

MANAGEMENT RESPONSE TO RECOMMENDATIONS

1	<p>Danida should undertake regular assessments-cum-reviews of organisations with framework agreements such as CARE Denmark.</p>
2	<p>CARE field offices should improve their attention to continuously updating the context analyses, which includes relevant trends, factors and stakeholder assessments related to the role of civil society within the overall areas of CARE Denmark supported programmes.</p> <p><i>CDK will ensure that context analyses conducted during formulation of framework programmes are updated for mid-term reviews and evaluations. Annual programme review meetings with partners will include a participatory assessment of trends and developments in civil society in the year under review.</i></p>
3	<p>CARE Denmark should continue the on-going efforts to promote genuine partnership agreements with Southern partners (including financial commitments for the full programme period) - in which CARE Denmark, as a minor member of CARE International, can contribute by setting concrete examples, thus influencing the wider CARE International family in the same direction. This also seems highly relevant to the implementation of the 'Vision 2020' strategy.</p> <p><i>Since the thematic review was carried out CDK has managed to get approval from CARE US to a new format for Partnership Grant Agreements applicable specifically to strategic partnerships. Consequently, we now have a format for partnership agreements to be administered at all CARE US lead country offices. CDK will introduce the format also to CARE Australia and with a view to apply the formats to their respective country offices in Vietnam and Laos.</i></p>
4	<p>Danida should contract IIED or a similar organisation with solid experience of strategic partnerships to undertake a Study complementary to this Review in order to document the CARE Denmark partnership approach in Niger.</p> <p><i>A Danida commissioned study in Niger will be welcomed by CDK.</i></p>
5	<p>CARE Denmark should continue to develop its human rights-based approach in the programmes, including the implementation of indigenous peoples' rights according to ILO Convention 169, and finalise its guidelines on support for indigenous peoples.</p> <p><i>The possibility of making use of the shadow reporting to Universal Periodic Reviews and Treaty Bodies were introduced and discussed among CDK programme staff in April 2013. We intend to make use of the mechanism across the programme depending on partner interest.</i></p> <p><i>The "CARE Denmark guideline for support to Indigenous Peoples and Ethnic Minorities" from September 2010 will be up-dated before the end of 2013.</i></p>
6	<p>CARE Denmark could benefit from stronger linkages between its programmes in the South, the involvement of its partners in advocacy at the international level, and CARE's own advocacy and information work in Denmark.</p> <p><i>CDK has recently given much higher priority to advocacy and information work in Denmark and</i></p>

	<p><i>included a specific advocacy programme component in the Framework budget and programme plan to take effect from 2014 and onwards. One ambition is to link CDKs 'global' advocacy efforts to the realities and evidence at country and community levels by involving several country programmes with similar advocacy issues in joint exchanges and documentation across the programmes.</i></p>
7	<p>With the aim of reducing transactions costs, CARE Denmark should step up efforts for further harmonisation with other members of CARE International on shared planning, monitoring and reporting. Furthermore, CARE Denmark could, together with strategic partners, explore the scope for increased joint core funding based on alignment to partners' strategic plans, relying on its partners' governance structures, annual work plans and reports to their own annual assembly or board.</p> <p><i>Over the years CI has taken a series of initiatives to harmonize administration of funds and programmes and a "CI Code of Conduct" is regularly being up-dated. In 2012 CI decided to prioritize joint reporting and a new position as CI Programme Director was opened. The first generation programme impact reports were distributed earlier this year. From the CI office in Brussels the team is working on harmonization and compliance on EU funded programmes.</i></p> <p><i>CDK will participate actively in the continued endeavours to harmonisation with other members of CARE International on shared planning, monitoring and reporting. CDK will at the same time respect donor requirements for project proposals, reports and documentation on results. New country programmes seek to support and fund (parts of) partner's own strategic work plans.</i></p>
8	<p>CARE Denmark should continue its engagement at the local level and make stronger efforts to ensure that the policy dialogue between its partners and their authorities is based on solid evidence linking the local to the national level. This is in particular relevant in states in fragile situation such as Niger, Nepal and Northern Uganda.</p> <p><i>CDK will continue its engagement as recommended.</i></p> <p><i>Local partners In Nepal have recognized and given space to constructive and proactive engagement with local authorities and key stakeholders, working towards consensus building to minimize conflict. By working with very local structures and transparent processes, it has been possible to create and reinforce a level of accountability even in the absence of local elected bodies and in a fragile political context. Therefore, despite the challenges, it has been possible for civil society to assert some level of influence on local government planning and this work will continue in Nepal as well as in Northern Uganda.</i></p> <p><i>In Niger, in contrast to the situation in Nepal, the lack of government capacity and resources has actually made it easier for civil society to influence the political situation, particularly in relation to the new law on pastoral water. Because of the low level of resources available to the government, civil society has been invited into the political space as resource persons, which might have otherwise been more difficult. However, despite this success, a more balanced situation would obviously be better for Niger, as ownership of the political outcomes may be weak, and ability to implement political decisions lacking.</i></p>
9	<p>In order to enhance the quality of CARE Denmark's products and development results CARE Denmark should develop formal procedures for appraisals and quality assurance. As part of an appraisal process screening notes based on safeguard policies should be developed in relation to</p>

	<p>Human Rights, including Indigenous Peoples' Rights and Gender, and on Climate Change. In order to internalise the new procedures, intensive staff training and follow-up (i.e. feedback from management) are needed.</p> <p><i>CDK will develop a written procedure and allocate more staff as well as management resources for appraisals and quality assurance of project and programme proposals. The process will distinguish between smaller and larger projects and between those with short or long deadlines. The CDK Project Committee will discuss proposals and recommend approval to the Board of CDK.</i></p>
10	<p>CARE Denmark should continue to use its staff competences, e.g. when seconded staff needs feedback on specific areas. CARE Denmark's headquarters should be organised so as to allow for quick and direct consultation with subject matter specialists.</p> <p><i>A combination of written guidelines and technical assistance on how to apply technically related areas of competence will be made available for seconded staff in the field.</i></p>
11	<p>CARE Denmark should take immediate steps to assess if their seconded staff is covered by the relevant procedures for personal security, focusing on reducing risks during travel. Personal security issues include the risk of carrying cash, moving alone in hotspot conflict areas, being abducted, driving in the dark and catching diseases, as well as the need for carrying emergency equipment (satellite telephone) and for staff reporting to the Danish Embassy/Consulate when arriving in a country.</p> <p><i>CDK programme coordinators will make a country-by-country follow-up on security issues in the field to make sure that Country Office security procedures and measures does apply to seconded staff from CDK.</i></p>
12	<p>CARE Denmark should insist on its cautious approach to the implementation of Pamodzi and continue to focus chiefly on donor reporting. Moreover, it is recommended that CARE Denmark, as part of its screening of partners, make an in-depth assessment of partners' administrative and financial management abilities.</p> <p><i>Based on the findings in a report drafted by an external consultant in cooperation with CDK finance staff and the current system set-up for CARE Denmark, the management has decided to postpone the implementation and the going live date until 1st January 2014 at the earliest. The system need to show proof of being stable and CDK need to become comfortable with the system before going live. Until then CDK will continue using Scala as our ERP-system for bookkeeping and reporting. During second half of 2013 CDK will continue to work and resolve outstanding issues with Shared Service Centre in Manila to prepare for going live. This will, however, have to take gradual pace, keeping in mind that our staff resources have been stretched over a very long period. As this is part of risk management, CDK needs to make sure that the system is stable and that our critical issues with the system set-up are resolved by the SSC before going live. CDK is a responsible organization who doesn't want to put our organization, operations and financial management at risk by "pushing" through the implementation before the system is ready.</i></p> <p><i>CDK has recently up-dated our "Partner Finance Guideline" that gives the CARE Country Office staff a tool to access the partner's administrative and financial management abilities. CDK will closely monitor that the guideline is being applied according to agreement between CDK and the country office management.</i></p>

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