Southern Voices Phase II Review Report

Prepared by Raja Jarrah

Southern Voices
on Climate Change

Background and purpose

The Southern Voices Capacity Building Programme (SVP) is a DANIDA-funded project to increase the capacity of Southern NGO networks to carrying out advocacy on and raise public awareness of climate change nationally, regionally and internationally. The principle purpose of this Review is to draw out lessons from the experience of the project on how to support civil society to advocate on climate change.

The programme was implemented in collaboration between a consortium of international and Danish NGOs on the one hand, and their Southern NGO network partners on the other, through information sharing, capacity-building and advocacy activities. Phase 1 was implemented over 24 months from January 2011, and Phase 2 formally ran from July 2012 to Dec. 2013 (with a no-cost extension until mid-2014). The SV Programme in Phase 2 supports 10 national, five regional and three thematic networks.

SOUTHERN VOICES CONSORTIUM MEMBERS

Danish agencies:
- CARE Danmark
- IBIS
- DanChurchAid
- Sustainable Energy
- Danish 92 group

International agencies:
- International Institute for Environment and Development (IIED)
- Climate Action network (CAN) International

SOUTHERN VOICES NETWORK PARTNERS

National networks:
- ETHIOPIA: Ethiopian Civil Society Network on Climate Change
- TANZANIA: MJUMITA – National Community Forestry Conservation Network
- MALAWI: CISONECC Civil Society Network on Climate Change
- NIGER: The national civil society committee on desertification CNCOD as well as the Niger Youth Initiative for Climate Change
- MALI/AFRICA: FEMNET Mali and Mali Climate Network – Reseau Climat Mali
- VIETNAM: NGO Climate Change Working Group (CCWG)
- CAMBODIA: Two networks - National Climate Change Networks of Cambodia (NCCN) and the NGO Forum of Cambodia
- GUATEMALA and NICARAGUA: national focal points for SusWatch regional network

Regional networks
- CENTRAL AMERICA: Sustainability Watch – with members in Guatemala, Nicaragua, Honduras and Bolivia;
- CAN Latin America
- WEST AFRICA: CAN West Africa,
- SOUTH ASIA: CAN South Asia (CANSA)
- PACIFIC: CAN-Pacific

Thematic networks:
- The Accra Caucus on Forests and Climate Change (REDD and Forestry)
- INFORSE – International network for sustainable energy (Low Carbon Development), working through regional INFORSE networks in West Africa, East and Southern Africa, South Asia
- CLACC – Programme for Capacity Building in the LDCs for Adaptation to Climate Change. (Adaptation), working through 15 CLACC fellows in LDCs in Africa and South Asia

This Review is not an evaluation of the performance of individual networks, nor of the effectiveness of their advocacy at influencing climate change policy, which would require more detailed analysis and data collection on a case by case basis. Rather it seeks to explore the effectiveness of the overall programme, by addressing the question: **"To what extent have south-south and north-south alliances increased the capacity of civil society networks to carry out advocacy on climate change?"**

Methodology and data collection

This Review was conceived as a formative evaluation – that is, a process of inquiry which supports participants to improve their performance during the course of the programme, culminating in lessons learnt that would inform the design of a follow-up phase[1]. In this spirit the Review consultant contributed to several training and planning meetings for the Southern Voices programme during 2012/3, specifically those timed to coincide with the UNFCCC negotiating sessions in Bonn, Doha, and Warsaw. The consultant also participated in three regional meetings of civil society climate change networks during 2013, which were co-hosted by Southern Voices: in Conakry, Guinea, for West Africa; in Blantyre, Malawi, for Southern & East Africa (as lead facilitator); and Delhi, India for South/SE Asia. Additionally he also gave specific technical support to the networks in Malawi and Vietnam, at their request. During all these events he made observations and was able to conduct a number of in-depth interviews and hold informal consultations with representatives of member organisations.

In addition, data to inform this Review were collected by analysing documents and reports submitted by project participants to the Southern Voices Secretariat, and through three on-line survey questionnaires issued at the start, middle and end of the evaluation period.

In Phase 2, the Southern Voices programme supported 20 national, regional and international climate policy networks around the globe.

Feedback received from partners was that this formative approach to the Review has been beneficial. Integration of the review process into the implementation of the

programme, as opposed to a stand-alone evaluation, helped provide inputs for, and facilitate better outcomes of, the workshops and trainings for networks. It generated real-time advice to the SV Secretariat and Steering Group on various issues, as well as ad hoc guidance to specific networks, which was appreciated.

What programme partners have achieved

Networks participating in the SV programme identified a wide spectrum of key achievements in their periodic reports and in their responses to the questionnaires. These range from better structuring their networks and disseminating information to producing advocacy plans and influencing policy.

This range of different results can be used to construct a continuum to represent the achievements in terms of how close they are to achieving actually policy change. The boundaries between different levels on the continuum are open to interpretation, and the data sources do not always allow for precise classifications. Therefore the continuum has been grouped into four broad categories of achievement, to allow for some generalisations to be made.

Category	Elements of continuum
Organising better for advocacy	1. Improving network organisation for advocacy
	2. Building capacity of networks
Developing policy positions	3. Raising awareness of issues
	4. Analysing policy options
Improving relationship with government	5. Achieving recognition from and collaboration with government bodies
	6. Participation in policy processes, including linking with community voices
Policy change	7. Lobbying for specific policy changes
	8. Influencing content/implementation of policy

Increasing impact on policy to benefit target groups

This typology is used below to analyse the reported achievements from survey respondents to two questionnaire surveys (November 2013 and March 2014)[2]:

Reported achievements of Southern Voices partner networks

1. Organising better for advocacy	24 %
2. Developing policy positions	20 %
3. Improving relationship with government	39 %
4. Policy change	17 %

- Better organisation
- Developing positions
- Building relationship
- Influencing policy
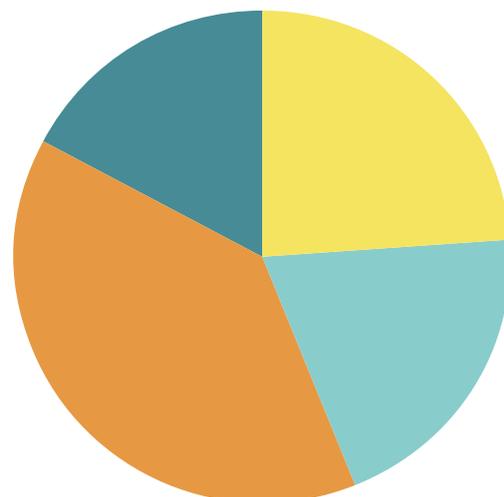
2 The percentages are based on content analysis of the narrative responses from networks and individuals, so should be treated as an approximation rather than a precise figures.

Because national contexts are different, these categories should not be used to compare performance between networks. No level of achievement is necessarily "better" than another, as a great deal depends on what is feasible in the specific circumstances. In some countries where the operating context is difficult, simply being able to hold an open dialogue with government on aspects of climate change may be a significant achievement; in others, it might be reasonable to expect more substantive progress in actually influencing policy.

Furthermore, some networks have members with a strong advocacy background that can take the lead on policy issues, while others are predominantly made up of members whose main strength is project implementation at community level, and are on a steeper learning curve for advocacy. Although on average over half (56%) of network members are involved in advocacy, this masks a huge variability across networks, is and can be depicted in the table below:

Network composition by level of advocacy engagement of their membership

Percentage of members who...	Highest	Lowest	Average
Were undertaking advocacy effectively before 2012, and the SV programme has helped them to improve	75	10	25%
Were previously only slightly involved in advocacy, and have become more so as a result of the SV programme	70	5	31%
Continue not doing much advocacy, relying instead on the network to do this on their behalf	50	0	28%
Have not been affected by the activities supported by the SV programme	70	0	15%

The Southern Voices programme explicitly recognises this variability, and the need for a progressive approach to influencing policy, by including various aspects of network development in the project design. In the expected results of the project, outputs 1 and 2 specifically refer to capacity building and organisational development (corresponding to "better organisation"); while outputs 3, 4, and 5 deal respectively with advocacy planning, outreach and policy analysis (contributing to "developing positions").

The "relationship building" stage is particularly relevant to the context of most Southern Voices participants, as they have on the whole adopted an advocacy approach in relation to their governments that is more collaborative and less confrontational. Creating space for dialogue is thus a critical step towards achieving policy change.

Significantly, nine of the networks, (that is 50% of the total supported by Southern Voices) have reported some form of positive policy influence, ranging from greater recognition by government to incorporation of civil society inputs into government policy.

How Southern Voices contributed to these achievements

All respondents reported that the advocacy capacity of their networks had improved under Southern Voices, though with the qualification that in the majority of cases (76%) this has mostly benefited the network members that had some existing capacity before the programme. Over 90% of respondents agreed with the statement that without SV funding, their network would have achieved much less in advocacy than it has. Encouragingly, 56% of respondents consider that the momentum they have gained under the programme means that their advocacy capacity will continue to improve in the years to come, and a further 31% think that the level they have attained will be maintained. Thus a total of 87% of the capacity improvement across the networks can be described as sustainable.

The three most commonly cited contributions of Southern Voices to this positive impact were:

• Increasing knowledge and capacity through training and learning;
• Creating the space and opportunity for improved organisation and networking;
• Providing finance for core costs and specific activities.

Another factor mentioned consistently but with less frequency was the opportunity to connect with others outside one's country, including to participate in international conferences.

Capacity building is a major focus of the SV programme and there is ample evidence that this occurred. Most of the capacity building was carried by networks themselves, including training workshops of different kinds on technical, advocacy, and policy issues. The extent to which consortium members supported the capacity-building of their partners differed from country to country, according to circumstances. CAN in particular consistently used international meetings – both regional and global – as an opportunity to the build capacity of its cadres and nodes, using a combination of SV and other resources.

In the SV project design, and in the indicators of performance, cross-learning was envisaged as making an important contribution to capacity building, foreseen to be through a combination of workshops, web-based sharing, and the compilation of an SV toolbox. The latter two mechanisms have experienced delays in implementation in the project; the re-vamped website became available towards the end of 2013, and though there have been several contributions from partners to its content, there is no evidence that it has been used as a learning platform. Meanwhile, production of the toolbox was delayed until mid-2014, due to circumstances beyond the control of the project[3].

"The Climate Change Working Group is getting more recognition from ministries and government agencies… In decision making process, key ministries … now see the importance of NGOs' involvement in their consultation process." (Vietnam)

3 Availability of relevant personnel circumstances of the consultant compiling the toolbox

Thus to all intents and purposes, physical attendance at workshops has been the only tool for cross-learning, including a five regional workshops, and, coinciding with UNFCCC sessions, two global workshops and a number of planning meetings. 50% of survey respondents consider they have learned a great deal from fellow Southern Voices partners, but little of it is directly applicable to their work; and 25% consider they have not learned much.

Indeed there are relatively few examples of networks using the learning they have obtained from each other in their own work. Two cases stand out: in Malawi, Participatory Scenario Planning was introduced to climate change adaptation practitioners through a training event at national level, after being shared at a SV regional workshop; and in Cambodia, training provided at the SV workshop at COP18 was subsequently used to create an advocacy strategy for the NGO forum.

This is not to say that the capacity-building workshops were not useful. As well as training, the workshops served important functions for networking and giving visibility to Southern NGOs in an international setting. They were appreciated for creating a sense of solidarity, including with invited non-SV participants, many of whom are important players in climate change advocacy. In the baseline survey, feeling solidarity with allies across the globe was ranked second in importance, after finance, as an expected outcome from the SV programme.

"Support to our capacity building, exchange and learning, and publishing "real world" case studies…was very useful" (Accra Caucus)

Most partners (87%) rated the support they had received from Consortium members as good quality and appropriate to their needs. However, a small majority (62%) felt that the reporting requirements of the SV Secretariat were too demanding. This perhaps explains why not all of the partners complied with all the requests for documentation from the project: for example, only 7 partners have produced "Network Action Plans" which define their capacity-building and organisation development objectives, and a smaller number have reported against them. For the majority of the networks, capacity development was in practice an iterative (learning by doing) and opportunistic (taking the chance when it comes) process.

The mechanism of Regional Facilitators was introduced and funded by the SV programme to promote cross-learning. According to survey responses this was generally considered to be a success, though in a minority of opinions it was not critical to partners getting the maximum benefit from the programme. It should be noted that Regional Facilitators were not able to engage equally with all network partners in their regions, particularly as the regions were defined at a sub-continental scale.

Challenges faced by partners

The most common constraint, representing some 25% of challenges reported by SV partners, was the shortage of funding in relation to the volume of activities undertaken, particularly for national-level work. This was more commonly raised by networks who received fairly low levels of funding (such as CLACC fellows) and those which relied disproportionately on SV funding for their advocacy work (as in some of the INFORSE networks). However concerns about continuity of funding beyond the SV programme were more widely expressed, and several respondents noted that one of their lessons learned was to be more active in seeking new funding.

Apart from finance, there was no other dominant theme among the remaining challenges expressed, with networks facing specific constraints dependent on their own circumstances, e.g. late receipt of funds. Most issues were common to more than one partner, and these can be roughly divided into internal constraints and external context. Internal challenges included:
• how to get member organisations more motivated and involved, reducing the reliance on the network coordinator;
• how to spread learning and knowledge beyond the individuals who participated in international training, particularly as the materials are invariably in English;
• how to strike the balance between national and international advocacy, and reconcile different priorities of different members.

Issues of external context that affected project implementation included:
• Difficulty of engaging with some government agencies, for reasons of policy or capacity, including lack of cooperation between different government bodies;
• Competing agendas of other civil society actors for whom climate change is not a priority;
• Tensions between government and civil society in general.[4]

Performance against planned outputs

The SV programme had eight planned outputs. The following is an assessment of how well these were achieved, based partly on the indicators defined in the project document (see Annex), and partly on additional observations, using this colour coding:

| Substantially accomplished |
| Partly achieved, with more progress expected |
| Partially achieved, unlikely to develop further |
| Not yet achieved |

**"Civil society inputs have been incorporated into policy documents such as the National Climate change Policy and government positions to international negotiations."
(Malawi)**

**" ...we have seen advances in the participatory development of the National Avoided Deforestation Strategy"
(Nicaragua)**

4 The extreme case of this was with the climate change network in Ethiopia, which over the course of the programme went from initially being an active participant to effectively withdrawing from the SV project, in the face of domestic political constraints.

Output	Comment
CAPACITY DEVELOPMENT	
Output 1: Follow up to network capacity assessment reports – with improvements implemented according to process action plans – with particular emphasis on network governance and legitimacy.	Not all networks have produced network action plans, and of those that did, not all referred to them in their periodic reporting. The "particular emphasis on governance and legitimacy" does not seem to have been a major preoccupation of NGO partners.
Output 2: The Southern CSO/NGO networks have increased their performance, efficiency and accountability through capacity building and organisational development, informed by recommendations from the network capacity assessment and the advocacy toolbox.	While it cannot be attributed necessarily to the network capacity assessment or toolbox, there is no doubt that network capacities for advocacy have improved
ADVOCACY	
Output 3: Advocacy plans have been prepared/ updated and have been used to prioritize the policy work on influencing climate change policies and programmes – when relevant involving alliances with CBOs, grassroots/social organisations /indigenous peoples' organisations on concrete advocacy activities.	Not all networks have submitted formal advocacy plans but it is evident from reports and observation that advocacy features in most networks' work plans. Some networks have taken specific efforts to improve their advocacy strategies and plans.
Output 4: Lobbying, advocacy and awareness-raising activities including media work have been undertaken by Southern NGO/CSO networks - according to their advocacy plans and applying CC advocacy tools - aimed at influencing national, regional and international institutions and their policy making, planning and implementation of CC activities including the UNFCCC negotiations	There is ample evidence that these activities have been widespread across the networks – though the use of plans and tools may have been more implicit than explicit.
Output 5: Policy analysis and documentation has been developed and used by networks to strengthen their advocacy and campaigning activities for pro-poor climate change policies and programmes. Where country assessment reports on climate change policies were not prepared by networks in Phase 1, this will be encouraged.	Policy analysis and documentation has not been routine across networks, though there have been some excellent examples.
LEARNING	
Output 6: A climate change advocacy toolbox has been developed and published – and is available at the SV website with key sections in French and Spanish translation – and is being used in the advocacy work by networks	At the time of this Review, the toolbox is in initial draft and due for substantial restructuring and revision. Two of the component toolkits are available but not in circulation enough to have been used.
Output 7: The sharing of experiences know-how and tools in CC advocacy between SV-networks has been strengthened – through both physical and electronic learning events and processes.	Information exchange has occurred at cross-learning events and material has been submitted for the website. However this does not seem to have gained the momentum to be self-sustaining.
Output 8: The web—based learning platform has increased ownership and use by SV networks, and is used actively for exchanges between networks - in English, French and Spanish speaking regions alike	The relaunched website and newsletter show potential to become more useful as a learning platform, particularly for the successor project of Southern Voices. However they are still some way from becoming user-managed, and translation remains a challenge.

Reflections for design of future programmes

The mix of partners involved in the SV programme was based on circumstances rather than a systematic selection procedure. There were networks with much advocacy experience, and some with hardly any; some were formally affiliated to structures with an international agenda, others with a national focus. In theory there is much overlap between the themes of adaptation, sustainable energy and reduced deforestation, and advocacy principles are the same whatever the topic. Yet in practice it was observed that it was a challenge for partners with little on-the-ground experience in common to gain much from their exchanges. Conversely those networks with closer affinities (language, theme, sub-region) engaged more readily with each other. This suggests that, even for generic skills such as advocacy, **capacity building programmes can be more effective when the participants have similar backgrounds and/or are focussed on similar themes.**[5]

The SV programme had a triple identity – it was at once a source of funding, a capacity-building programme, and a network of networks. There was sometimes a tension between the role of SV as a facilitator of structures and processes that already exist, and a programme with its own agenda of deliverables and expectations. On the whole, this tension was channelled constructively – for example, rather than stand-alone activities, SV convened its regional meetings as joint events in association with other sponsors (RAC in West Africa, PACJA in Southern Africa, and CAN in South Asia and Latin America).

The light management style in place for the programme was the most appropriate for a facilitative role, yet for the programme to achieve all its outputs, in the way they have been described in the logical framework, would have required more centralised authority and stronger accountability. Most of the project outputs are described with several conditionalities, making them difficult to monitor and report on. The reporting formats for partners are based on the outputs and indicators, which is logical but also means they are fairly complex. This has led to collection of excessive information, some of it repetitive, and not all of it relevant or useful, as respondents interpret the questions in different ways and most feel they have to put something in every box.[6] The conclusion from this is **when a programme relies on multiple reports from a wide range of respondents, it is important to keep reporting requirements simple and focussed on essential information.**

Nevertheless it was possible to observe with some partners a certain reluctance to engage with project processes that were not a priority to them – for example, the website, the toolbox, even attending meetings – when there were competing calls on their time for their own network business. This comes as no surprise, as in the baseline survey, partners ranked the learning and sharing activities (outputs 6, 7 & 8) as a much lower priority than the capacity building and advocacy planning of their own networks (outputs 1, 2 and 3).

It is thus perhaps no coincidence that the website and the toolbox are the more delayed outputs of the project. This may be a chicken-and-egg situation: low engagement, and low perceived benefit, become mutually reinforcing. The lesson from this is perhaps that **project managers should phase the collective activities in such a way that they deliver early results, to demonstrate their utility and encourage the sustained engagement of participants in future.**

> **"CSOs position paper on environment and climate change are incorporated and mainstreamed into the EIA law."** (Cambodia)

5 Indeed this lesson informed the design of the successor programme to the Southern Voices Phase 2, which was divided into separate projects for adaptation and low carbon development.
6 For example, in an attempt to say something about Output 8, one network unnecessarily reports that they are "... part of the SV mailing list for sharing various information and updates".

Indeed, the above lessons and others that emerged during the course of this formative review of the Southern Voices programme have been harnessed in the design of the follow-up programme.[7] The observation that there was greater affinity between partners with similar interests motivated the division into **two separate thematic projects**, one focussed on adaptation, the other on low carbon development. The need expressed by partners for greater resources to be made available for national level work led, in the case of Southern Voices for Adaptation, to a specific **national-focussed component** and budget being part of the project design. That project included an activity plan focussed on **achieving early results**, and the **selection of partners with the capacity to deliver** them, as a way of building momentum quickly and making an impact in a project with a relatively short lifespan. It also replicated the structure of **regional facilitators** for decentralised management and building Southern leadership of the initiative.

Conclusion – moving towards achieving impact

Returning to the original question : **"To what extent have south-south and north-south alliances increased the capacity of civil society networks to carry out advocacy on climate change?",** the conclusion of this review is that the Southern Voices programme has been a qualified success.

The "light touch" approach to partnership by the Consortium members, keeping demands for specific deliverables to a minimum and providing strategic advice when required, was appreciated by Southern partners. While the funding provided varied between 5% and 80% of the total resources available to them, networks had the flexibility to use Southern Voices funds where they were most strategic, with an impact beyond their volume.

Some of the original understanding about the nature of these "alliances" has been enriched. "North-South" alliances are effective when they are flexible, facilitative and empowering, and not conceived as linear relationships of imparting knowledge and know-how. "South-south" linkages are not necessarily (only) about cross-learning and joint working, but equally importantly build solidarity, and give profile and exposure to Southern NGOs in spaces traditionally dominated by Northern organisations.

The assumption underlying the design of the Southern Voices programme is that improved implementation of appropriate policies will lead to environmental integrity and sustainable development benefiting poor and vulnerable people.   While there was no explicit theory of change in the design of SVP, at a meta-level, (i.e. beyond the scale of the project) the diagram overleaf, which has been used repeatedly in SV training events and generally accepted by participants, represents the way that advocacy at different levels can achieve that impact.

"The most widely distributed and requested publication is "National Climate Change Context and Stakeholder Mapping", which was financed by Southern Voices" **(Bolivia)**

7 Submitted to CISU in October 2013 and subsequently approved.
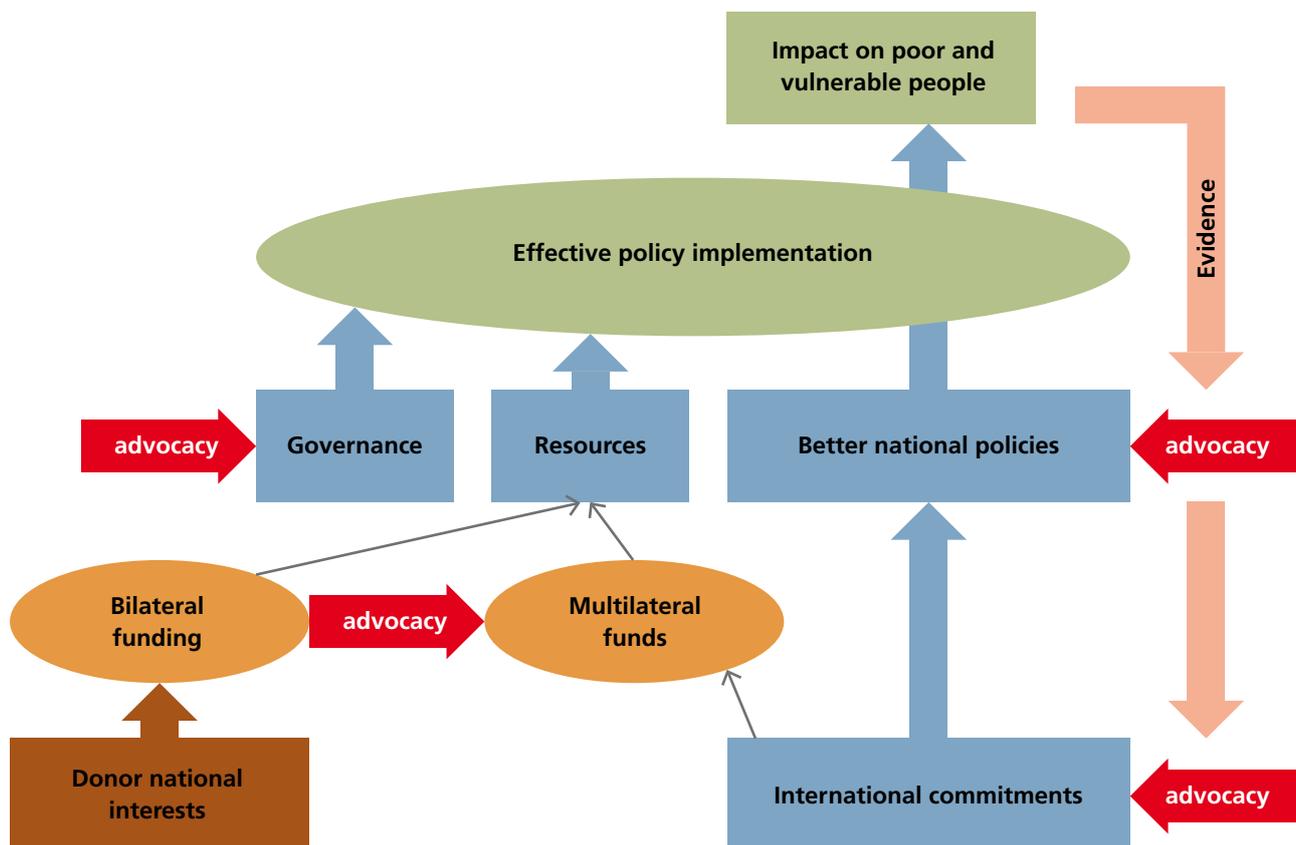
Reconstructing the Southern Voices' theory of change

SVP sets out to improve the effectiveness of the advocacy efforts (the red arrows above). Within the project, the implicit theory of change as expressed in the logical framework seems to have been as follows:

"If civil society networks learn from each other's experiences through international training events, a web-based information platform, and a shared set of advocacy tools, and they are provided with flexible funding to improve their own organisational capacities, their ability to influence national and international policy processes will be enhanced."

The SV programme has not been in operation for long enough to test the validity of this hypothesis, but the indications so far are positive. Civil society networks across the SV partnership have increased their capacities, and there is evidence that their level of activity and effectiveness is also developing strongly. So far this has been achieved through

• Providing flexible funding to respond to the needs of individual Southern networks;
• Putting climate advocacy on the agenda of Southern NGO networks in a structured way; and
• Building the capacity of a key group of activists representing their networks through training and exposure to international events.

It remains to be seen whether the momentum built up so far can indeed be sustained, and whether the website and toolbox, as they become fully operational, can become further instruments to support this process.

"... government shares decisions and discussions with us as an integral part of the official delegation (at UNFCCC)" (Niger)

ANNEX I: Performance against Indicators

Output 1: Follow up to network capacity analyses reports	
1.1 Network Action plans for strengthening national/regional/thematic networks have been accomplished by 75% of networks	NETWORK ACTION PLANs on file from 7 networks
1.2 The change processes and improvements should be reported in the progress reports to the Consortium.	Progress noted in reports submitted by 12 networks
Output 2: Increased performance, efficiency and accountability through capacity building and organisational development	
2.1 At least 70% of networks have adopted strategic plans or similar documents for network development and training	Most refer to operational/activity plans rather than strategic plans
2.2 At least 60% of the network have a formalised governance-structure and rules for adoption of positions and of entering alliances	No systematic records of the governance structure of networks is maintained, but over 60% of progress reports received refer to fomalised governance arrangements
2.3 At least 80% of networks have conducted trainings for members on key thematic issues in climate change: adaptation sustainable energy, REDD, climate finance, gender and climate change etc.	Verified by progress reports
2.4 At least 60% of networks has used advocacy tools from the CC advocacy toolbox	Not possible yet, but we can count the networks that have contributed.
2.5 The networks and developing partners discuss opportunities for taking advantage of alignment and harmonization (e.g. joint financing, core-funding, etc.)	Beyond being mentioned as a possibility at regional workshops, no evidence of serious discussion or initiatives in this area.
Output 3: Advocacy plans have been prepared/ updated	
3.1 Advocacy plans with priorities for 2012 and 2013 have been discussed and agreed within the national/regional /thematic CSO networks	Few advocacy plans of this level of formality
3.2 The networks have established mechanisms for conducting consultations (or agreed positions), for national networks with community based organisations and/or indigenous peoples' organisations regarding positions on climate change policies, for regional networks with their members organisations throughout their region.	Frequent mention of such activities in progress reports, though not in the form of "established mechanisms" as such, rather as accepted good practice
3.3 Demonstrated ability to establish strategic alliances with other CSOs and networks around key climate change agendas	Alliances mentioned are within networks, (and sometimes it is a challenge to achieve even these).

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Output 4: Lobbying, advocacy and awareness-raising activities including media work has been undertaken	
Increase by each network in 4.1 Position papers developed with targeted recommendations	Progress reports mention documents produced, but copies not reviewed to assess how targeted the recommendations are
4.2 Records of meetings held with key decision makers	If such records are kept, this is not reflected in progress reports.
4.3 Media coverage of cc advocacy and awareness raising activities	Media outreach consistently appears in progress reports, but no record if this represents an "increase".
4.4 Documented fingerprints on public policies / programme implementation	Reported by Malawi and Cambodia
Output 5: Policy analysis and documentation has been used for advocacy and campaigning	
5.1 The Policy analysis, documentation and country assessment reports have informed and supported network positions papers, letters to government, etc.	Few networks report formal policy analyses. Several have produced other reports of various kinds.
5.2 The documentation and policy recommendations have been discussed with and received attention from key decision-makers, such as ministries, parliamentarians, business organizations' and other stakeholders.	Increased official attention is commonly reported, not necessarily directly attributed to documentation produced
5.3 The reports and related activities have received coverage in the media.	(Very similar to indicator 4.3)
Output 6: A climate change advocacy toolbox has been published	
6.1 The toolbox is based on experiences from SV-networks in CC advocacy at local, national, regional and international levels	Toolbox has been drafted on this basis
6.2 75% of SV networks have contributed to the toolbox and/or have reported on their experiences with employing some of the climate change advocacy tools	Case studies appear from 11 different networks (61%), with many (eg CAN, CLACC, Vietnam) providing several cases.
6.3 Toolbox / tool sheets has been disseminated to SV networks and their member organisations and beyond – through at least 500 downloads and/or 500 printed copies	Too soon to judge

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Output 7: The sharing of experiences and tools in CC advocacy has been strengthened	
7.1 International training events in CC advocacy has initiated a process of learning between SV-networks	Pre COPs and regional meetings
7.2 60% of SV networks participate actively in inter-regional learning processes	This would require 11 networks to have worked across regions, which is not the case. However over 11 networks have participated in annual SV capacity building workshops.
7.3 3-4 regional meetings establish a setup for exchange of experiences and tools between SV-networks in a region	Yes, all completed
7.4 75% of SV networks actively contribute to regional learning processes	"Actively" has not been defined. The majority of networks have participated in regional workshops
7.5 The Concept for a CC advocacy toolbox has been developed and piloted	(Weak indicator compared to 6.1)
7.6 At least 12 tools have been developed	Draft Toolbox comprises 7 "toolkits", each of which contains several tools. Currently undergoing re-packaging.
Output 8: The web-based learning platform has ownership and use by SV networks	
8.1 The management tasks and selection of information relevant for sharing between networks is delegated to competent Southern organisations in the SV-networks operating in English, Spanish and French.	Remains a Secretariat function
8.2 The website climatecapacity.org is available in English, and Spanish and French ; summaries of key documents is available in all three languages.	Getting there
8.3 Use of website and newsletters by SV networks and the wider public documented through hits per region/country. Target 250 hits and 50 downloads/ month by mid 2013,	Adjusting for May 2014, an abnormally high month due to the application process for grants from SV for Adaptation, average hits are 128 users per month, with 6.3 unique page views per user. Encouragingly there is a "spike" of readership immediately after issue of the newsletter.
8.4 Mailing lists in use with information sharing between SV-networks on selected cc advocacy issues and approaches.	Little evidence of this
8.5 Regular international newsletters – with summaries in French and Spanish, based on contributions by SV networks, at least every 6 months	Yes.

ANNEX II: Terms of Reference

LESSONS LEARNED EVALUATION OF THE SOUTHERN VOICES PROGRAMME TERMS OF REFERENCE

Background

The Southern Voices Capacity Building Programme (SV) is a DANIDA-funded consortium project to increase the capacity of Southern climate policy networks to carrying out advocacy and raise public awareness of climate change nationally, regionally and internationally. Phase 1 was implemented over 24 months from January 2011, and Phase 2 will run from July 2012 to Dec. 2013 (with a likely no-cost extension of between 3 to 6 months). Since these phases are relatively short, and in practice overlapped by several months, this Evaluation will be based on the experience of the programme over both Phases.

The SV Programme in Phase 2 supports 10 national, 5 regional and 3 thematic networks. Most of these networks have prepared a network capacity analysis during Phase 1 of the programme, and these constitute the baseline for this Evaluation. During Phase 2 all networks are expected to develop network action plans to address their capacity-building needs.

SOUTHERN VOICES NETWORK MEMBERS

National and regional networks:
- ETHIOPIA: Ethiopian Civil Society Network on Climate Change
- TANZANIA: MJUMITA – National Community Forestry Conservation Network
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- CENTRAL AND LATIN AMERICA: Sustainability Watch– Regional Network with national focal points in GUATEMALA and NICARAGUA as well as members in Honduras and Bolivia); as well as CAN Latin America
- WEST AFRICA: CAN West Africa, as well
- SOUTH ASIA: CAN South Asia (CANSA)
- PACIFIC: CAN-Pacific

Thematic networks:
- The Accra Caucus on Forests and Climate Change (REDD and Forestry)
- INFORSE – International network for sustainable energy (Low Carbon Development), working through regional INFORSE networks in West Africa, East and Southern Africa, South Asia
- CLACC – Programme for Capacity Building in the LDCs for Adaptation to Climate Change. (Adaptation), Working through 15 CLACC fellows in LDCs in Africa and South Asia

The programme is managed by a Steering Committee comprising the Climate Capacity Consortium (comprised of four Danish NGOs and two international – IIED and CAN-I), and is supported by a small secretariat hosted by CARE Danmark.

Programme Design

The Immediate Objective of the SV programme is as follows:

Civil society organisations and networks in selected developing countries have through south-south and north-south alliances increased capacity for carrying out advocacy and monitoring

activities, and for raising public awareness at national, regional and international levels. This will help implementing and developing climate change policies and programmes, promoting environmental integrity and sustainable development benefitting poor and vulnerable people.

In Phase 2, this is to be achieved through eight outputs, which can be broadly grouped under three categories – capacity development, advocacy and learning. Outputs 1-5 apply to the individual networks that are part of the programme, whereas outputs 6-8 are joint initiatives that are centrally managed.

CAPACITY DEVELOPMENT
Output 1: Follow up to network capacity assessment reports – with improvements implemented according to process action plans – with particular emphasis on network governance and legitimacy.

Output 2: The Southern CSO/NGO networks have increased their performance, efficiency and accountability through capacity building and organisational development, informed by recommendations from the network capacity assessment and the advocacy toolbox.

ADVOCACY
Output 3: Advocacy plans have been prepared/ updated and have been used to prioritize the policy work on influencing climate change policies and programmes – when relevant involving alliances with CBOs, grassroots/social organisations /indigenous peoples' organisations on concrete advocacy activities.

Output 4: Lobbying, advocacy and awareness-raising activities including media work have been undertaken by Southern NGO/CSO networks - according to their advocacy plans and applying CC advocacy tools - aimed at influencing national, regional and international institutions and their policy making, planning and implementation of CC activities including the UNFCCC negotiations

Output 5: Policy analysis and documentation has been developed and used by networks to strengthen their advocacy and campaigning activities for pro-poor climate change policies and programmes. Where country assessment reports on climate change policies were not prepared by networks in Phase 1, this will be encouraged.

LEARNING
Output 6: A climate change advocacy toolbox has been developed and published – and is available at the SV website with key sections in French and Spanish translation – and is being used in the advocacy work by networks

Output 7: The sharing of experiences know-how and tools in CC advocacy between SV-networks has been strengthened – through both physical and electronic learning events and processes.

Output 8: The web—based learning platform has increased ownership and use by SV networks, and is used actively for exchanges between networks - in English, French and Spanish speaking regions alike

Approach to the Evaluation

The SV participant networks are very diverse and have different capacities, governance arrangements and relationships to their constituent members. For some the SV programme will constitute only a minor part of their funding, whereas for others it may be more significant. Some will be focussed internally and consider SV as primarily a funding source to develop their network activities, while others may be looking to SV as a source of external learning and peer support. Also, the criteria which networks use for their own self-evaluation, reflecting the priorities of their constituent members, may or may not be relevant to the SV programme. This heterogeneity, between and within networks, has to be borne in mind in designing the Evaluation methodology for SV.

The SV programme evaluation will be a continuous empowering process using a combination of output monitoring, according to the indicators in the SV programme logical framework, and formative evaluation that promotes learning and builds capacity at the same time as monitoring the programme activities. The Evaluation itself should generate impetus for improvements in network effectiveness during the lifetime of the programme. This will benefit the participating networks in the long term, even if there is no guarantee of continuing funding beyond the current phase to December 2013. Furthermore, it will strengthen the case for further strategic support in an eventual Phase 3.

The DAC Evaluation Criteria

In relation to the DAC evaluation criteria, it should be emphasised that it is beyond the mandate and capacity of the SV programme to evaluate the effectiveness of all the participating networks in their respective national operating spaces. The Evaluation will thus focus on the added value for the networks of the funding being received through the SV-programme and of bringing all these diverse networks under one programme – namely, cross-learning. So it will be assessed if the support to such a range of diverse networks through the consortium is an effective way of promoting capacity-building and cross-learning among climate policy networks – compared to other possible approaches.

In the same way the sustainability and efficiency of each network supported will not be assessed by the evaluation, but the efficiency and sustainability of the of the programme: providing support through grants of differing size to the SV networks and of the set-up for cross – learning.

Also the assessment of relevance and impact will not be focus on each SV-network but on the whole programme and its added value in the context of engaging Southern civil society in influencing policy-making and negotiations on climate change.

Objective

The evaluation will have a dual purpose:

1. to identify ways to improve how individual networks can learn from, and contribute learning to, other networks, including each other;
2. to ensure accountability to the donor for the funds expended and their impact.

Deliverables

The consultant will produce:

1. Brief monthly reports on the progress of activities under Methodology section items a-d, including any proposed modifications to the methodology.
2. Initial interim report on analysis of findings to date by May 2013, to be discussed at in June, possibly at the UNFCCC session in Bonn
3. Updated interim report by October 2013, allowing time for discussion ahead of COP19 in Poland.
4. Written input on the draft proposal to DANIDA for funding for Phase 3 of SV, at a date to be agreed.

Scope of Work

To keep it manageable, the Evaluation will take a narrow interpretation of the programme objective and focus its attention on one key evaluation question: "To what extent have south-south and north-south alliances increased the capacity of civil society networks to carry out advocacy?"
This can be broken down into a series sub-questions:
• how and to which extent are climate change advocacy networks in the SV programme improving over time?
• are these improvements reflected among the diverse membership of these networks?
• what and how are the networks learning from each other and to which extent are they using these lessons?

- how can this be improved?
- how and to which extent are the Southern Voices programme Secretariat and Consortium members supporting this process?
- What is the added value for the SV-networks of the funding they receive from the programme – seen in the context of funding they raise from other sources
- How sustainable is the increased capacity for advocacy achieved by networks through the SV programme?

Methodology

The Consultant will have some flexibility to modify the methodology on the basis of emerging findings and the views of stakeholders. The steps below are indicative of the approach that is expected.

a. Conduct an initial survey to establish
   i. the priority accorded by different networks to the programme outputs 1-8 above;
   ii. the methods currently used for evaluating their own effectiveness as networks;
   iii. what is the most appropriate way they can engage in the present evaluation that is useful for them.

b. Compile the results of past assessments and evaluations for each network, using common a framework (such as SWOT[8] analysis or similar), distinguishing those areas that could benefit from cross-learning across the SV programme from those that are best being dealt with autonomously by each network.

c. Based on the results of a. and b., propose a typology or classification to determine how different networks would benefit from different approaches and levels of engagement with this Evaluation, and finalise the methodology. This might where appropriate include supporting networks in their self-evaluation methodologies and processes, including qualitative approaches such as most significant change.

d. Design data collection instruments and processes to enable monitoring of outputs 1-8 of the programme design, including
   i. Detailed questionnaires, either self-administered or completed through telephone interviews or face-to-face contact at workshops or other events.
   ii. Participant observation of networks in action at UNFCCC sessions
   iii. Analysis of written material and reporting provided by networks and the SV secretariat
   iv. Attending sessions with the steering group and the cross–learning group of regional facilitators
   v. Ground-truthing with visits in country/region with selected SV networks
   vi. Using trusted informants/stringers for any of the above.

e. Analyse data collected and provide real-time feedback to participating networks to allow for adjustments to be made during the programme lifetime.

Management

The Consultant will work closely with the Cross-learning group, comprised of four regional facilitators from southern networks and selected members of the Danish Climate Capacity Consortium. The Consultant will provide reports and be accountable to the SV Steering Committee. For administrative and contractual matters the Consultant will report to the SV Programme Coordinator in Copenhagen.

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8 strengths / weaknesses / opportunities / threats

Cover photo: The Southern Voices held an advocacy workshop prior to COP 19 in Warsaw. © Sothern Voices on Climate Change

Strengthening southern voices in advocating climate policies that benefit poor and vulnerable people

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