th</sup> 2009	Interviews with selected South participants present at COP15.	Consortium members to inform which members present, covered by project – through Secretariat
January 2010	Questionnaires to organisations with partners not covered by	Consultant and secretariat

	interviews during COP15 on participation in UNFCCC negotiations and capacity-building	Consortium members to send to and collect from selected Southern partners/participants
31 <sup>st</sup> January 2010	Narrative and financial reporting deadline from Consortium members	Members in the consortium
Mid-February	Deadline for Self-evaluation by consortium members – including expectations for a follow up project	Members of the consortium to Secretariat
March	Meetings with Consortium members in Copenhagen / Preparation of workshop	Consultant and secretariat
February	Submission of Summary of evaluation to Consortium members for comments	Consultant with Secretariat
March	Formulation of Concept Paper for follow-up project. Based on lesson learned from evaluation	Consortium members, possible some southern partners
26- 28 April 2010	International workshop in Copenhagen (evaluation and design of future project)	Secretariat, steering committee and consultant
May 2010	Comments to Concept Note from members	Secretariat and consultant
May 2010	Finalising evaluation report	Consultant



## ANNEX B. PERSONS MET

	Name	Position	Institution
	<b><i>International Agencies:</i></b>		
1	Mike Shanahan	Press Officer	IIED
2	Simon Anderson	Head, Climate Change Group	IIED
3	Rod Janssen	Chairman	Helio International
4	Mark Harvey	Director of Development	Internews Europe
5	Laura Martin Murillo	Director	Sustain Labour
6	Shawnee Hoover	Legislative Policy Advisor	Oxfam America
7	Gunnar Boye Olesen	Energy policy coordinator	INFORSE / OVE Denmark
8	René Karottki	Adviser	Danish Ministry of Foreign Affairs
9	James Fahn	Global Director, Advisor	Earth Journalism
10	Yaroslav Bekesh	Coordinator	Alliance Green, Belarus
	Anabella Rosemberg	Sustainable development coordinator	ITUC
	<b><i>Member of Consortium steering committee and Danish 92 Group</i></b>		
11	Saleemul Huq	Senior Fellow	IIED
12	Hanna Reid	Researcher	IIED
13	David Turnbull	Director	CAN International
14	Shruti Shukla	Southern Capacity Program Coordinator	The Climate Action Network (CAN)
15	Heidi Rønne Møller	Consultant	LO (trade unions in Denmark)
16	Poul Erik Lauridsen	Programme Coordinator	CARE Denmark
17	Liv Helstrup Østergaard	Program officer	Care Denmark

18	María Isabel Olazábal	Programme officer in Central America	Ibis
19	Helene Gjerding	Programme officer	Ibis
20	Maria Glinvad	Vice chair	KULU
21	Malene Haakansson	Journalist and information officer	Dan Churchaid
22	Mattias Söderberg	Policy officer	Dan Churchaid
23	Walther Sanches	Active member	Nature and Youth/Energy Ethics
24	Troels Dam Christensen	Network coordinator	Danish 92 Group
25	Peter With	Project coordinator	Danish 92 Group
26	Dorthe Agger	Secretariat	Danish 92 Group
27	Janne Foghmar	Secretariat	Danish 92 Group
	<b>Latin America</b>		
28	Johannes Chigwada	Executive Director	CCSDN, Zimbabwe
29	José Àngel Bermúdez	Executive Secretary	Frente Nacional de los Trabajadores / Nicaragua
30	Alejandro Alemán Treminio	Program officer	Centre Humboldt, Nicaragua
31	Victor Campos	Director	Centre Humboldt, Nicaragua
32	Antonio Ruiz	Director	Fundación del Rio in Nicaragua
33	Ana Luz Romero Salcedo	Executive Director	Presencia Ciudadana, Mexico and CAN coordination group
34	Eugenia Del Valle Rivas	Coordinator	CROC, Mexico
35	Mónica Oblitas Zamora	Journalist	Los Tiempos, Bolivia
36	Roxana Castellón	Legal Advisor	Agua Sustentable / Bolivia
37	Diego Azzi	Responsible for regional integration	Trade Union Confederation of the Americas (TUCA), Brazil
38	Grethel Aguilar	Regional director	IUCN's Regional Office for Mesoamerica and the Caribbean

39	Pascal Girot	Programme Coordinator	UICN, Costa Rica
40	Javier Cipuertes Alvarez		C6T Mexico
41	Klavs Wulff	Regional director in Central America	Ibis
	<b>Africa</b>		
42	Mithika Mwenda	Coordinator	Pan African Climate Justice Alliance
43	Augustine B. Kiamphl	Board member PACJA	Pan African Climate Justice Alliance (Cameroon)
44	Rajen Awotar	Executive Chairman	Maudesco, Mauritius
45	Dereje G. Michael		Institute for Sustainable Development TWN, Ethiopia
46	Tamiru Sebsibe	Programme officer	Poverty action Network of Ethiopia
47	Negash Teklu	Executive Director	CIPHE Ethiopia
48	Dr. Ibrahim Togola	President	Mali Folkecenter N'yetaa, Mali
49	Pierre Dembele	Programme officer	Reso Mali Climate Network
50	Surveyor Efik	Executive Director	CCN Nigeria
51	Jessica Wilson	Programme Manager	EMG South Africa
51	Rosemary Olive	CEO Society for Women Empowerment Education and Training (SWEET) in Cameroon	AACC Action Against Climate Change
52	Mbone Enie	Director	WECAN Women's Environmental Climate Action Network (Cameroon)
53	Abate Gorfe Habtemariam	Sustainable Land Use Forum (SLUF)	Ethiopia
57	Voré Gana Seck	Director Green Senegal	Green Senegal, Senegal
54	Dr. Dorcas B. Otieno	Executive Director	KOEE, Nairobi
58	Dr. Emad Adly	General Coordinator	RAED, Egypt
55	David Akana	Journalist	Pan African Visions, Cameroon
59	Elvin Nyukuri	African Centre for Technology Studies (ACTS) and CLACC	Kenya
56	Dominic Walubengo	Director	FAN, Kenya
	<b>Asia</b>		

60	Suvas Chandra Devkota	Executive Officer	FECOFUN, Nepal
61	Bhola Bhattarai	General Secretary, Federation of Community forestry users	FECOFUN, Nepal
62	Bishu Rimal	President	GEFONT (trade unions), Nepal
63	Subodh Gautan	General Secretary	NEFEJ, Nepal
64	Raju Pandit Chhetri	Legal Advisor	United Mission to Nepal
65	Lam Dorji	Executive Director	Royal Society for Protection of Nature, Bhutan
66	Sanjay Vashist	Climate Change advisor (India)	Climate Action Network South Asia
67	Seng Sothira	Project Officer	NGO FORUM Cambodia
68	Raman Mehta	Functional Manager	ActionAid India
69	Torben Krab	Adviser in Cambodia	DanChurchaid
70	Agnes Lumphezi Banda	Adviser in Malawi	Dan Church Aid
71	Muhammad Jahedul Huq	Senior Research Officer	BCAS Bangladesh

## ANNEX C. DEFINITION OF CAPACITY BUILDING

**OECD definition:** The process by which individuals, groups and organisations, institutions and countries develop, enhance and organise their systems, resources and knowledge; all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives.

*Source Publication:* OECD, 2006, DAC Guidelines and Reference Series Applying Strategic Environmental Assessment: Good Practice Guidance for Development Co-operation, OECD, Paris.

**Capacity Building is much more than training** and includes the following:

- Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

### CAPACITY DEVELOPMENT: WHY, WHAT AND HOW

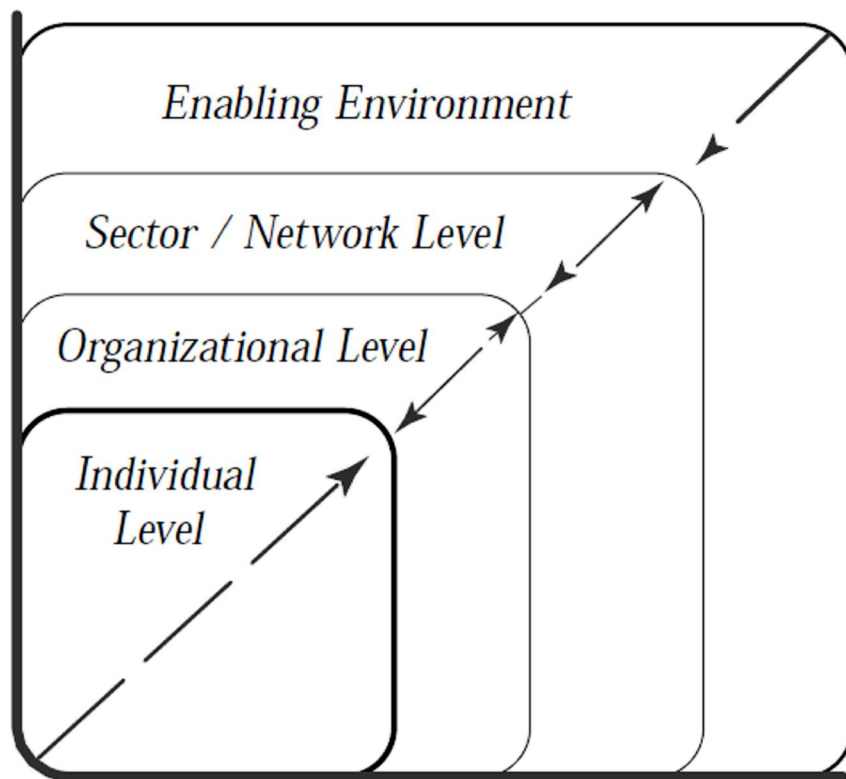
#### CIDA Canada (2000)

First of all though, it is important to be clear on what is meant by the term 'capacity'. Capacity is defined for purposes of this paper as the: *'abilities, skills, understandings, attitudes, values, relationships, behaviours, motivations, resources and conditions that enable individuals, organizations, networks/sectors and broader social systems to carry out functions and achieve their development objectives over time'*.

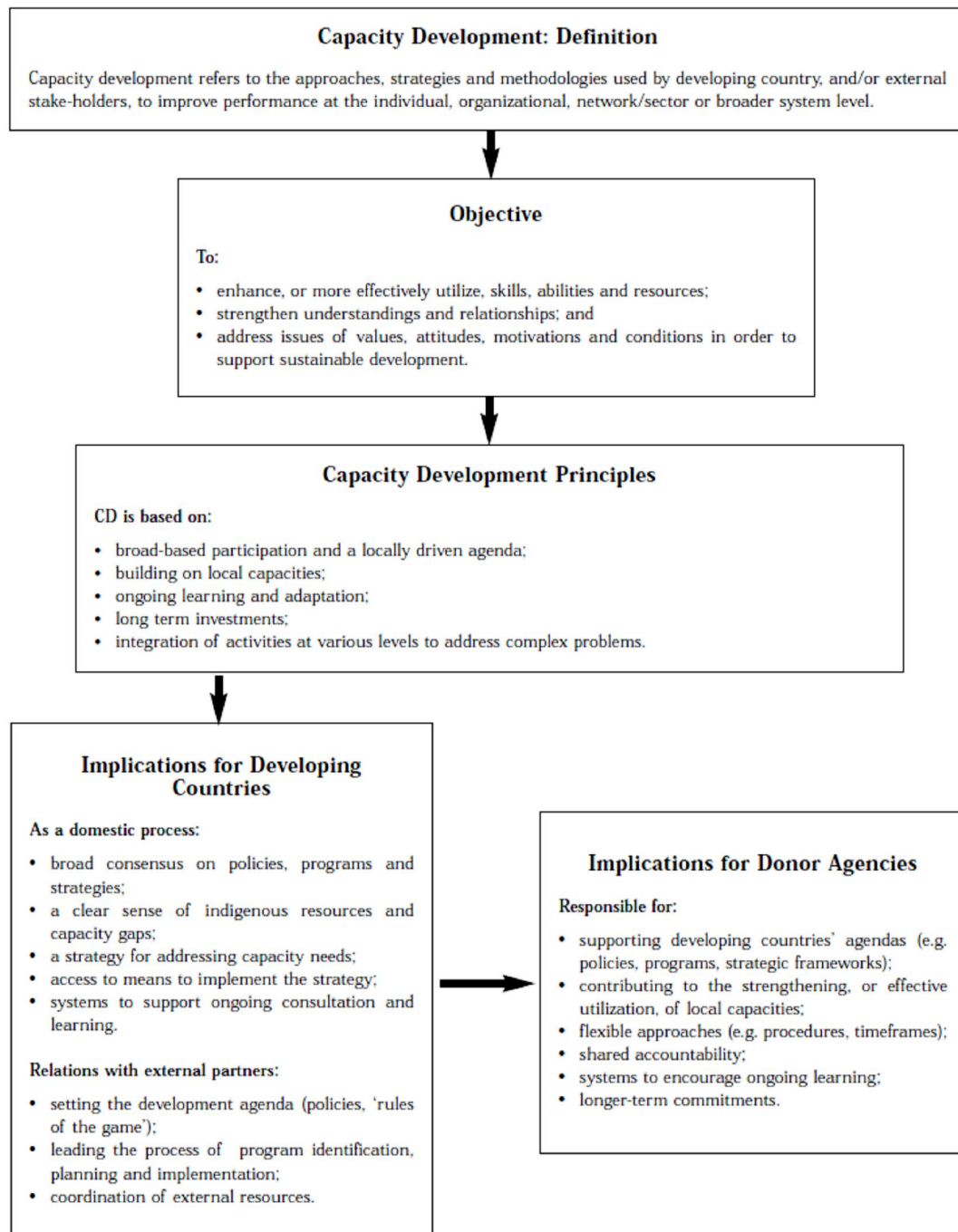
#### Capacity Development: Definition

Capacity development refers to the approaches, strategies and methodologies used by developing country, and/or external stakeholders, to improve performance at the individual, organizational, network/sector or broader system level *to carry out functions and achieve their development objectives over time'*.

## Capacity Development: Conceptual Framework



## *Capacity Development: In Brief*



## ANNEX D. PROGRESS REPORTED IN LFA

Table from the project management's PROGRESS REPORT (22 April 2010)

### QUANTITATIVE OUTCOMES IN LOGICAL FRAMEWORK

Expected outputs during the whole project 15 months (including first quarter of 2010)		PLANNED IN Up-scaled project	PLANNED IN First project	REALISED IN BOTH PROJECTS 2009	Comments
A - Capacity building - Training and capacity building activities	Such as seminar, courses, workshops, study trips of civil society actors in developing countries	At least 470 persons trained	At least 350 Persons trained	Around 1600 persons trained in all. The project paid the full expenses for around 1000	325 alone trained in Nepal, 100 youth participants in Kenya
B - Southern participation - facilitation and support to participation of southern civil society actors in UNFCCC negotiations.	Participation in intersessional meetings in Bonn, Bangkok and Barcelona and the COP 15 meeting in Copenhagen	Around 100 participants (52 to intersessional meetings and 47 at COP15)	More than 70 persons (85 indicated in up-scale application due to calculation error)	180 trips in all (94 in intersessional meetings, 86 at COP15), 67 in original, 113 in upscaled project	Some trips not realized in original project, some participants only partly financed (in upscale project)
C - Lobby, dissemination and awareness rising activities - Side events etc.	Campaigns - national and international, video presentations, materials/toolkit for information on the UN talks, workshops for CSOs with policymakers,	8 initiatives, in at least 25 countries Estimated, 15-20.000 people or more	30 activities and 5 reports from journalists	Together 174 activities in 55 countries reported. more than 15700 recipients targeted	Include all activities reported, both those funded and those related to the project
D - Documentation - research, compilation of documentation and analysis	Reports, articles, briefings, books, publications, many translated to other languages	18 publications in at least 12.000 printed copies plus web-versions	20 medias and 3600 journalists were informed (IIED COP15 media briefing	14 documents funded, 12 outcomes, 38.900 copies estimated in all.	See the list



Partner Organisations	Church, labour and trade unions, research, gender and indigenous organisations, and nature protection organisations	More than 90 organisations	70 organisations	Organisations involved more than 360	All organizations included in report, not only close partners to the consortium
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## ANNEX E. GUIDING QUESTIONS FOR SELF-EVALUATION

### GUIDING QUESTIONS FOR SELF-EVALUATION AND REFLECTION ON A POSSIBLE A NEW PROJECT.

*(These questions are a supplementary to those in the narrative reporting format)*

Filled out by	Organization:	
	<b>QUESTIONS FOR SELF EVALUATION – COVERING THE FIRST AND THE UP-DATED PROJECTS IMPLEMENTED DURING 2009, TAKEN TOGETHER</b>	<b>YOUR SUGGESTIONS FOR A POSSIBLE FOLLOW-UP PROJECT - OF POSSIBLY TWO YEARS DURATION</b>
<b>a. On strategy</b>	<p>Briefly present your strategy for the activities supported by the project (possibly in the context of activities funded by other sources).</p> <p>Were your activities in capacity building, participation in negotiations, advocacy and documentation (categories A to D in the activity plan) meant to support each other – if so how so ? ).</p> <p>How did the strategy work out? What are the key positive or negative lessons, at the strategic level?</p>	<p>In the post COP15 Context, what will be your strategy(ies) in the field: Strengthening the capacity and influence of Southern civil society on climate change policy issues.</p> <p>What do you expect to be the key areas of intervention? What do you expect to be your thematic and geographical priorities?</p> <p>What do you expect to be your target groups?</p> <p>What are your preliminary suggestions for areas where a possible consortium project can support your interventions in a one-two year perspective?</p>
<b>b. On capacity building –</b> (complementary to the narrative reporting form)	<p>What has been the focus and the target groups for of your capacity building activities in the project?</p> <p>Briefly, which methods have you applied for capacity building? For training?</p> <p>How have you approached your existing partnerships in relation to capacity building?</p> <p>To which extent have you supported specific national, regional or thematic networks in the South. If so what has been the main focus for strengthening the network?</p>	<p>Do you plan to strengthen Southern networking related to climate change in the post-COP15 context?</p> <p>Which network at national, regional or international levels? How?</p> <p>What methods are you foreseeing for possible capacity-building?</p> <p>How can you (as member of the consortium) contribute to the upgrading of Southern partners skills, know-how and capacity?</p>

<b>c. Effects, added value and co-funding</b>	<p>Where did activities funded from this Danish supported project make a particular difference? Provide examples of voices which would not have been heard if this project had not provided support; provide examples of specific achievements, results and impacts of advocacy initiatives under your activities</p> <p>What was your main “added value” as international organization?</p> <p>Did your organization/network receive support for the types of activities included in this project from other donors? Which donors? What was approx. the share of funding covered by this project?</p>	<p>Do you have suggestions for which kinds of support should be the focus and the priorities in a possible new consortium project.</p> <p>What are your proposals/expectations for the project to add to activities funded by other sources?</p> <p>Do you see possibilities for harmonization or cooperation with other consortium partners / donors supporting the same partners?</p>
<b>d. On lessons learnt</b>	<p>What are the 2-3 positive and 2-3 negative key lessons learnt in for you in the consortium projects?</p>	<p>How will these lessons guide and inform your planning for future interventions and for a possible new consortium project</p>
<b>e. On synergy</b>	<p>Did you or your partners experience benefits from being involved in the consortium with other members engaged in similar activities/countries? Can you provide examples of positive synergy, (such as inspiration, ideas, sharing of resources...).</p> <p>Do you see missed opportunities for synergy?</p>	<p>Do you have suggestions for strengthening the synergies in a possible new consortium project? In which areas?</p> <p>Would it be possible / relevant to aim for more collaboration at country levels (e.g. between trade unions, NGOs and research)?</p>
<b>f. On Management and Involvement</b>	<p>Please comment on the programme management from the 92-group secretariat. For instance as regards guidance, flexibility, response time, relevance of demands and feedback, inclusiveness, visibility. Has the communication been accurate, relevant, too heavy or light?</p> <p>Have the teleconferences been relevant, well prepared? Should more meetings physical meetings have been arranged?</p> <p>How do you see your own involvement and</p>	<p>Do you have suggestions for improvements of management in a possible new project?</p> <p>Changes in the communication, in the frequency of meetings, in engagement and relations between consortium members?</p>

	engagement in the consortium? Is the consortium mainly a channel for access to funding for you, or is it beneficial in other ways? How?	
<b>g. Structure and focus of the project and consortium</b>	What has in particular united the consortium is the common purpose of promoting the engagement and influence of Southern NGOs in the climate negotiations towards COP15.	For a possible two year project a more focused purpose is probably needed, and it is relevant to consider the composition and structure of the consortium. Please share your reflections on this.

## ANNEX F. WORKSHOP 26-28 APRIL IN COPENHAGEN

NGO COP15 CONSORTIUM

### CLIMATE CAPACITY WORKSHOP, 26<sup>TH</sup> – 28<sup>TH</sup> APRIL 2010

Venue: VerdensKulturCenteret , Nørre Allé 7, 2200 Copenhagen N, 3<sup>rd</sup> Floor, room 305

#### PRELIMINARY WORKSHOP PROGRAMME

<b>Monday 26<sup>th</sup> April: Validation of the Consortium project “Stronger Southern Voices in the International Climate Negotiations”</b>	
<b>9.00</b>	<b>Arrival and registration</b>
<b>10.00</b>	<b>Welcome and introduction to the workshop, round of introduction</b>
<b>11.00</b>	<p><b>The Southern Perspective – climate capacity beyond COP15</b>  <i>What was achieved in developing countries on capacity-building on climate change issues in the process towards COP15, regarding public awareness and engagement in the climate negotiations – nationally and internationally? What are the key challenges ahead?</i></p> <p>Presentation of 15 minutes each by climate networks from the South engaged in climate change: A national, a regional and a thematic network:</p> <ul style="list-style-type: none"> <li>▪ The Ethiopian Civil Society Network on Climate Change (ECSNCC) by <i>Dr. Habtemariam Abate, SLUF (to be confirmed)</i></li> <li>▪ Sustainability Watch, Central America by <i>Alejandro Aleman, Centro Humboldt, Nicaragua (tbc)</i></li> <li>▪ Pan African Climate Justice Alliance (PACJA) by <i>Augustine Njamshi, BDCP, Cameroon</i></li> <li>▪ The Accra Caucus (a thematic network on REDD) by <i>Bhola Battarai, FECOFUN, Nepal (tbc)</i></li> </ul> <p>Followed by questions and debate</p>
<b>12.30</b>	<b>Lunch</b>
<b>13.30</b>	<p><b>The Evaluation of Stronger Southern Voices – preliminary findings and recommendations</b>            By Hans Peter Dejgaard, INKA Consult</p> <p>Questions, comments and debate</p>
<b>15.00</b>	<b>Coffee Break</b>
<b>15.30</b>	<p><b>International Climate Networks – engaged in the South</b>  <i>How did the international networks engage Southern members and actors in the international climate negotiations towards COP15? What was achieved, and what are the challenges ahead?</i></p> <ul style="list-style-type: none"> <li>▪ the Southern Capacity Building Programme of CAN-International</li> <li>▪ The CLACC Network on adaptation in Least Developed Countries, by <i>Elvin Nyukuri (CLACC Fellow, Kenya) (tbc)</i></li> </ul>

	Presentations of 15 minutes – followed by debate
<b>16.30</b>	<b>End of Workshop Day 1</b>
<b>17.00</b>	<b>Consortium Steering Group Meeting</b>
<b>19.00</b>	<b>Dinner</b>
<b>21.00</b>	<b>End of Day 1</b>
<b>Tuesday 27th April</b>	
<b>Learning from the Lessons: Consolidating the achievements and looking ahead</b>	
<b>9.00</b>	<p><b>The climate policy agendas for Southern Networks - the UNFCCC and other international and regional actors</b></p> <p>Presentations and discussions on for instance:</p> <ul style="list-style-type: none"> <li>▪ The UNFCCC negotiations towards COP16 and 17</li> <li>▪ Governmental and intergovernmental actors in Africa</li> <li>▪ The windows for climate finance</li> <li>▪ The BASIC countries / the Most Vulnerable Countries</li> </ul>
<b>10.30</b>	<p><b>Presentation of a concept paper for how to consolidate and develop the Southern mobilization on climate change towards COP16.</b></p> <p>Draft title of the paper: “Strengthening Climate Policy Networks in the South” by Poul Erik Lauridsen, Care Danmark</p> <p><i>The concept paper will be sent out before the meeting.</i></p>
<b>11.00</b>	<b>Coffee-break</b>
<b>11.30</b>	<p><b>Discussion and further development of the concept paper</b></p> <p>Through discussions, recommendations and input from homework from workshop participants</p> <p><i>One or two pages with homework for workshop participants will be sent out before the workshop</i></p>
<b>13.00</b>	<b>Lunch</b>
<b>14.00</b>	<p><b>Group work (with coffee) to develop specific recommendations to follow-up initiatives and to further develop the concept paper.</b></p> <p>Issues to be further defined – obvious options are the following:</p> <ol style="list-style-type: none"> <li>1. Strengthening the capacity of climate policy networks – and their cooperation</li> <li>2. Promoting synergy between the networks and the actors in the consortium</li> <li>3. Sharing of knowledge, know-how, exchanges.</li> </ol>
<b>15.30</b>	<b>Reporting back and listing of ideas and recommendations to inform a possible follow-up project</b>
<b>16.30</b>	<b>End of Day 2 (Working group to summarize main recommendations and findings)</b>
<b>19.00</b>	<b>Joint dinner</b>

<b>Wednesday 28th April</b>	
<b>Finalising and closing the workshop – and dialogue with external actors</b>	
<b>9.30</b>	<b>Presentation of the findings and recommendations summarized by the working group</b> based on the discussions the preceding days - final discussion and debate on outstanding issues and the process for following up.
<b>11.00</b>	<b>Final session summarizing the discussion on evaluation findings and specific recommendations to inform a follow-up project</b> <b>A representative from the Danish Ministry of Foreign Affairs has been invited</b> to comment, ask questions and enter into dialogue on the issues
<b>12.15</b>	<b>Closing the workshop</b>
<b>12.30</b>	<b>Lunch</b>
<b>Late afternoon</b>	<b>PUBLIC MEETING AT DANCHURCHAI, NØRREGADE 13, 1165 Copenhagen K</b> <b>working title:</b> <b>Southern perspectives on climate change</b> Southern participants will be invited to speak – and a public debate. Press will be invited

## Participants in Climate Capacity Workshop - 26 - 28th April 2010

<i>Organisation</i>	<i>First Name</i>	<i>Surname</i>	<i>Country</i>	<i>Org</i>
<b>Southern Partners</b>				
Sustainable Land Use Forum (SLUF)	Abate Gorfe	Habtemariam	Ethiopia	FKN
Pan African Climate Justice Alliance, PACJA	Augustine	B Njamnshi	Cameroon	FKN
CLACC fellow from African Centre for Technology Studies, ACTS	Elvin	Nyukuri	Kenya	IIED
Federation of Community Forest Users in Nepal, FECOFUN	Bhola	Bhattarai	Nepal	CARE
Centro Humboldt and SusWatch	Jose Alejandro	Aleman	Nicaragua	Ibis
Reso Climat Mali - Mali Climate Network	Pierre	Dembele	Mali	OVE
<b>Members of the Consortium</b>				
Danish Church Aid	Malene	Haakansson	Denmark	FKN
IIED	Hannah	Reid	UK	IIED
CAN-International	David	Turnbull	US	CAN
CAN-International	Shruti	Shukla	India	CAN
CARE	Poul Erik	Lauridsen	Denmark	CARE
CARE	Tasia	Spangsberg Christensen	Denmark	CARE
SusWatch	María Isabel	Olazábal Prera	Guatemala	Ibis
Ibis Denmark	Helene	Gjerding	Denmark	Ibis
Danish 92-Group	Troels	Dam Christensen	Denmark	92-Group
<b>Danish 92-Group members participating in the "Stronger Southern Voices"</b>				
KULU	Maria	Glinvad	Denmark	92 Group
<b>New candidate interested in a follow - up project</b>				
WWF	Marianne	Werth	Denmark	92 Group
WWF	Jacob	Fjalland	Denmark	92 Group
<b>92-Group Secretariat</b>				
Secretariat	Peter	With	Denmark	92 Group
Secretariat	Dorthe	Agger	Denmark	92 Group
Secretariat	Janne	Foghmar	Denmark	92 Group



## ANNEX G. CONCEPT PAPER FOR NEXT PHASE PROJECT

28 May 2010 /Hans Peter

3. version adjusted after incoming comments

### Concept Paper for next phase Project

*“Advocacy and capacity building with civil society networks related to climate change issues in Asia, Africa and Latin America”*

*The Consortium: The Danish 92 Group, CARE Denmark,  
DanChurchAid, IBIS, CAN and IIED*

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2. Brief description of the next phase Project .....	42
3. Project’s target groups and involved actors .....	
4. Project implementation strategy .....	48
5. Project Management.....	54

### 1. Introduction

The period since the Bali Road Map was approved at COP13 has made it evident that a legal binding commitment will not be obtained without civil-society undertaking a constructive role as well as putting pressure on governments.

Propelled by the COP15 process and the prospect for a new global climate agreement, a number of Danish and international NGOs created a consortium and obtained support from the Danish Ministry of Foreign Affairs to strengthen the participation and advocacy on climate change and the negotiations among partner organisations in developing countries. This was reflected in the title of the project: *“A stronger voice from the developing countries in the international climate negotiations”*.

The lead organization towards the Danish MFA was the Danish 92 Group on behalf of the NGO COP15 Consortium. The project, supported by the Danish MFA in 2009 and in the first half of 2010,

has had four budget lines: A: Capacity Building, B: Participation, C: Advocacy and Awareness Raising, and D: Documentation/Publications.

According to the evaluation carried out, key among the project's achievements was that a significant number of Southern CSO people learned a lot about international climate negotiations and the key issues. The Danish support through well established partnerships (such as with IIED and Danish NGOs) created opportunities for many Southern civil society organizations, which also benefitted from CAN-International. This provided an excellent entry point on how, in practice, the voice of a structured civil society can result in much more attention from official negotiations and from the media.

The present Concept Note proposes a new phase for strengthening and consolidating Southern civil society networks that got engaged during the COP15 process, and utilizing some of the capacity built in the last phase of the project. This was a clear recommendation from the evaluation of the previous project, which also suggested more focus on "added value" in terms of the transfer of know-how to Southern partners as more systematic in building the capacity of the various Southern climate policy networks at national and regional levels. The capacity building can take advantage of the partnership strengths that Southern organisations have with IIED and Danish NGOs in a number of countries (including resources for involving field offices).

With the perspective increasingly moving towards the preparation of the 16th (Mexico) and 17<sup>th</sup> sessions (South Africa) of the Conference of Parties to the UNFCCC, the Consortium intends to continue its support to the Southern CSO partners engaged with policy makers, parliaments, civil society organizations, communities, and the media, as well as in public awareness on climate change, dissemination of good practice, etc.

The Consortium will continue in this next-phase Project, and will be composed of The Danish 92 Group, CARE Denmark, DanChurchAid, IBIS, CAN and IIED. A Danish 'lead agency' will be appointed among this group, towards the Danish MFA.

## ***2. Brief description of the next phase Project***

This section presents the logical framework planning of the next phase of the Project. To the extent possible, the planning of the detailed activities will be carried out by the responsible networks in the South, in dialogue with the Danish/international partners.

The Project will continue working the adoption of adequate global agreements at COP 16/COP 17 by governments. Within this framework, the **Project's overall development objective** is defined as:

Southern civil society's networks voice and influence have an effect on UNFCCC's inter-governmental negotiations of a fair, ambitious and binding global climate agreement for the period after 2012, that contributes to avoiding dangerous climate change, promotes sustainable development, compensates poor developing countries for the costs related to adaptation and mitigation, and ensures an equitable division of future emissions and financial commitments for adaptation and mitigation.

### **Immediate objective:**

*Civil society organisations and networks in selected developing countries have, through south-south and north-south alliances, increased capacity for carrying out advocacy and public awareness at national, regional and international levels, aiming at climate change policies promoting environmental integrity and sustainable development benefitting poor and vulnerable people.*

### **Outputs based on Immediate Objective:**

1. The selected Southern CSO/NGO networks have increased their performance, efficiency and accountability (to their constituency) through participatory **capacity building** of the network, with possible involvement of the services of qualified consultancy/process facilitation/change management and network specialists.
2. The NGO/CSO network in each country has made **written assessment reports** with an analysis of their government's performance in relation to climate negotiations as well as national implementation, leading to the formulation of the networks position papers and other public information materials.
3. Participating Southern NGO/CSO networks have – preferably together with social organisations and indigenous peoples' organisations – undertaken **lobbying, advocacy and public dissemination**, aimed at influencing national, regional and international institutions concerning issues related to, *inter alia*, climate change, poverty reduction and good governance.
4. The international Consortium has provided and facilitated **know-how, advisory**, exchange of experiences and training that responds to the needs from the various national and regional NGO/CSO networks involved in the Project.
5. Adequate preparation of the selected Southern civil society actors in relation to influencing the **UNFCCC negotiations** related to COP16 in Mexico and COP17 in South Africa as well as regional and international institutions involved in implementation and financing, such as EC, WBPPCR, KP Adaptation Fund, LDCF, UNREDD, WBFIP/FCPF, regional development banks, UNDP/UNEP, IUCN, ASEAN, AU, SADC, NEPAD, SICA, businesses organizations, among others.
6. Through the use of the **electronic information** system (mailing lists, newsletters, updated website), the Consortium will provide and share information from the national, regional and thematic NGO/CSO networks and promote exchange of experiences.

### **Indicators (to immediate objective):**

Indicators should be laid down for the purposes of monitoring the process and the Project's effects, thus facilitating efficient learning and timely adjustment and improvements.

The implementation partners in each region/country are expected to examine and formulate proposals for indicators in greater detail, including their means of verification. This should be included in the specific sub-projects (supported by this Project).

Following are indicators related to immediate objective:

- a. The national NGO/CSO networks have been strengthened through the concrete process towards, and elaboration of, a national Sustainability Watch report - a watchdog report on

government activities and the national climate change response status that all country networks have to produce. (see output 2 above p. 3)

- b. The NGO/CSO networks have received input to the national Sustainability Watch report from research institutions, universities and other important stakeholders (farmers, women, youth, indigenous people, etc.).
- c. The national/regional/thematic networks elaborated Climate Change assessment reports have received attention from, and have been discussed with, line ministries, parliamentarians, business organisations and other stakeholders. In addition, the reports have received coverage in the national media.
- d. Number and quality of actions taken up by Southern partners in relation to influencing climate change policies and implementation at regional and international levels.
- e. Perspectives and agreed positions among NGOs and IP organisations have been converted into public awareness, lobbying and advocacy related to:
  - The involved national/regional networks are conducting consultations with Community Based organisations and Indigenous Peoples' organisations regarding positions on climate change policies at national and international levels.
  - Concrete lobbying activities carried out in relation to regional and international institutions involved in implementation and financing (EC, WBPPCR, KP Adaptation Fund, LDCF, UNREDD, WBFIP/FCPF, regional development banks, UNDP/UNEP, IUCN, ASEAN, AU, SADC, NEPAD, SICA, businesses organizations, among others).
- f. Civil society organizations in selected developing countries take active part in the efforts to influence the UNFCCC negotiations – and in particular their own government – for an equitable climate change agreement.
- g. Persons involved in organizations supported by this Project are increasingly invited to international, regional and national meetings.
- h. Increase in the quality and quantity of the media coverage of climate change in selected countries (with networks), including more local voices, more coverage of adaptation, and increased representation of the views of the vulnerable people in media outlets.
- i. Southern national and regional NGO/CSO networks (and network members) benefit from sharing of experiences, know-how and good practices on climate change issues, including the use of the project's website.
- j. Some Southern networks (related to the Project) have requested and – possibly with the involvement of the services of qualified consultancy/process facilitation/change management and network specialists – undertaken efforts towards capacity development (e.g. thematic knowhow, strategic planning and organisational/network development, including management, internal democratic decision-making processes, volunteer policies, gender, enhanced planning, monitoring and financial management).

With a project with so many actors and implemented in so many countries, it is difficult to establish an accurate baseline. Neither is it possible to have an exact measurement of the effect of the contribution from the Consortium as many other actors are involved in funding similar activities.

## Assumptions

The achievement of planned objectives and outputs in the Logical Framework planning is related to the realisation of the following assumptions:

- The Project is assumed to be complementary to a wide range of existing partnerships and projects, in which Danish and other international NGOs, bilateral agencies, etc. are engaged.
- The national member organizations affiliated to the networks/platforms will assign priority to work in the networks.
- The Southern project partners will seek alliances with social organizations, trade unions, Indigenous Peoples organizations, etc.

## Inputs and budget for the Project

The estimated overall budget for the DANIDA support will be at a level of around 5 million Danish Kroner per year, ( app. 800.000 USD/year at the exchange rate of 1 US\$ = 6.0 DKK) for a period of 2-4 years. It could be considered as having 2 – 3 stages: and two or more contracts with Danida, since the Danish Climate Fund cannot provide for multiannual funding.

### 3.1. Project's target group

Target groups:

- Primary target group: Civil society organisations and actors, grassroots and indigenous peoples' organisations, national and regional networks.
- Secondary target groups: Parliament/ministers and government offices in selected countries targeted in the project as well as governmental delegations to the UNFCCC COP16/COP17 and other meetings. This will also include other intergovernmental institutions dealing with climate change issues (e.g. World Bank and regional development banks, IMF, EU, UNDP/UNEP, IUCN, ASEAN, AU, SADC, NEPAD, SICA, businesses organizations, etc.).
- Final beneficiaries: millions of people vulnerable to climate change in (selected) developing countries will benefit from improved climate change policies at international, regional and national levels.

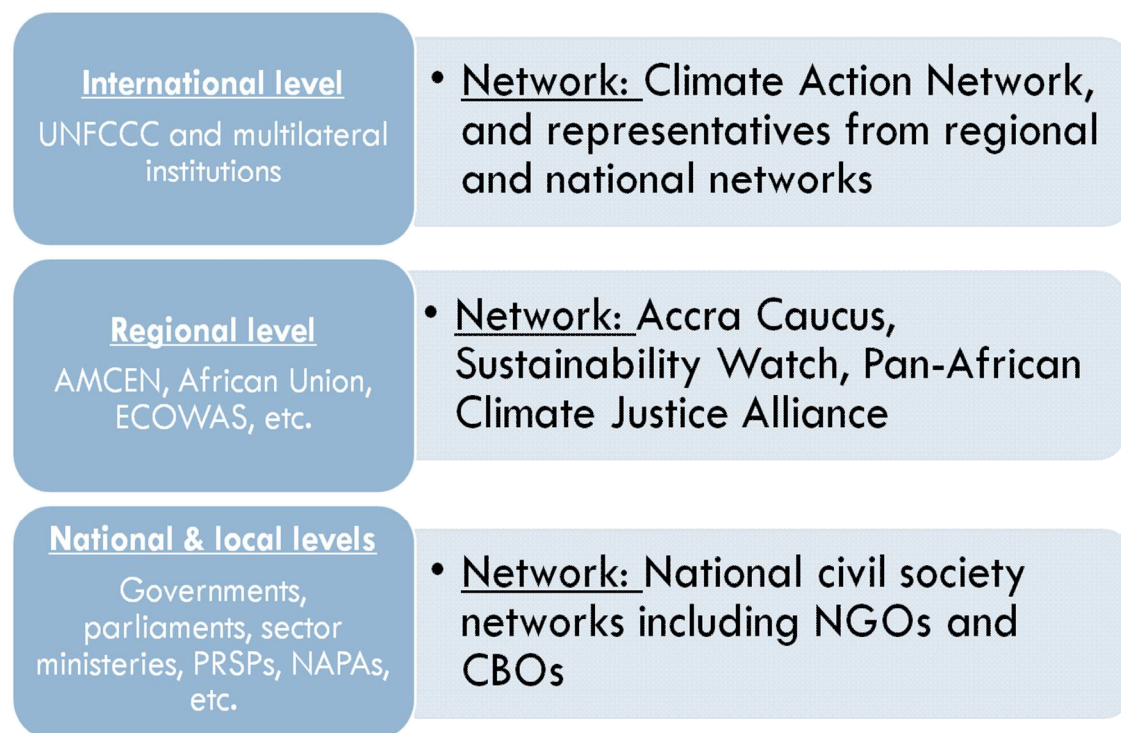
Danida has the limitation that development aid only can be provided to countries with less than 2.570 USD GNI per capita. It means that support cannot be provided to middle-income countries. This is a challenge for a number of organizations that would be interested in participating in the Project. In regional activities, however, such as workshops or advocacy initiatives, also organisations from countries above this income limit can be included.

### 3.2 Key Actors and division of work

The focus for the next phase should be strengthening the capacity and advocacy of selected national and regional networks. The networks are working at different levels as illustrated in the slide below,

## Civil society networks at the various levels

[ CAN will work predominantly through its existing Regional Nodes hence will also be found in the second box below. ]



The support to selected networks will be channelled through the members of the Consortium behind the project, as suggested below.

Regional, thematic & national networks	Channel
Strengthen national networks in Cambodia, Malawi and Ethiopia - and their relationship with the PACJA African regional network	DanChurchAid
Accra caucus on forestry/REDD and a number of national CC networks working on adaptation, REDD including; Tanzania, Ghana, Niger, Mozambique, Kenya, Vietnam, and Nepal	CARE
Renewable energy networking in West Africa through MFC (also having a know-how function on energy), and support for national CC networks in Mali, - (and other Sahel countries?)	OVE
Support for the SusWatch regional network and its cooperation with the CAN Latin America node	IBIS

CLACC fellows providing a know-how and advisory function on adaptation – as well as support for (a part of) the 15 national fellows in the Least Developed Countries.	IIED
CAN-International's Southern secretariat working with CAN Southern regional nodes and national networks and partner organizations in developing countries.	CAN international
Youth and the Gender networks	Nature and Youth – KULU/GGCA, in roles to be defined by Consortium/Lead Organisation (CARE)

### 3.3. Members of the Project Consortium:

**Danish/international NGOs** forming the Project **Consortium** covering various themes and specializations are as indicated below:

- **The Climate Action Network (CAN)** acts as an umbrella network for the political policy and advocacy coordination of like-minded civil society organizations around the UN Climate talks and other related international processes. Currently CAN has over 500 member organizations around the world. These are both development, environmental and research NGOs. CAN international secretariat supports increased involvement of their Southern members and Southern CAN nodes in South Asia, South East Asia, Pacific, Africa and Latin America.
- **IIED:** International Institute for Sustainable Development is working with the same partners as in the previous phase – in short, with the journalists in the Climate Change Media Partnership on one side and, on the other side with the NGO experts/researchers on adaptation working in local NGOs in the least developed countries, in the CLACC network (Capacity Strengthening of Least Developed Countries for Adaptation to Climate Change). These CLACC fellows are working in institutions already having strong links with both government policy makers and communities in their respective countries, as well as convening research. CLACC organisations have strong links to CBOs operating in their countries and can therefore tap into community-level activities and experiences and ensure programme activities are of direct benefit to them. Also the CLACC fellows will be supporting and strengthening national climate networks in the countries where they are based: Zimbabwe, Mozambique, Zambia, Tanzania, Kenya, Sudan, Uganda, Malawi, Benin, Mauritania, Senegal, Mali, Nepal, Bangladesh and Bhutan.
- **CARE-Denmark:** The partner organisations TFCG Tanzania, Civic Response Ghana, FECOFUN Nepal and Civic Response Tanzania Forest Conservation Group (TFCG), which have been trained are civil society organisations working on forest, biodiversity and the rights of poor, marginalized women and men and indigenous people. In addition, collaboration is ongoing with the ACCRA Caucus on forestry/REDD. CARE is also implementing the regional African

Adaptation Learning Programme (Ghana, Niger, Mozambique and Kenya) which includes a specific focus on advocacy related to adaptation and will be supporting a number of Civil society networks on adaptation and/or REDD in Vietnam, Nepal, Ghana, Niger, Tanzania, Peru and Brazil.

- **DanChurchAid:** with partner-organisations (church-related as well as secular) and climate change networks in Ethiopia, Kenya, India, Uganda, Zambia, Cambodia and Malawi<sup>6</sup>. In addition, collaboration is ongoing with Pan African Climate Justice Alliance (PACJA) supported by other ACT International partners - where in a complementary way, the Danish support is mainly planned for national networks affiliated to PACJA.
- **IBIS:** is working with the Sustainability Watch network in Central America and Bolivia, involved in sustainable development and climate change issues. The focal point Centro Humboldt (Nicaragua) is part of the new Coordination Group that is 're-engineering' the regional CAN node in Latin America. Suswatch is at the moment discussing possibilities for closer collaboration with CAN-Latin America. Ibis own support to SusWatch should, to the degree possible, be harmonized with the present Consortium support to Latin America.
- **The Danish 92 Group:** 22 organisations engaged in poverty, sustainable development, climate change or environment, in different developing countries. Some members of the 92-group are separate members of the Consortium with their own budgets (DanChurchAid, Ibis and CARE Danmark). The Danish 92 Group will no longer be the lead agency as its mandate is to be a political coalition dealing with policy and advocacy. The Danish Organisations in the Consortium are all active members in the 92-Groups Climate Work and will feed in positions and perspectives from their engagement in the project to inform the policy of the 92-Group.
- **OVE** (Organisation for Sustainable Energy) has supported the Mali Climate Network (Reso Mali Climat) through MFC Nyetaa, as well as a regional network of Sahelian NGOs working on climate change (SPCC), covering both sustainable energy resources in local development, adaptation to climate changes. OVE is also involved with INFORSE (International Network for Sustainable Energy) in Africa.
- **Other actors** may be involved, not as direct members of the consortium, but with a specific role defined in the project through the lead organisation. This can be KULU (Women in Development) with links to the FEMNET Africa, Nature and Youth, which have involved African youth networks towards and after COP15.

## ***4. Project implementation strategy***

### **4.1. General strategy**

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<sup>6</sup> The Ethiopian Civil Society Network on Climate Change; National Climate Change Network in Cambodia; and Malawi ACT Forum.



The next phase of the Project will see some changes being made in the implementation strategy (compared with the previous phase):

- Where many Southern participants learned about the UNFCCC negotiations and the key issues that emerged in the previous project phase (with considerable resources spent on international travel expenditures for COP15 and preparatory events), this phase will focus more on advocacy and public awareness at the regional and national levels. Only to a limited extend funds will be provided for international travel expenditures. And only when travelling on clear network mandates/agreed positions in relation to advocacy work or capacity building at the international level.
- Whereas in the previous phase capacity-building involved mainly exposure and training of individuals, this phase intends, with a more systematic approach, to provide capacity building and development to national and regional CSO networks involved in climate issues. Priority will be on the consolidation and sound capacity building of already established networks, which includes organizational and technical strengthening of the various Southern climate policy networks at national and regional levels. This effort can build on the strengths of IIED and Danish partnerships in a number of countries (including the field offices and CLACC countries/fellows).

A particular task will be the relationships between national and regional networks, where the decision-making, flow of information and accountability are well known challenges. This should be part of the Project's support to organisational strengthening of both the national and regional networks.

- The project's set-up will explore the complementary strengths of CAN (with the CAN regional policy nodes), IIED/CLACC's extensive knowledge on adaptation in LDC countries, as well as the long track record of the Danish NGOs with field offices of supporting capacity building of civil society organisations.

The following are the **four key focus areas** of the Project:

- ☐ Support for climate change **advocacy and public awareness** aimed at fair pro-poor positions of governments and other stakeholders to their commitments related to climate issues and favouring sustainable development.
- ☐ Priority should be **capacity building** - including organizational and technical strengthening - of existing networks at national and regional levels in developing countries: OD, policy analysis, advocacy, media engagement.
- ☐ A particular focus will be to **strengthen relationships between/amongst national and regional networks and international networks**, where interaction, decision-making, flows of information and accountability are well-known challenges.
- ☐ Focus on **know-how** - brokering knowledge and facilitating linkages on selected themes: adaptation, REDD, renewable energy, gender.

The following sections provide more specific remarks about the implementation strategies.

## **4.2. Advocacy and public awareness**

Compared with the previous phase, the Project will broaden the scope beyond UNFCCC negotiations, considering the following four levels::

- i) national level with governments, parliaments and other stakeholders,
- ii) regional level institutions (African Union, AMCEN, NEPAD, etc.),
- iii) international institutions involved in implementation and financing. Among the bodies to be mentioned in providing the latter is the European Commission; and financial mechanisms are to be handled by the several bodies (WBPPCR, KP Adaptation Fund, LDCF, UNREDD, WBFIP/FCPF),
- iv) UNFCCC negotiations at COP16 and COP17.

The Project wishes to increase Southern civil-society networks' ability to engage more efficiently in advocacy aimed at fair pro-poor positions of governments and other stakeholders to their commitments related to climate issues and favouring sustainable development.

A special advantage of the Climate issues is that Southern and Northern partners have common interests, as climate changes go beyond borders and boundaries. This implies the possibility for making common lobbying to international institutions where, as seen up to COP15, the Danish NGOs, CAN and IIED can often create opportunities for their Southern partners in doing this work more efficient.

Research, documentation and case studies on the consequences of climate change and coping strategies are important tools in advocacy efforts and will contribute to ensuring that the interests of the poor and marginalised people are taken into consideration within the negotiations.

It is seen as important to continue the increased contact between governments and CSO groups, which in particular was observed during COP15 and the intersessional meetings. This increased interaction provides good potential for increased collaboration at national level regarding implementation of climate measures.

## **4.3. Southern networking**

The previous phase equipped a lot of individuals from the developing countries to engage with the international UNFCCC negotiations, where many of them learned about the advantages in CAN-I structures and practice that has obtained much more attention from the official negotiations and the international media. CAN has, as an umbrella network, demonstrated its strategic role as a structured civil society voice.

During this phase, the focus will be moved from individual to a more organisational response for enhancing the efficiency and influence of the Southern networks and alliances. Take an example of this shift in focus: Where it was deemed important during 2009 to have a high number of participants at the UN meetings, it will be more important to have a reduced number of delegates in 2010-11 but which reach a higher level of representativeness of the CSO/NGO networks back-home. Meaning that more emphasis will be on prepared analytical and position papers that are discussed and approved in the national networks.

This bottom-up approach links closely with the needed capacity building discussed in the next section. It will also be a challenge how to increase the linkages and accountability and transparency between/amongst the national and the regional networks – for instance, the SusWatch in Latin America and the African PACJA network – as well as the thematic networks such as the Accra Caucus (mainly for Southern NGOs on REDD that also relate to indigenous people's groups) and CLACC.

Another example is in Latin America which has had a weak regional CAN network for several years, while on the other side, the SusWatch network has been strengthened based on Central American and Bolivian organisations with strong presence at both local, national and international levels. This implies that important documentation and case studies can be found on the consequences of climate changes and good practices on how to deal with them. They are also aware of the need for stimulating alliances between environmental NGOs and the broader social organisations.

#### **4.4. Capacity building for strengthening Southern networks**

A focus in the present Project will be the strengthening and consolidation of Southern civil society's network. This aimed at influencing local, national, regional and international forums/institutions regarding climate change and sustainable development. It should build on the outcome of the previous phase in a number of Southern CSO networks established with support from the Consortium members (among others) – e.g. Pan African Climate Justice Alliance (PACJA), ACCRA Caucus on forestry/REDD and national networks as those found in Ethiopia, Cambodia, Mali, Malawi, Nepal, among others.

During the previous phase, relatively limited efforts have been observed in handling systematic capacity building of the networks, including the technical and organisational aspects. It will be essential in this new phase that capacity building goes beyond a training approach as recommended in the evaluation report.<sup>7</sup>

**Capacity Building** is much more than training and could, according to a network/organisational assessment, include:

- Network organizational development with management, structures/decision-making, processes, procedures, information flow and accountability mechanisms. Coupled with this is how to apply analytical and advocacy tools on issues related to the climate change.
- Good understanding of the context, institutional and legal framework, as well as stakeholder analysis.
- Human resource development (equipping individuals with skills).

The Project should, in the next phase, supply qualified facilitators and networking specialists who, on demand from the partner network, can manage participatory processes in a systematic way with organizational/network assessment and improvements. This is aimed at increasing partner networks' performance and efficiency.

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<sup>7</sup> *Source Publication:* OECD, 2006, DAC Guidelines and Reference Series Applying Strategic Environmental Assessment: Good Practice Guidance for Development Co-operation, OECD, Paris.

A clear advantage for the capacity building is the opportunities of counting with IIED and Danish partnerships in a number of countries (including field offices and CLACC countries/fellows). They have worked extensively on capacity building, supported by trust and the partnerships between some network members and the Consortium members. This is a particular good point of departure for capacity building for strengthening the CSO/NGO networks.

A web-based resource in the English language should be strengthened to serve as a capacity building forum for sharing tools and good practices. The updating of the website should/may be managed in the South (with inputs from both Southern partners and the Danish/international NGOs).

#### **4.5. Local – national – international linkages**

The Project intends to strengthen Southern partners/networks in improving linkages between the local, national, regional and international work, including South-South and North-South networking, advocacy and public campaigns.

It is considered that Southern civil society organizations could take further advantage of affiliation to national, regional and international networks/platforms that are functioning in an accountable and transparent manner. This Project intends to stimulate networks to enhance the linkage between their member organizations community work and the networks role as policy contributors, constructive watchdogs and facilitators of public pressure on governments to carry out pro-poor, sustainable development policies.

Through analysis, case studies and inputs from international know-how/advisory, the networks are expected to prepare constructive proposals and to encourage public debate about the changes necessary to overcome the climate challenges.

The present Programme will only, to a very limited extent, be able to finance local initiatives, as it only aspires to complement other initiatives already carried out at the local level by CSOs/NGOs.

#### **4.6. Synergy and know-how based**

For the policy dialogue, CAN is the best forum which creates both synergy and added value of a broader alliance.

For capacity building in the South, the consortium has the potential to increase synergy and provide the critical mass to open a dialogue on this subject with other major international NGOs such as Oxfam and WWF.

The next phase should see an increase in the “added value” in terms of the transfer and sharing of **know-how** to Southern partners as well as South-South exchange of experiences related to key topics within climate change. Among these are: Adaptation, REDD and sustainable forestry, renewable energy, finance, advocacy and network strengthening, etc.

A mechanism needs to be established in the project for connecting the demands for know-how (from Southern networks) with the supply from the Consortium members. The know-how can be transferred in three ways:

- advisory from Consortium members with access to international know-how as well as to their Southern partners (e.g. CLACC fellows, Mali Folkcenter on renewal energy, etc.)

- facilitating the network to get in contact with others who have the needed know-how on climate change and related issues.
- Tailored capacity building and training programmes, for example ICCCAD courses on adaptation.

Each member of the Consortium has comparative advantages, which will be incorporated in the Project. The members of the Consortium supplement each other in three different ways: i) through their different constituencies and memberships in different international alliances, ii) through their different geographic focus, and iii) through their different thematic expertise.

For example, the project Southern partners can benefit from IIED's extensive insights into various aspects of climate change. They can build on CARE's experiences with adaptation, OVE on renewable energy, etc.

The Project needs to develop a mechanism for sufficient sharing of information (e.g. capacity building website) that allows establishing contacts and links between organisations not usually working together. Information on relevant Southern resource-persons to use in training workshops, capacity building exercises and process facilitation has to be shared. The Project works on gathering various experiences, tools and good practices regarding strengthening/capacity building of CSO networks.

#### **4.7. Gender dimension**

Attention will be paid to developing the gender dimension in each CSO/NGO network. Gender is a key issue in climate change and sustainable development, including the use of natural resources. Increased equity between women and men in gaining access to natural resources is essential in order to improve food security and livelihoods. Consequently, it is proposed that the national networks/platforms attempt to develop an approach to integrate the gender dimension in the Climate change work.

The Danish/international NGOs are expected to undertake dialogues with their partners about how to operationalise the gender dimension in the day-to-day work. Existing gender analysis methods and tools such as the IUCN & GGCA Gender & Climate Change training manual should be employed.

Likewise, the Danish/international NGOs should consider and discuss how to integrate HIV/AIDS concerns into their work.

## 5. Project Management and administration

This chapter will propose an organisational set-up for the management and administration of Project implementation.

### 5.1. Proposed Management Set-up and Contracts

Responsible for the Project is a Consortium composed of CARE Denmark, DanChurchAid, IBIS, CAN, IIED and The Danish 92 Group. One of the Danish NGOs (CARE is the prime candidate) will be appointed 'lead agency' towards Danish MFA.

The decision-making set-up comprises four levels (which will be further explained the project document):

a) The **Consortium's Steering Committee** is the Project's highest authority composed of a delegate from each of the member organisations. The committee consisting of representatives from all members of the Consortium has the overall responsibility for the management of the Project.

b) The **'lead agency'** is a Danish NGO responsible for the contact with the Danish Ministry of Foreign Affairs and will be in charge of communication. The 'lead agency' placed at CARE Denmark also has the secretariat function for the Consortium to ensure adequate communication with the members of the NGO Consortium. It should be observed that the implementation of the project's financial resources are done in accordance with Danida guidelines for NGOs.

The 'lead agency' will define Terms of References and pay directly for advisory services (and consultancies) that is provided by member organizations of the Danish 92 Group or other entities.

The 'lead agency' will appoint a Project Coordinator to facilitate contact, coordination and flow of information between the members of the consortium.

c) The Danish/international 'lead agency' delegates, through a contract, the responsibilities for implementation, monitoring, coordination and reporting to a Danish/international **members of the Consortium**.

d) Each of the Consortium members will delegate to their respective **partners in Asia, Africa and Latin America** – through a contract – the day-to-day responsibilities for the execution of activities, and achievement of the specific "sub-project" (within this Project). The objectives and outputs, terms, conditions and exact division of responsibilities will be specified in cooperation agreements within the framework of, and referring to, this Project Document.

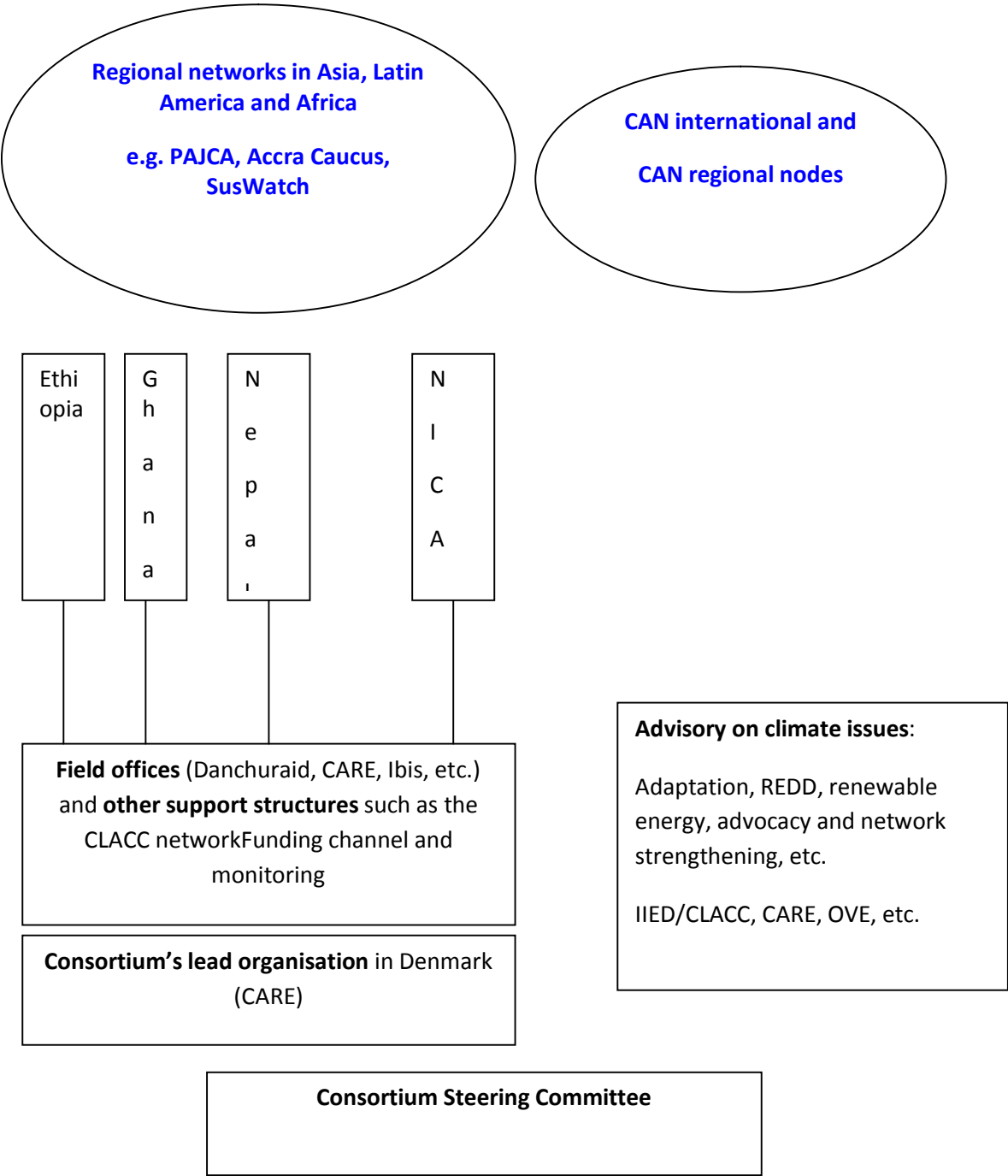
### 5.2. Alignment and harmonization

This entails a relatively decentralised decision-making, in which administrative aspects will normally be resolved between the executing Southern network partner and the Field Office representative. Coherence between this Project and the Danish NGO's ongoing programmes and partnerships must also be stimulated at the country level.

The Project will, to the degree possible, build on the **existing management structures** and administrative procedures in the partner organisations. The specific project documents should – to the

degree possible – align to the Southern partner’s strategic plan and annual working plan. Consideration should also be made to harmonise the project with the support of other donors.

The structure of the national/regional network is up to the decision of the members. It is expected that the national/regional network has a governing body (steering committee or other entity) that can guide the implementation. The network should assure a democratic, transparent and accountable management of the national network/platform, where the daily administration is delegated to a ‘focal point’ member-organisation (in charge of the administration of the contact).



#### **5.4. Decision making in national and regional networks**

The network/platform is not necessarily connected solely to the Danish-supported project. Ideally, the national network is already functioning with its own priorities, which are often supported by other international NGOs and official development agencies.

The national network/platform agrees on future work programmes, decision-making structure, election of a national focal point (secretariat), which will co-ordinate and facilitate the network's common activities. The steering committee delegates responsibility for day-to-day administration of Danish funds to the appointed national focal-point organisation.

#### **5.5. Key functions a policy network may facilitate**

The Project is respecting the mandates, strategies and procedures of each Southern partner network. In general, the key functions a national/regional policy networks may facilitate are:

1. Access to information
2. Access to decision makers and policy developers
3. Policy analysis in key policy areas
4. Shared positions
5. Joint advocacy initiatives, letters, statements, campaigns, etc.
6. (Accountability towards members and/or constituency)
7. Learning opportunities (policy analysis, advocacy, strategy development, media)
8. Capacity building of members
9. Exchange of capacity and knowledge between members.

#### **5.6. Field offices**

The Field offices will be holding the contracts with the Southern partners on behalf of their headquarters (Ibis, CARE and DanChurchAid). Continuous monitoring and follow-up of the performance of the implementing partners in the South will be undertaken by the field offices in the various sub-regions in Africa, Asia and Latin America. In this respect, the Project will build on the existing management structures and administrative procedures within the Danish NGOs. This entails relatively decentralized decision-making, in which administrative aspects will normally be resolved between the executing Southern partner and the Field Office representative. Coherence between this Project and the Danish NGO's ongoing country programmes and partnerships must also be



stimulated at the country level. The headquarters in Denmark is mainly expected to become involved in issues of principle and the wider North-South perspectives within the Project.

Another actor in the Project is IIED's capacity building programme called CLACC (Capacity Strengthening of LDCs for Adaptation to Climate Change), where CLACC fellows are working within CSO/research institutions in 15 LDC countries, where they have also established national civil society networks.. The Project will seek increased synergy with the national/regional networks supported through CAN, OVE, Ibis, Danchurchaid and CARE.

In the case of CAN it will be the international's secretariat Southern capacity programme that will work with strengthening the Southern regional CAN nodes as well as relationships to other Southern CSO networks. The project's set-up will explore the complementary strengths of CAN (with the CAN regional policy nodes) and the Danish NGOs with field offices with long track records on supporting capacity building of civil society organisations.

### **5.7. Monitoring, evaluation and reporting**

The Project's monitoring and reporting activities are designed to enable the Southern and Danish/international NGOs to obtain feedback as well as to take appropriate decisions regarding the implementation of regional and country-based projects. The monitoring system will principally rely on objectives and outputs (and their indicators).

Monitoring will be done in two ways: 1) by each of the members of the Consortium, and 2) by the Steering Committee. The consortium members are responsible for submitting narrative and financial reports to the "lead agency", who prepares consolidated reports to the Steering Committee and to Danida.

A mid-term evaluation will be carried out (after 1,5 years) for providing recommendations for possible adjustments. This evaluation should include studies of selected networks in the South.