



Samarthya: Promoting Inclusive Governance and Resilience for the Right to Food

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Introduction

CARE Nepal implemented the Right to Food (RtF) project in support of selected people's organizations since 2013 with a second ongoing phase anticipated to end in 2019. However, rapid shift in Nepal's political context, as well as CARE Denmark's new strategy and a Strategic Partnership Agreement with the Ministry of Foreign Affairs, have necessitated the design of a new project. CARE Nepal is proposing a new project called "*Samarthya*": Promoting Inclusive Governance and Resilience for the Right to Food" will be implemented for 42 months, starting July 2018 and ending in December 2021. The first 6-months will serve as an inception phase.

After a long period of political transition, a stable government is in power and the Nepali state has been restructured, into three tiers of governments, which include 753 local bodies (rural municipalities and municipalities), 7 provincial states, and the federal government. This restructuring process has decentralized power and fiscal authority to elected local authorities, has started creating new or amending existing laws and policies and elected local governments have the mandate to fulfill service delivery needs at local and state level. Local governments have a strong representation of indigenous, *Dalits* and marginalized communities as well as 45% representation of women.

The new intervention strategy for the *Samarthya* project was developed through consultation with the partners as well as through engagement with other relevant stakeholders, aim to adapt to the rapidly changing context of Nepal. The current project is based on learning from the RtF project as well as the new strategic direction of CARE Denmark. The project will include new types of activities, such as resilience model development, horizontal learning for adoption and replication of models, technical support, organizational strengthening and advocacy for rights claiming. The project will continue to support the National Land Rights Forum (NLRF) and the National Farmers Groups Federation (NFGF), two federal association of community groups, and the Community Self Reliance Center (CSRC), an important NGO in the land rights movement in Nepal, as strategic partners.¹ The aim is to support these organizations to further develop into effective and legitimate agents of change around land and agrarian rights and small-scale agriculture. An important focus will be to continue to strengthen NLRF and NFGF as membership based national peoples organizations and help them become more effective in engaging at all levels of governments. The project will also provide support to CSRC to continue to help strengthen its development as an effective change agent, as well as a supporter of the land rights movement through supporting NLRF.

While building on the experiences from the RtF project, this project will also significantly differ from the past. Major new developments or new emphasis includes:

- The support for the strategic partners will have a national scope, and support the development of these organizations as legitimate national organizations.
- The project will however seek to test innovative and scalable models for increasing climate resilience with elected local governments in selected hotspots of Province 1 and Province 2 instead of covering the entire country.
- The project will pay particular attention to ensuring that climate resilience building models are adopted and replicated at scale by small scale farmers and/or landless people. Scaling means, sustainable change at scale, which includes a) Impact many people b) Sustainability c) System change. Sustainability can only be achieved if partners and key stakeholders (e.g. local government) are involved and take ownership from the outset.

¹ The use of the term 'strategic partners' is aligned with CARE's Nepal's use of the term. For CARE Denmark, strategic partner in this project means 'core partner'.



- An important lesson from the RtF project was that without significant attention to scaling from the outset of the design of an intervention, the likelihood of replication is limited. Activities will thus aim at removing barriers for local governments and small-scale farmers for the adoption of new technologies and practices for increasing resilience by working jointly with local governments and civil society for the development and implementation of the models.
- The project will avoid introducing complicated solutions that require significant technical capacities, but develop approaches for strengthening peer-to-peer learning among farmers and local authorities, and work to secure the capacity of the people's organizations and their allies.
- As the strategic focus on scaling is new to CARE, there is a need to strengthen the capacity in CARE on how to plan and support scaling up. CARE will seek support from resource institutions/centres. Thus internal capacity building and strategy development in respect of scaling is will be prioritized not least during the early part of the project implementation.

Context

Nepal's population is largely rural, with only 17% living in urban areas² and agriculture is the mainstay of livelihoods for around two-thirds of households.³ Agricultural practices are mostly traditional, rain-fed, and fragmented.⁴ Production is low and geared towards subsistence, and as a result, farm incomes are often low. Only one in two households (49 percent) is food secure and has access to food year-round.⁵ Physical accessibility is a major issue with many of the most marginalized people unable to travel from their remote locations to avail services, or unable to afford the food that is available. 28.6% of Nepal's population remains multi-dimensionally poor, with the most incidence of such poverty in Provinces of 2 and 6. This represents a major drop, almost half of the percentage figure in 2006.⁶ The 2011 census identified 125 caste and ethnic groups in Nepal, and caste and gender together account for significant amount of variation in empowerment and poverty levels across different population groups.⁷ The high caste *Chhettris* and *Brahmins* make the largest groups, in general they are also the better off. The poverty incidence among *Dalits*, hill *Janajatis* and Muslims is significantly higher than other groups across the country.

Although constitutional provisions, emerging policies, and changing federal political landscape show a commitment to the Right to Food as a fundamental right of citizens (Article 36), there is a long way to go to materialize this provision in practice. This is particularly the case around gender inequality in agriculture. In communities across Nepal, patriarchy, pervasive stereotypes about men and women's rights and roles, traditional values and cultures, and prevailing economic models combine to reinforce male-centered systems that address women in their stereotypical roles and undervalue their contributions to agriculture. Of a list of 159 countries in 2016, Nepal ranked 115 in the Gender Inequality Index. According to the 2011 national census⁸, 25.7% of households are female-headed and this number has increased given high rates of migration of able-bodied men from rural parts of Nepal to other countries. Only 7% of girls aged 10-14 had

² World Bank. 2013.

³ World Bank. 2013.

⁴ Government of Nepal. 2011. National Census. 34, 97,408 families own less than 0.5 hectare and 9, 98,818 families own less than a hectare.

⁵ Government of Nepal. 2011. Nepal Demographic and Health Survey

⁶ NPC. 2017. Multidimensional Poverty Index. https://www.npc.gov.np/images/category/Nepal_MPI.pdf

⁷ DFID, World Bank. 2006. Unequal Citizens.

⁸ *ibid*

never been enrolled in school, a significant improvement from 2006 when this figure was 11%. There continues to be widespread discrimination against women in the distribution of assets, services and information. Women in agriculture work more than men do and their time poverty affects their well-being and interferes with infant and young child feeding and care. Decade of war, political transition, and out-migration of men from rural areas have further contributed to the feminization of agriculture, with women having increasing responsibility and higher work burden. However, the government response in the form of policies and programs to support women subsistence farmers is limited.

Similarly, land rights and landlessness continue to be vexing problems particularly in the southern Terai plains and western hills of Karnali. 23% of *dalits* are landless with no access to land, while 22% of population does not have ownership of formal land entitles though they may have access to land.⁹ More than 75% of the population has less than 0.5 hectares of land and face a shortage of food. Out-migration has resulted in around 30% of land in the mid-hills being left fallow. The National Land Policy and the Land Use Act are yet to be endorsed by the government and unclear mandates have created lack of coordination around land related statutes. At the local level, implementation of land policies remains challenging. Despite provisions in the constitution¹⁰ local governments do not easily provide land registration certificates to land tillers, or evict the landless, often from marginalized groups, from land they are living for road expansion, or the protection of public or religious lands. The capacity of local elected officials to address land and agriculture issues remains low and local governments also often lack well managed data about landlessness. Landlessness and land management has continued to remain a priority area for the Government as reflected in some recently published policy and programs as well. Land rights were high on the agenda during the recent elections and expectations, not least amongst the landless, has increased and the pressure on the political class to deliver on the land issues is likely to remain high.

In addition to being, one of the lowest income countries in the world¹¹ plagued by gender inequality and food insecurity, Nepal also is prone to multiple types of hazards and disproportionately affected by the effects of climate change. It ranks as the 17th most vulnerable country according to the Global Climate Risk Index 2016.¹² Climate change impacts have a disproportional impact on women and poor vulnerable and socially excluded groups, who often lack the resources, capacities, assets and power to adapt or withstand such shocks and stresses. Increasingly unpredictable precipitation and increased frequency of extreme events due to climate change is further putting lives and livelihoods, particularly of the most vulnerable, at risk, and diminishing agricultural outputs.¹³ Rainfall remains one of the main determinants of food production and changes to its intensity and frequency can have dramatic impacts on agricultural outputs. Interventions to increase climate resilience however are not fully owned by local governments, not well integrated into annual or longer term development plans, and focus on hard infrastructure solutions without adequate attention to improving the adaptive capacities of the most vulnerable. Extra effort is needed to ensure that such plans build climate resilience but also meet the needs and aspirations of vulnerable small-scale women and adolescent girls, particularly those from marginalized ethnic groups, and work to reduce poverty, gender equality and social marginalization.

⁹ Government of Nepal. 2011. National Census

¹⁰ Schedule 8 (Annex-8) of the constitution of Nepal mentions that local government are responsible to provide "distribution of land, and building ownership certificates"

¹¹ Nepal ranks 144 out of 187 countries in the UNDP's Human Development Index in 2017

¹² GermanWatch. 2016. Global Climate Risk Index.

¹³ World Bank. 2013.

Rationale

The rationale for prioritizing the overall focus and approach to the development of this project include the following:

- The on-going decentralization and federal restructuring process has opened up new possibilities for improving local governance and for redefining the interface and relationships between citizens, civil society, and the state. The next two to three years provide unique opportunities for influencing the creation and implementation of new plans and policies, and for developing new ways of working between local governments and civil society organisations.
- Local governments at the rural and urban municipality levels now have the mandate for providing services as well as for improving well-being. Due to this central role of local governments, the project will work closely with them in selected geographical areas to promote the interest of the landless and the small-scale farmers and to identify, develop and implement models for increasing the resilience of poor and vulnerable people. While the nature and mandates of local governments have changed, they still face numerous capacity and implementation challenges. The project will play a facilitative role in helping local governments achieve their goals and in promoting a conducive environment for inclusive federal, state and local government policies.
- Supporting people's organizations is critical because they play an important role in advancing the voices of poor and marginalised farmers, and in creating a network of marginalized people and thereby strengthening solidarity and potential for mutual support and learning. Grassroots and community mobilization have played significant roles in delivering development impacts even during times of conflict and instability in Nepal. The formation of federations of community groups in particular have helped increase the collective voice of marginalized and vulnerable people, giving them greater say in policy. Due to the decentralisation process, there is a need to improve the capacity of local civil society organisations to engage with local governments. Supporting the local federations of NFGF and NLRF to claim rights and work with local governments, including around increasing resilience to climate change impacts, can help to fill this need. The number of farmers and landless involved in NLRF and NFGF make these organisations effective vehicles for the scaling up of models and approaches to inform resilience building practices.
- Advocacy with governments, at federal and local level, is often successful when the advocates are seen as legitimate representatives of the constituents and if they are advancing their agendas themselves that address the needs of their constituents. The project will work with the strategic partners to help them develop and implement their strategic and advocacy plans, and help them mobilize poor, marginalized women and men farmers (including landless and small-scale farmers).
- Social exclusion and gender-based inequalities continue to be the major underlying causes of poverty and vulnerabilities. The project will ensure that gender equality and social exclusion issues are addressed and integrated across all activities and plans.
- Decades of conflict and political transitions, donor dependency and "projectisation" of funding have resulted in a fragmented civil society, often not working in coordination. Civil society organizations can also be politicized, and access to formal decision-making processes is not uniform, as more powerful organizations can enjoy greater access. Despite having clear benefits to working in alliances to advance pro-poor, inclusive and gender transformative agendas, civil society organisations in Nepal often work in silos and see other groups or organisations as competitors, instead of peers. It is rare to find

civil society organizations that work with different disadvantaged groups working jointly to advance the interests of the most vulnerable. The project will support the strategic partners to develop alliances with organisations with a shared agenda by providing resources for joint advocacy planning and campaigning.

- Past experience from the RtF project has shown that there is a strong need to ensure that the scaling up strategy for climate resilience building practices and approaches are developed from the outset and integrated into the approaches and strategies of the interventions. Experiences show that without such an approach there is a risk that the practices will remain confined in small islands of excellency instead of creating larger transformative changes. The project will have a multi-pronged approach to scaling up which will include a) the development of simple models that bring immediate results and meet the urgent needs of vulnerable farmers, b) ensuring that local knowledge gained through successful pilots is spread to other community members in non-pilot areas through facilitated exchange visits , and c) ensuring that the local federations of the people’s organisations are able to work jointly with local governments on transferring and scaling the models.
- Continuously learning from experience and changing practices is an important component of building climate resilience as well. The project will focus on documentation of evidence of successes and failures to ensure that there is continuous learning and feedback to project implementation. The project will prioritize models that have strong climate resilience benefits through the use of various tried and tested climate resilience tools and methods.

Impact groups

The impact groups of the project will be poor, vulnerable and socially excluded women and adolescent girls with a particular focus on those who are from;

- Smallholder, tenants, marginal and landless farmer households, labourers
- Natural resource dependent communities
- Differentially impacted groups from climate change and disasters.
- People living in geographically remote areas and in poverty pockets.

Impact groups describe the people whose lives we want to change for the better as a result of our activities. For this project, our target groups are members of representative people’s organizations working on agriculture and land rights issues. We seek to influence and strengthen the capacity of the partner organizations to contribute to the change we want to see. The choice of this impact group is driven by the recognition that power and resources are unequally distributed and that certain groups of people are systematically excluded from many development processes. This focus is aligned with the human rights principles of equality and non-discrimination, as well as the 2030 Agenda for Sustainable Development’s commitment of “leaving no one behind”. The project will apply approaches, and tools such as Underlying Causes of Poverty and Vulnerability Assessment (UCPVA), Participatory Capacity and Vulnerability Assessment (PCVCA), to identify and impact groups and vulnerable areas.

The project will work with NLRF and NFGF, and other resource partners to ensure that these people’s organizations conduct activities and advocate for policies to improve the lives of the impact groups. NLRF works with the most vulnerable landless people and have a mobilization strategy for their groups and people that uses needs assessments, wellbeing rankings as well as issues around land access and ownership. Similarly, NFGF is the national federation of registered

farmers groups and work with small-scale, marginalized farmers, particularly women, to form their groups. The inclusion and active participation and leadership of the most marginalized farmers will be promoted. This includes women and marginalized people and communities.

Theory of change

The CARE Danmark program strategy is structured around a Theory of Change (ToC), which integrates long-term development, nexus and humanitarian work and serves as the overriding framework for programming and results-based management. This project is designed within the framework and the logic of the CARE Danmark overall theory of change (see figure 1 below).

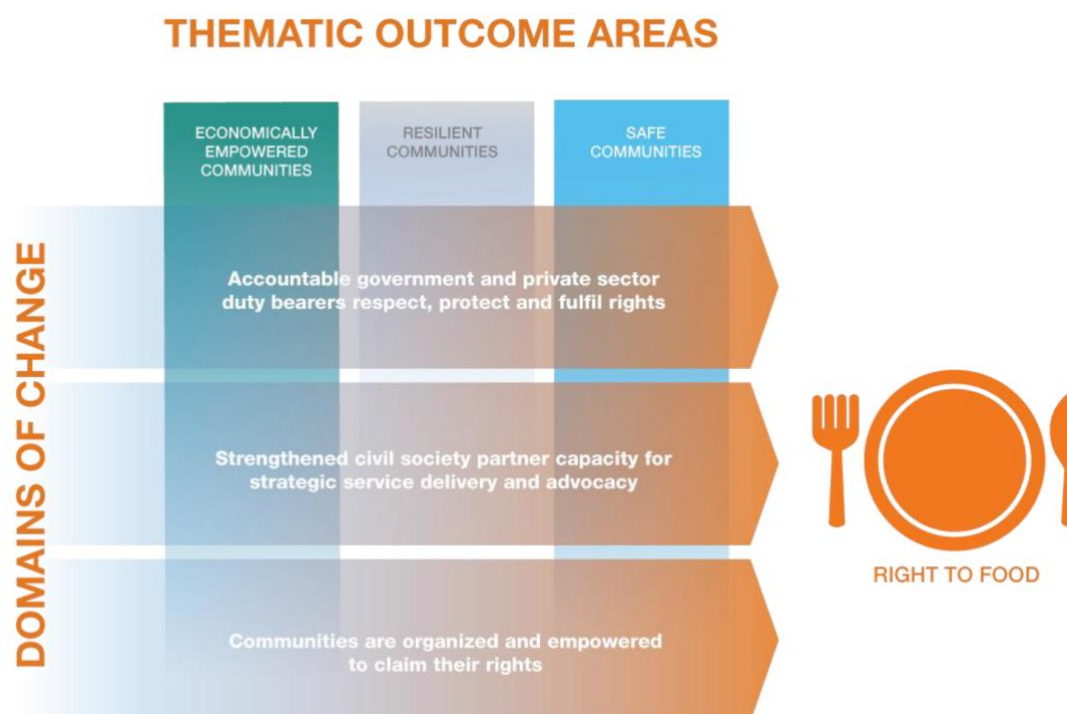


Figure 1: CARE Danmark's TOC for the Strategic Partnership Agreement with Danida.

The project will work within all three domains of the above theory of change, as well as two of three outcome areas (economically empowered communities and resilience communities) by providing support for the continuous development of two representative peoples organisations (NLRF and NFGF) and their local federations to strengthen their ability to operate as inclusive and representative, democratic, accountable, and empowered organisations at all levels able, and engage effectively with local and federal governments. The strategic partners will advance the concerns most important for their constituencies in line with their mandate and strategic priorities—NLRF and CSRC will work on land and agrarian rights of landless farmers, and NFGF will work on advancing the rights of smallholder farmers, particularly marginalized women, to influence and benefit from government agriculture policies. Issues related to resilience building to climate change and disasters, and gender equality and social inclusion are central to the strategic partners. Improving land ownership, particularly for women, is a critical component of economic empowerment, as is supporting the implementation of resilient models around agriculture and food security.

The project will do this by promoting change within the local partner organisations with a dual focus. First, the project will support the continuous development of the peoples' organisations to

be effective voices and advocates of the interests and rights of the landless people and small-scale farmers, with a particular focus on promoting the participation and inclusion of the interests of the impact groups. Secondly, the project will support the strengthening of the development of the two organisations and their local federations to be catalysts in promoting simple and cost effective models of climate adaptation in close collaboration with local governments. The two focus areas are mutually supportive and synergetic.

The project will provide targeted support to NLRF and NFGF at the national level to develop their capacity to be capable of managing (including financial management) and leading the organisations within their mandate and strategies, in an accountable and transparent manner. Critically, increased capacity also includes improved internal organizational governance as well as greater representation of the projects impact groups in the actual structures of the organization. The project will support the development and testing of a limited number of models that increase climate resilience that can be promoted for replication with local governments by NLRF and/or NFGF.

In order for change to happen at a local level, and to support the replication and up scaling of approaches and models on land, agriculture and climate adaptation, the project will also support NLRF and NFGF in strengthening their local federations. This will be done by supporting the development of cost effective methods for local level capacity building driven by and implemented with the active participation of members of the local federations. A central part of the capacity building approach will be the promotion of horizontal learning and capacity building through facilitated exchanges between local community members. NFGF and NLRF, with their local and regional structures, facilitate exchanges where community members will visit communities that have successfully addressed relevant rights challenges or implemented models on climate resilience in collaboration with local governments. The approach is based on peer learning as a catalyst for local change processes and as a means for scaling up through horizontal spread and replication.

If the strategic partners establish themselves as strong people's organisations working with the project impact groups, with stronger accountability structures for resource management and representation, and with the ability to build the capacities of their local federations, then they will have a stronger mandate from their members to work towards influencing local, state and federal plans, policies and practices on land, agriculture and climate change and jointly developing solutions with local governments.

And if the engagement is undertaken in a non-confrontational and solution oriented manner, then it is likely that democratic local governments will be willing to engage with and support the development and implement of pro-poor land, agriculture, climate adaptation policies and plans.

While this theory of change focuses on working with people's organisation, specialised input on capacity building, advocacy or specialised technical input will also be needed, and provided by the resource partners and CARE in support of the strategic partners. Advocacy with federal and local government will be conducted based on the evidence generated through the piloting and continuous monitoring of the different resilience building models. Advocacy under this project will primarily include ensuring that the government's commitment to address issues such as inclusion, equity, and justice, enshrined in the constitution and articulated through different plans and polices, is fulfilled. Particular emphasis will be on supporting up-scaling and replication of successful models for building resilience that advance such issues.

Project objective & key outcomes

Overall objective: Representative people's organisations have individually and in alliances or networks contributed to the realization of the right to food for the benefit of the impact groups in partnership with local and state governments.

Sub-objective 1: The local, district and state federations of strategic partners representing the impact group mobilize and empower communities, expand knowledge, and improve their capacities to work jointly with decentralized governments in developing and implementing inclusive solutions around issues of land rights, food, agriculture and resilience to climate change and disasters.

Key outcome areas related to the specific objective 1:

- 1.1. Local federations of the strategic partners have the capacity to engage in independent activities, and with support from the national organisation, play a role in the replication and scaling up of successful methods on promoting the organisations agendas, including the scaling of models for climate change adaptation.
 - 1.1.1. Capacity building of local federations and community groups based on horizontal learning exchange is developed and implemented by partner organisations. This horizontal exchange encourages information sharing, solidarity building, and replication of models through community exchange visits, community dialogues and documentation, and engagement with local government officials, facilitated by local champions.
- 1.2. Strategic partners and local federations build their capacities to work with local governments and increase access for women and adolescent girls from PVSE families to productive resources, services, and opportunities by working on issues of land rights, agriculture, and climate change adaptation.
 - 1.2.1. Strategic and resource partners provide their local federations with technical and financial support to engage with local governments on implementing joint models in relation to their core mandates around land rights, food, agriculture and climate change adaptation.
- 1.3. Local federations improve the participation of women, small holders and landless in various decision-making processes (at household, ward, municipal levels).
 - 1.3.1. Strategic partners together with CARE, support their local federations by providing relevant tools and methods for identifying and targeting the impact groups, and for empowering the most vulnerable. Project initiatives to increase adaptive capacities, reduce risks from climate hazards, improve land rights, adopt climate resilient agricultural technologies, and leasehold farming for utilizing fallow land directly target the impact groups.

Sub Objective 2: Strategic partners representing impact group have increased their own representativeness, inclusiveness and governance and are capable of influencing policy formulation and implementation at local, state and federal levels around agriculture, food, land rights and resilience to climate change.

Key interventions related to this specific objective:

- 2.1 Strategic partners have improved internal governance, including financial governance, and representation of the vulnerable in their structures to ensure they are legitimate and effective organisations for the landless and poor, vulnerable, and socially excluded women farmers.

- 2.1.1 CARE and Strategic partners conduct joint capacity assessments and develop capacity building and strategic plans for each of strategic partners.
- 2.1.2 Resource partners, CSRC and CARE help implement the capacity building plan based on identified organisational needs including development of organisational rules and procedures, etc.
- 2.2 Strategic and resource partners increase knowledge and skills by improving documentation of good practices, tracking policy developments, filling important knowledge gaps, and learning from on-going implementation activities.
 - 2.2.1 Strategic and resource partners regularly publish learning, impact, and research reports, journals on land right issues, agriculture, and climate adaptation
 - 2.2.2 Strategic and resource partners share and disseminate knowledge products with other CSOs and governments by organising meetings and events, or by attending ones organised by others.
- 2.3 Strategic partners use evidence generated through the application and piloting of above models and approaches to advocate, by themselves and jointly with others, at local, state, federal and where relevant global levels, on land and agrarian rights, and resilience to climate change.
 - 2.3.1 Strategic and resource partners develop and implement individual and joint advocacy strategies to advance specific agendas and themes based on partner mandates and strategic priorities.
 - 2.3.2 Strategic and resource partners engage in federal level policy development processes like the National Adaptation Plan process as well as those related to agriculture and land rights.

Sub-objective 3: Government and other duty bearers, at federal, state and local levels, are responsive and engage with civil society organizations to implement land, food, agriculture, climate change adaptation policies and plans taking into account the needs of the impact groups.

Key interventions related to this specific objective:

- 3.1 Local governments, in partnership with vulnerable communities, plan, implement, and monitor local development activities related to agriculture, land, and resilience to climate change.
 - 3.1.1 Local governments invite members of the local federations of the strategic partners to be members of key working groups, committees, annual development planning processes, and to partner in local development activities.
 - 3.1.2 Strategic and resource partners include local governments officials in trainings, exchange visits, and capacity building sessions as part of model development and the integration of gender and social inclusion considerations.
- 3.2 Federal and state policy-makers endorse policies on land, agriculture and climate change that support the realization of the right to food through increasing access to land for the landless, ensuring the needs of small-scale farmers, particularly women are addressed, and by increasing the capacities of the most vulnerable to climate change.
 - 3.2.1 Federal and state level policy makers engage actively with strategic and resource partners' technical advice and advocacy initiatives by participating in events, discussions with local groups and providing feedback on advocacy documents of the strategic partners.

3.3 Strategic partners develop partnerships with key federal government ministries, such as Ministry of Forest and Environment, Ministry of Agriculture, Land Management and Cooperatives, and with state governments to support closer collaboration and coordination among key government actors, civil society organizations and private sector actors.

3.3.1 Strategic and resource partners organize federal and state level forums and discussions together with federal and state ministries and state governments, involving multiple stakeholders.

The project will include an inception phase of 6-months that will finish all activity level planning with the strategic and resource partners, as well as finish the initial outcome mapping process and set up the monitoring and evaluation system.

Geographic focus

In order to support the activities of our partners, their mission and aspirations of being national representative people's organizations, the project will have a national scope. However, it will implement an innovative, bottoms-up approach to identifying, piloting resilience building models in selected areas of Province 1 and 2 and support their replication and up-scaling. There is a possibility to go beyond Province 1 & 2 in case of having significant and replicable models based on the Scale-up criteria. There will be further scope for province level policy contribution, this will to a large extent be based on the strategies of the strategic partners. These provinces were picked based on the past work of the RtF program in Province 2 and due to the geographical proximity of Province 1. The local federations of NLRF and NFGF will work with local municipal governments and the project partners to identify simple climate resilience building models. Geographic areas or hot-spots to pilot and implement these models will be picked on a number of different criteria presented in Box 1 including high incidence of poverty, high landlessness, high exposure to climate hazards, and lower adaptive capacities. At the same time, the project will build on and strengthen relationships with local governments already established through the past RtF project, and work with those that demonstrate willingness to work in partnerships with the project by providing match funding for activities through their public budgets. Advocacy and learning oriented activities by the partners will also occur at the federal and state levels to push for specific agendas that are beyond a local jurisdiction. Moreover, capacity-building activities for the strategic partners will primarily be focused on strengthening the local federations but could occur at state and federal levels based on needs.

The project will develop a clear exit strategy out of the districts of Udayapur, Okhaldhunga and Siraha of the ongoing RtF project. In order to implement the transition from a geographically focused strategy to the new approach of bottom up model implementation and a national focused one supporting people's organizations, the project will wind down all previous project activities in these districts and ensure an orderly exit by the end of 2019. Piloting and scaling of the models currently underway in these three districts may continue to take place based on decisions by the project team and partners.

Box 1. Tentative criteria for the choice of local municipalities for piloting and scaling up models and approaches

- **Sustainability:** Local governments demonstrate willingness to work in partnership, including allocating their development budgets for joint activities.
- **Equality:** Local governments and the local federations of strategic partners commit to addressing the needs of the most vulnerable, particularly the project impact groups. Some indicators to look at could include:
 - o Incidence of landlessness and occurrence of other land rights issues.
 - o Vulnerability to climate change and disasters.
 - o Total number of people from the impact group impacted by model/approach.
 - o Risks to food security, agricultural production and agricultural livelihoods from climate and non-climate shocks and stresses
- **Legitimacy:** Proposed activities fall under the mandate of local government and are accepted by impact groups and local governments.
- **Scale and simplicity:** Models and approaches are simple, integrated into plans and policies, and can be scaled up.
- **Efficiency:** Proposed models are attentive to costs, avoid duplication, and fit strategically with government policy and plans.
- **Effectiveness:** Evidence exists that proposed models can solve stated problems, and that capacity to develop and implement models is available.
- **Innovation:** Proposed models promote innovative approaches.

Partners

The strategic partners of this project are Nepali civil society organisations working on land and food rights, access to natural resources, climate change threats, and gender and social inequalities and inclusion. NLRF and NFGF are peoples' organisations with a broad membership base representing the impact groups, or in the case of CSRC, an organically integrated partner to NLRF. They are active at multiple levels linking local level activities with federal and global policy issues, undertaking advocacy, and are working on rights based approaches. They have also been working with CARE since 2013 as part the previous Right to Food project.

The rationale for including the National Land Rights Forum and the National Farmers Group Federation as partners are their broad base, outreach and legitimacy, thereby providing the impact groups with a platform and voice. While both NFGF and NLRF do not see work being focused on climate resilience, or have a desire to develop significant niche or capacity in that area, they both acknowledge the important implications for their members due to climate change impacts, and have an interest in building resilience of their constituencies to such impacts. Besides being important actors in their own rights, NLRF and NFGF can also play important roles in an up-scaling strategy for climate resilience models and practices.

The three strategic partners in this project were also partners in the RtF project.

Strategic partners

National Land Rights Forum (NLRF) is a national federation of land rights forums established in 2009, active in 58 districts. The forums, though initially created and supported by the Community Self Reliance Center (CSRC), now functions as an independent national federation. The recently developed strategic plan of CSRC envisions the creation of an NLRF, which is able to function independently and lead the land and agrarian rights movement at local and district levels with engagement at federal level as well. It has recently finished its restructuring process to be in line with the new federal structure of the country.

NLRF has already proven to be an important and legitimate organization to be able to empower local landless communities by providing them with a voice. In partnership with CSRC, it has been effectively promoting the rights and concrete solutions for landless communities. NLRF are presently in a transitional process taking full responsibility for the development of the organization, including the development of its local federations and managing its own financial resources and pushing for policy reforms around land rights and landlessness. A secretariat with paid staff will be set up with accountability to the elected board of NLRF. This secretariat will ensure the day to day running of the organization, including management of all of the project activities around trainings, organizational development, financial management, organizational strategy development, group mobilization, capacity building, model scaling and joint advocacy campaigns. National level advocacy will occur in partnership with CSRC. NLRF will focus on district and local level mobilization and campaigning. This project will support the continuous development of NLRF as a strong and independent people's organization, based on their own strategies and priorities. A particular focus will be on supporting the local, district, and state level structures of NLRF to take a lead role in social mobilization around land and agrarian issues, identify fallow and public land for cultivation by poor people, build the capacity of front line leaders to lead the movement, create trained champions, engage and work with local government, and campaign on improving marginalized peoples' constitutional rights to land.

In line with the strategic plan and the increased capacity of NLRF, CSRC's role has changed and gradually reduced during the RtF project. A six-month long transition phase is envisaged where CSRC's existing support to NLRF local federations will phase out and NLRF can stand on its own as an independent movement based national forum.

Community Self Reliance Center (CSRC) is a national NGO with a mission to "empower land-poor women and men enabling them to claim and exercise their basic rights, including right to land resources, contributing to eradicating poverty and injustice". CSRC is an important actor, particularly at the federal level in Nepal in the land rights area and is closely aligned with NLRF.

In the first year, CSRC will play a stronger role in supporting the capacity building of NLRF to transition towards the transparent and independent management of externally raised financial resources. CSRC will then continue to act as a critical partner for NLRF, monitoring policy developments and engaging in national level advocacy around land rights and landlessness. Following their strategic plan, CSRC will focus on research and knowledge generation around land rights and landlessness, and work with NLRF and its local federations to identify, develop, and jointly implement models and approaches for solving the land rights issues across the country. They will work to develop innovations in the design of such models and approaches, including around the use of technologies for data generation, validation and storage around land and landlessness at the local levels. The landless and tenant farmers can be particularly vulnerable to the impacts of climate change and climate induced disasters, however this issue has not been addressed and researched at much depth in Nepal. CSRC will work with others to identify the climate connections between landlessness and land use and climate change as well

as identify solutions to build resilience, and support NLRP to integrate climate change related considerations into their work. CSRC will thus also play an important role in supporting the scaling up of climate resilience models for the landless.

National Farmers Group Federation (NFGF) is a relatively new national federation of farmers group that were previously registered in the district agriculture or livestock offices. Among these farmers organized into farmer groups, NFGF works in particular with smallholder farmers. NFGF has formed district federations in 44 districts of Nepal and recently restructured its organization to reflect the changed political and federal context. In its recently revised strategic plan, NFGF set its mission "to ensure the dignified livelihoods of small-scale, women, marginalize and landless famers by federating and empowering them, advocating for their rights and collaborating with other stakeholders". It is committed to establish itself as a well-governed and inclusive national federation taking a lead role on various issues related farmers and agriculture. NFGF has within its short life span been able to position itself as a nationally legitimate organization speaking on behalf of small-scale and marginalized farmers. However, NFGF still faces major organizational challenges, and there is a need to strengthen advocacy approaches, which are still thinly spread, unfocused and thus relatively ineffective in securing changes for its constituency. This challenge is partly due to the fact that NFGF's member base is quite diverse and can sometimes have contradictory priorities. To fulfill its objectives of inclusion including poor and marginalized women's farmers, NFGF needs to put more emphasis in developing group mobilization strategies that ensure that their local federations are truly inclusive (of the project impact groups) and that the policy positions they advocate for are aligned with the needs of such groups.

1. NFGF's stated aims are to lobby for the increased representation and leadership of marginalized farmers in decision-making bodies at different levels, continue to advocate for formal categorization of farmers, and to influence resource allocations in favor of farmers. At the policy level, NFGF will work on making the policy formulation process inclusive, and influence policies in favor of small-scale and marginalized farmers. NFGF will closely monitor the development of new policies and plans around agriculture, as well as monitor the implementation of the Agriculture Development Strategy and the Agriculture Extension Policy of government of Nepal. NFGF will mobilise their members for the development, adoption and replication of various models and approaches for increasing resilience to climate change, solve landlessness and land rights issues. This fits well with the overall approach of this project including around the replication and scaling up of climate resilience models and practices. To enable NFGF to play an effective role in respect of advocacy, including scaling of replicable models NFGF will with support from the project work on strengthening the focus and approaches to engagement with decision makers.

Resource Partner

Resource partners will not be involved in implementation alone but will work collaborately with the strategic partners to increase their capacities and provide them with technical support for the delivery of various models and approaches. Initially, Clean Energy Nepal (CEN) has been identified as a resource partner, but more organizations might be added based on emerging needs of the project. CARE's expertise on climate resilience and small scale agriculture in particular will be utilized through the project and additional partners will be picked up as per need and based on their previous experiences of working successfully with people's organisations.

Clean Energy Nepal (CEN) is a national NGO working on climate change and clean energy issues. It has been part of the CARE Denmark run Southern Voices for Adaptation project, mobilizing the Climate Action Network-Nepal (a national level network working on climate change issues) to

engage in climate change adaptation planning at the national level. However, CEN is a new partner for CARE Nepal and will need to go through the appropriate partnership assessments and processes of CARE Nepal to be fully included in this project during the inception phase.

CEN, will work through its own networks and the project strategic partners, to ensure that the implementation of climate change plans, policies and projects are participatory and inclusive. In particular, CEN will monitor and evaluate changes and gaps in existing and new climate change policies, plans, and projects, and ensure they address the needs of small-scale poor and vulnerable women and adolescent girl farmers, and the landless at national and province level governments. The activities it will engage in include:

- a. publishing bulletins, pamphlets, and brochures in Nepali on a regular basis to disseminate information about global, federal and local climate change policies to relevant federal and local stakeholders, including the strategic partners;
- b. updating and sensitizing government and civil society organizations, including people's organizations like NFGF and NLRF on the Joint Principles for Adaptation (JPA) and use them to inform the National Adaptation Plan process, the Nationally Determined Contributions, climate change policy 2011 review and other related federal climate change policies. The JPAs were developed as part of the Southern Voices for Adaptation project and have been used by CEN in Nepal to work with past NAP planning process;
- c. working with the strategic project partners and others to increase preparedness for the UNFCCC Conference of Parties (COP) as well as organize events after the COP to disseminate outcomes from the process;
- d. organizing different types of climate change related events in Nepal with their national and international networks;
- e. Continuing to develop a stronger presence at global forums like the UNFCCC COPs by ensuring continued participation at these events from Nepali civil society actors and by profiling work from this project as well as by hosting side-events at these global events.

CEN will work in collaboration with core partners for national and province level policy advocacy and practices change in the area of climate change adaptation. A joint advocacy plan will be developed and implemented for climate change adaptation policy with clear roles and responsibilities.

Resource Partner for local level model development and scale-up: Beyond the role of CEN at national and province level, a role of resource partner is realized by core partners for supporting in piloting and scaling up of climate resilient models in land and agriculture focusing poor, vulnerable and socially excluded women and adolescent girl farmers. This partners role further includes working collaboratively with NLRF and NFGF, build these partners capacities in the thematic areas.

Based on work experience in RTF phase and realization during inception workshop, LIBIRD's (which is also an existing partner for SUSTAIN theme) role is envisioned as one of the potential partners (resource partner) for piloting of climate resilient, simple and scalable models in land and agriculture working collaborately with NLRF and NFGF. The continued cooperation beyond 2019, which would be based on need and realization of contribution upon an assessment.

Based on the management learning experience from RtF Phase, the project will ensure joint planning, implementation and review among resource partners and core partners rather than standalone excellence.

The Role of Li-Bird is envisioned as follows:

- In collaboration with core partners and relevant local stakeholders, LIBIRD will work to explore cost effective simple scalable models in land and agriculture linking with climate change following the above mentioned criteria. LIBIRD will work with other agencies such as local governments, other line agencies, research institutions, private sectors, etc to pilot and document knowledge products.
- LIBIRD will conduct capacity assessment of core partners in climate resilient models scaling up and provide support to build their technical knowledge and capacity.
- In close cooperation with core partners LIBIRD will provide support to local governments in climate resilient policies and strategic plan preparation process and their implementation.
- Facilitate the core partners to promote and replicate the successful models in other locations within their own strategies and as per their interest.

Project approaches

The project will support the work of the strategic partners aiming to work for the realization of the “right to food” in line with their own strategic plans. The primary approach will consist of strengthening these organisations to enable their local federations to engage strongly with local governments, while also representing the interest of their constituents and project impact groups at the national level. The project will work on facilitating this development by supporting the continuous development of their individual operating models and as well as their advocacy agendas. The peoples’ organisations will be in the driving seat while the resource partners and CARE will provide support and assistance where necessary to help these organisations succeed. As part of the programme design process it was agreed that within this overall framework of supporting strategic partners and their own strategic development, increased emphasis should be on climate resilience. Together with the partners, the project will develop and implement an approach for scaling climate resilience practices that includes the development of models for scaling up of adaptation practices based on the structures of the strategic partners and on the needs of the constituencies of NFGF and NLRG with a particular emphasis on the most vulnerable as defined in the impact group of the project.

The approach to capacity building through horizontal exchange and learning as described below will also serve as a vehicle for the development of the capacities of the local federations of the strategic partners. The project will aim to integrating climate resilience into the work of the organisations by ensuring that climate adaptation and resilience building activities primarily addresses the immediate individual or community needs of the project impact groups.

Strengthening civil society led advocacy

This project will continue supporting the strategic partners to define and develop their own advocacy agendas and strategies at federal, state and local levels, and develop strategies around these tasks. It will work on increasing the strategic partners’ and their local federations’ abilities to engage effectively and work jointly with local elected governments. More project investments will flow towards increasing the capacities of the local federations and affiliated local groups to help them identify and solve critical issues around agriculture, land and climate change resilience. Strategic national level advocacy around climate adaptation, small-scale agriculture and landlessness will also occur through the strategic partners, in partnership with the resource partners.

Linking local, national and global advocacy and implementation

CSRC and CEN already have connections in global civil society networks on issues of land and climate change. CSRC has been working with international land networks, while CEN works with regional, and global networks on climate change, and has a history of having strong presence in the UNFCCC negotiations. This project will support CSRC, and through it NLRF, to strength their working relationships with various trans-national networks working on issues of land. CEN will continue their national level engagement and advocacy around climate change adaptation planning as well ensure that good practices are profiled and that they advocate on behalf of poor vulnerable and marginalized women farmers in the global UNFCCC negotiations. In prioritising the international and global engagement, focus will be on supporting agendas of immediate relevance for the impact group, and emphasis will be on strengthening the linkage between the national, regional and international engagement. CARE will provide additional support technical support for developing and scaling up climate resilient and gender responsive agricultural practices.

Working with local governments

After a long period of transition, democratically elected local governments are finally in place across Nepal with mandates to improve people's wellbeing. The government also wants NGOs to align closely with their priorities of increasing prosperity and in creating infrastructure development. Under this new dispensation, civil society organizations need to find novel ways of working together with governments, particularly at the local level. Such new relationships need to include different modalities for partnering to deliver development outcomes but also in ensuring that local governments become increasingly capable and embody civil society's core values of accountability, justice, fairness and equality. The key towards achieving sustainable and equitable development is ensuring that citizens are empowered, power holders are effective, accountable and responsive, and that spaces for negotiation between the two are expanded, effective and inclusive¹⁴. While improved technical approaches have a lot to contribute, the influencing of policy processes (on issues such as land tenure, the right to food, and equality) and governance structures is equally important.

This project will help strategic partners develop proposals and action plans with local governments to pilot and scale up models, and to integrate climate change, land rights and agricultural rights into the annual and longer term planning processes and budgets of local governments and to engage in joint implementation between Municipalities and local communities. It will pay attention to expanding spaces for negotiation and engagement between citizens and local governments and could also include strategic partners piloting social accountability tools such as the Community Score Cards together with local governments.

Partners' capacity building

Capacity building activities in the new project will be of two types. First, the strategic partners need to continue to build their capacities to be legitimate national organizations with the ability to engage with local and national policy processes. They need to improve their technical capacities, have active and capable local federations nation-wide, and have sound management and internal governance practices as representative organizations. The project will thus continue to provide financial and technical support in particular to NLRF, and NFGF, to be better governed, organised, more inclusive organizations advancing the interests of their members. The project will work with these partners to improve their institutional and financial governance, advocacy capacity and group mobilization strategies. Through this support, the strategic partners will create long term strategic institutional development plans that identify priorities for capacity

¹⁴ CARE. 2015. Inclusive Governance Framework. At: <http://governance.care2share.wikispaces.net/GPF>

development, strengthening of institutional and financial governance, support for documentation and learning, and develop annual action plans to implement these priorities. NFGF and NLRF, at their heart, are movement driven peoples' organizations formed to increase the collective bargaining power of landless and land-poor people and small-scale farmers. The project will take special care to prevent turning these organizations into professional organizations with complex rules, processes, and systems. Instead, it will ensure that the processes and systems strategic partners establish in their institution are appropriate and relevant.

Second, the new project will help NLRF & CSRC, and NFGF develop and sustain the capacities of their local federations across the country for mobilising the most vulnerable and for engaging with local governments around issues of land rights, agriculture and resilience to climate change. In particular, the project will attempt to develop their local federations to be catalysts in the scaling up of climate resilience building models developed and piloted through the project. This will require new methods for capacity building and learning, beyond the provision for simple trainings. The project will thus develop, together with all partners, an approach to horizontal learning for local federations of NLRF and NFGF, and project impact groups. This horizontal exchange and learning approach will consist of exchange visits among community members affiliated to the partner organisations to observe, discuss and learn from both successful and unsuccessful instances of rights claiming or resilience building as well as on-farm learning and demonstration activities. Community groups will be taken on exchange visits to see other land poor and landless, marginalized women farmers and their successful and unsuccessful instances of adoption of climate resilience building models. Such visits will explore successes and challenges around claiming of land and agrarian rights, as well as hands-on demonstration activities to further increase learning and adoption of practices. Besides these community-to-community exchanges, joint exchanges with representatives from municipalities and local communities will also be tested as a means to strengthen dialogue, joint learning, and local innovation amongst and between local government officials and community members. The exchange visits will be followed up with discussions, reflections, and dialogues to ensure that learning from such visits are internalized. Local leaders and champions from the project impact groups will take the lead in facilitating such visits. Costs would remain low since these would be local community visits with community home stays. CARE will work with the NLRF and NFGF to develop the approaches to these exchange visits, reflections, and around using local leaders and champions as central parts of the capacity building process during the inception phase of the project. NLRF and NFGF will be responsible for organising the exchange and learning visits, and conducting follow up activities as part of their organisational capacity development strategies.

Increasing climate resilience

Nepal faces multiple hazards and high levels of fragility that can have major impacts on lives and wellbeing. The effects of climate change fall disproportionately on people who are already marginalized and vulnerable, and often land-poor or landless people and small-scale women farmers are the worse hit. The 2015 earthquake was also a vivid reminder of how large shocks, like powerful earthquakes, could impact lives and livelihoods and push already marginalized and vulnerable people further into poverty. The solutions for building resilience to the impacts of climate change, and other types of shocks and stresses are context specific. For example, a resilient agriculture model that works in the western *Terai* may not be appropriate in the central mid-hills of Nepal. Such solutions need to be based on local analysis of risks and vulnerabilities, needs, and capacities of the different actors involved. The proposed bottom up model identification and development approach helps develop locally relevant solutions, increases ownership of different local actors, and can be cost effective.

Working on climate resilience involves ensuring that the most vulnerable are meaningfully and effectively participating in all decision making, that risk and vulnerability assessments inform all design and implementation of activities, that natural and human systems are strengthened, and that the underlying causes of vulnerability like gender equality and social exclusion are reduced. And the capacities of vulnerable people to influence policies, investments, and practices at all levels are increased.

This project will develop a number of models which will help reduce vulnerabilities and increase adaptive capacities in relation to climate change. These models will provide visible benefits so that small scale marginalized and women farmers adopt them with minimal external inputs, and also help promote them with local governments for subsequent implementation. Box 2 presents potential models the project could pilot and scale, which build the capacities and assets of the impact groups and reduce the different drivers of risks that make them vulnerable. A critical way of increasing resilience is helping small scale farmers, particularly women, adapt to the impacts of a changing climate by improving their ability to make decisions and engage in risk informed actions. Significant experience exists in Nepal and at CARE on working with climate vulnerable communities to improve their adaptive capacities. The models that will be piloted and scaled up will aim to decrease vulnerabilities, build resilient and profitable livelihoods, reduce disaster risks, and address the underlying causes of vulnerability. Other activities could include the creation of early warning systems and disaster preparedness activities, improving the use of agro-climatic information by vulnerable women farmers, improving livelihoods for the land-poor and landless through contract farming, helping increase adoption of gender responsive and climate resilient agricultural technologies and practices, and reviewing various land-use plans with a climate risk lens.

Replicating and scaling up models

The project will pursue a number of different strategies for scaling up and replication of these models. First, the project will identify simple models that have clear resilience building benefits and meet the immediate needs of small-scale farmers, PVSE women farmers and the land-poor. Efforts will include reducing the barriers to adoption of these models by small-scale farmers and the land poor with minimal external support. The project will use tested tools and methods to identify resilience benefits, integrate gender and social inclusion concerns, and demonstrate impact for farmers and influence their autonomous practices. Second, the program will ensure that a major component of capacity development funds will be channelled towards developing the local federations of the NFGF and NLRF so that they can play a strong role in working with local governments. These local federations of the strategic partners, working with CSRC, CARE, CEN, LiBIRD and other organisations¹⁵ with necessary capacities, will work to integrate such resilience building models into the plans, policies and activities of the local, state and federal governments. Third, the program will develop a horizontal learning and exchange approach as a means of increasing solidarity among different groups, creating more hands on learning through a community of peers, and creating additional opportunities for sharing information about resilience building practices for replication.

¹⁵ The project will seek such services from other resource organizations that have strong capacity in gender equality and social inclusion, creating transformative changes and in climate resilient agriculture and food security to further develop and replicate the models.

Box 2: Potential models for PVSE women farmers and landless that could be piloted by core and resource partners jointly with local governments

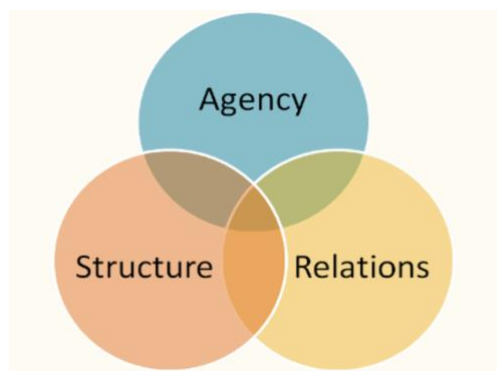
- Increasing the adoption of efficient water management and water harvesting technologies to combat water scarcity
- Using flood early warning systems that link upstream and downstream communities to disaster preparedness
- Increasing community awareness and the ability of marginalized individuals to identify climate change risks and vulnerabilities, including among school going children
- Increasing the use of climate and market information to improve management of on-farm climate and weather risks for small scale marginalized women farmers, agro advisory services using ICT Tools
- Using of REFLECT sessions and utilizing/creating municipality resilience centers to increase empowerment of women and marginalized groups and changing social norms
- Using gender sensitive agricultural tools and climate resilient practices
- Improving shelters to combat increased heat and cold stresses in the Terai
- Replicating contract farming approaches for land-poor and landless PVSE women farmers
- Preserving and promoting climate resilient local seed varieties
- Participating in the development of climate integrated land use plans and zoning ordinances for urban municipalities
- Increasing the distribution of joint land ownership certificates for landless and land-poor women farmers
- Increasing the use of agriculture insurance and other types of risk management approaches for managing climate risks in small-scale farms.

Increasing gender equality and social inclusion

The project will work to address the underlying causes of vulnerabilities around gender inequality and social exclusion by improving agency, changing relations, and creating empowering structures, based on CARE's approach increasing gender equality and women's voice (see figure 2 below). This is central to the work of all strategic and resource partners as well as of CARE. The project will attempt to change entrenched social norms and inequalities around gender and social inclusion through dialogues and engagement with the local federations of the strategic partners and other affiliated community groups. This will happen primarily by integrating issues of gender justice as part of the horizontal exchanges and follow up learning dialogues. The strategic partners will attempt to engage with women local elected representatives from marginalized groups in such learning exchanges as well as in capacity build initiatives aimed at facilitating joint implementation of the resilience building models. It will also work to create and provide safe spaces for women, girls and people from marginalized groups to discuss gender issues and discriminatory practices and challenges, develop leadership skills, and to identify potential solutions to these problems. Through such activities, women can become better prepared and more confident to raise their voice both in the household and public; while men will become more aware of, and willing to challenge discriminatory practices. The active engagement of men (community leaders, spouses, etc.) and boys is essential across all these approaches. However, in order to avoid creating ethnic tensions or divides in local communities,

the project will seek to find and empower the most marginalized and excluded and seek to bring them into the decision-making process regardless of ethnic status or caste.¹⁶

Figure 2: CARE’s Women’s Empowerment Framework based on years of work, identifies three domains of change to bring about holistic empowerment. This framework claims that it is critical to address women’s *agency* (capacities, skills, confidence), the *relationships* of power that affect their choices (particularly household relationships and community groups), and the *structures* (such as agriculture and market institutions, land policies, social norms) that govern their lives and choices¹⁷.



Helping build civil society alliances

Civil society organisations working through multi-stakeholder alliances have significant potential to influence policies and plans of the federal and local governments. This could happen through the development of horizontal linkages, joint advocacy strategies, and enhanced trust among CSOs. If there are issues that can be promoted in coalitions, the project will provide financial and technical support to the strategic and resource partners to build alliances with other local and national civil society groups to advance the concerns of their constituents and impact groups. This will be done primarily through a flexible small grants mechanism, managed by CARE based on the existing small grants guideline, but with the active involvement of the strategic partners.

Small grants could be provided for the development of joint advocacy strategies and campaigns around relevant issues for the impact group, or for the creation of multi-stakeholder platforms on climate resilience at the national level. At the local level, the small grants mechanism maybe used for strengthening cross civil society cooperation on a wider number of issues, including promoting gender equality and social inclusion, improving accountable and transparent governance, building climate resilience and for conducting joint meetings and assessments. This will help to increase adoption of the models, advocate for specific policy provisions, support local governments to implement activities, and ensure that local governments addresses the needs and concerns of the most vulnerable on agriculture, land rights and climate resilience.

Facilitating innovations

This new approach to developing models, up-scaling and jointly implementing them with local governments can also help the testing of innovative models for building climate resilience, and improving livelihoods of small-scale women farmers, and improving land rights. Tentative examples of such activities could include:

- using simple technologies to further advance models including for assessments, data collection and information dissemination activities, including of early warning and climate information;
- increasing access to quality agriculture extension, as well as supporting the value chains of high value resilient agriculture products; and,
- developing sustainable and cost-effective models for up-scaling.

¹⁶ This approach is recommended based on the experiences of past projects like the Churia livelihood improvement Program (CHULI), the recommendations of the final evaluation of CHULI, and as well as the Janajati Social Economic Empowerment Project (JANSEEP) project as well as the Right to Food project.

¹⁷ CARE. 2015. Women’s Empowerment Framework. At <http://www.care.org/our-work/womens-empowerment/gender-integration/womens-empowerment-framework>

Monitoring and learning

The project is aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs), as per CARE Denmark's strategic partnership with Danida. Priority will be given to supporting Nepal's journey towards the SDGs. It will contribute to SDG 1 "Ending poverty in all its forms" and SDG 2 "End hunger, achieve food security and improve nutrition and promote sustainable agriculture", as both are essential for securing the right to food. Moreover, eliminating gender inequality and empowering women and girls (SDG5) to claim their rights and participate in household and societal decision-making processes related to production and consumption of food, including nutrition is also central for CARE, as is SDG 13 around climate change.

A two-tier monitoring system will be set up, one based on outcome mapping and a second using a regular results framework with impact and output level indicators. Through Outcome Mapping, change processes are collectively owned and are a result of a complex web of interactions between different actors, forces and trends. To produce sustainable changes, projects should contribute to and influence these processes of social change, rather than focusing on controlling specific outcomes. But in order to have an easily accessible strategic framework and something more quantifiable than outcome mapping to share with donors, government and others, and to report against when results-based reporting is required, a draft simple results framework has been developed, and a revised version will be developed by the end of the inception phase. The indicators in this results framework is aligned with CARE Nepal's SUSTAIN program DMEL framework and CARE Denmark's final results framework, and linked to the SDGs. Monitoring efforts will be participatory, including all the project partners as well as include poor and marginalized women farmers providing them an opportunity to feedback to partners and government, and to influence planning and implementation of activities at the local level. The partners will monitor changes in the behaviour and capacity of key actors identified for capacity building and policy influencing purposes.

The compilation of information generated through the outcome journal over a period of time will enable CARE Nepal to analyze and document the change at the partner level in a systematic way. CARE in particular, will bring a strong learning orientation to the development and implementation of the models, will ensure that there is cross learning from other related CARE Nepal projects working under the SUSTAIN theme, and that feedback, dialogue, reflection, exchange and teamwork become integral parts of the project through outcome mapping activities. CARE will also ensure that documentation of good practices occurs regularly in Nepali and English, and successes and failures for model development are regularly and reflectively documented. Other resource partners will ensure that the development of joint and individual advocacy positions are informed by evidence generated through the development and implementation of different models.

Learning and adaptive planning

Inception Phase (July – December 2018) : In order for the project to maintain relevance in a shifting context, the project will undertake internal learning and reflection session with partners on a recurrent basis, and starting with one at the end of the inception period. The project will aim to adapt to changes in context and engage in course corrections based on learning from the implementation, on a systematic basis.

Implementation Phase (Jan 2019 – Dec 2021): During the implementation phase, regular review and reflection will be conducted both at partners and project level. The learning and reflection process will guide further to have a regular dialogues among partners and will also be helpful in

re- planning based on learning. As the project is working within untested and innovative areas in respect of scalable models a particular focus in monitoring and learning will be on reviewing the strategy and implementation of scalable model development and progress in going to scale. Regular field monitoring by partners and project staff will ensure direct observation of project interventions being implemented. The joint monitoring visit together with local government and other related actors will also be a part of the adaptive learning. The project reporting will also be done in periodic basis.

Sustainability

This project has been designed to ensure the maximum sustainability of partners, approaches and models developed and thus beyond the sustainability of the individual activities. The new political context in Nepal, and in particular the emergence of democratic local governments with own financial resources provides a yet unexplored opportunity for sustainable local development. Key considerations taken during the design process in support of sustainability of the project actions include:

Interest based organizing through community groups

The project works with peoples' organisations as strategic partners with own agendas. They have federated community groups formed to meet concrete needs related to land rights and agriculture. These groups are not mobilized to fulfil project objectives and they are dependent on external funding only to a limited degree. The project will ensure that greater funds flow down from the federal level to building the capacity of its state and local level federations and affiliated groups in a sustainable way, and not initiate new and unsustainable local practices and structures. It will work to improve the sustainability of the partners by encouraging them to diversify their revenue funding; including exploring multiple ways to raise funds from within their membership structures.

Partnerships and capacity strengthening

Most project activities are geared towards the strengthening of capacities of representative people's organizations to claim rights at the federal, state and local level, supporting community groups to ensure equity and empowerment of the most vulnerable, and ensuring that strategic partners build relationships with local government in innovative and effective ways. The project will not support the development of new donor dependent structures and aim to integrate sustainability concerns into all activities from the outset.

Working with local governments

This project will pilot and scale up successful models for increasing climate resilience as well as land and agricultural rights. The identification of the models and areas to pilot and implement them will be determined by a set of criteria including the willingness, interest in partnership with peoples organisations and the resources that local governments commit to the cooperation and model implementation as well as how committed and capable the local federations of the strategic partners are for model implementation. In doing so, the project will support the development of various capacities within the strategic partners for strengthening new types of government-citizen interfaces for improving lives and livelihoods of the most vulnerable. A stronger ownership by both the local federations and the local government will help ensure that the activities are not contingent on the availability of external funds.

Model development and scaling

One of the strategic approaches of the project is to support replication of resilience building practices through horizontal exchanges, learning, and replication through the local federations of the strategic partners. As elaborated earlier in this document, the project's focus is on designing models that can scale through simplicity, cost effectiveness and working in partnership with local governments. This approach was chosen as a means to secure sustainability by combining the capacity and energy of peoples' organisations and their local federations with resourced local governments and their institutions.

Major risks and mitigation measures

Risks	Level	Mitigation measures
The political climate in Nepal could turn increasingly sceptical of civil society strengthening, rights-based approaches and advocacy. The role of civil society in development is currently in flux with the Government of Nepal wanting to see investments in "hardware" aligned with their priorities on infrastructure investments instead of on trainings, advocacy and rights claiming. The government is attempting to centralize civil society regulation under the Prime Minister's Office. This could continue to be an issue in working with local governments as they have increased authority but lack capacities to manage development projects. Getting the project registered and approved by the authorities could be challenging and implementation with local governments may be difficult.	Medium	CARE Nepal is developing a more holistic programmatic approach to improve relationships with the Government of Nepal to address the software/hardware debate. This project falls under the SUSTAIN theme for CARE Nepal which has a mix of both rights claiming as well as service provision and hardware development at the local level with the government. The focus of the current intervention is on local collaboration rather than confrontation, and includes funding for hardware in the form of joint funding of climate resilience model development and implementation. Furthermore, CARE is a part of the Association of International NGOs and will work in coalitions with other actors to continue to push for expanding spaces for civil society.
The political situation in Nepal could change for the worse (increased tension, <i>bandas</i> or violent conflict) and become disruptive for the project.	Medium	With the creation of three tiers of government, a stable government is in place that has increased hopes of future prosperity. The government is focused on infrastructure development and service delivery. There are some chances of unrest as people express their opposition to this government or express dissatisfaction over unmet expectations. The project will regularly and carefully analyze information



		from sources such as the situation updates shared by RMO, UN Radio Room, CARE Nepal owns safety and security department as well as from informal sources such as communication with the districts.
Locally formed natural resource user groups and CSOs raise expectations on rights fulfilment by local providers that cannot be met, leading to increased conflict between rights holders and duty bearers.	Low	The project will support partners to engage constructively with all levels of government and focus on joint delivery of activities with local governments to improve sustainability and ownership across society. It will also clarify expectations about available budgets to ensure that expectations are reasonable.
Natural disasters such as earthquakes, floods, drought, landslides etc. can affect implementation of the project by restricting movement of partner staff and participation of impact groups. It may create humanitarian crisis.	Medium	Major shocks will impact the living standards and asset base of the natural-resource dependent communities CARE works, undermining resilience-building efforts. This project cannot fully mitigate this risk, but it has been designed to pilot and scale up models and approaches that improve community resilience to different types of shocks and stresses by increasing assets (including savings) and social capital of women and marginalized groups, supporting the adoption of climate-resilient agriculture methods, increasing land rights, and creating diversified livelihood strategies. The project will also adhere to CARE Nepal’s emergency preparedness plans and processes.