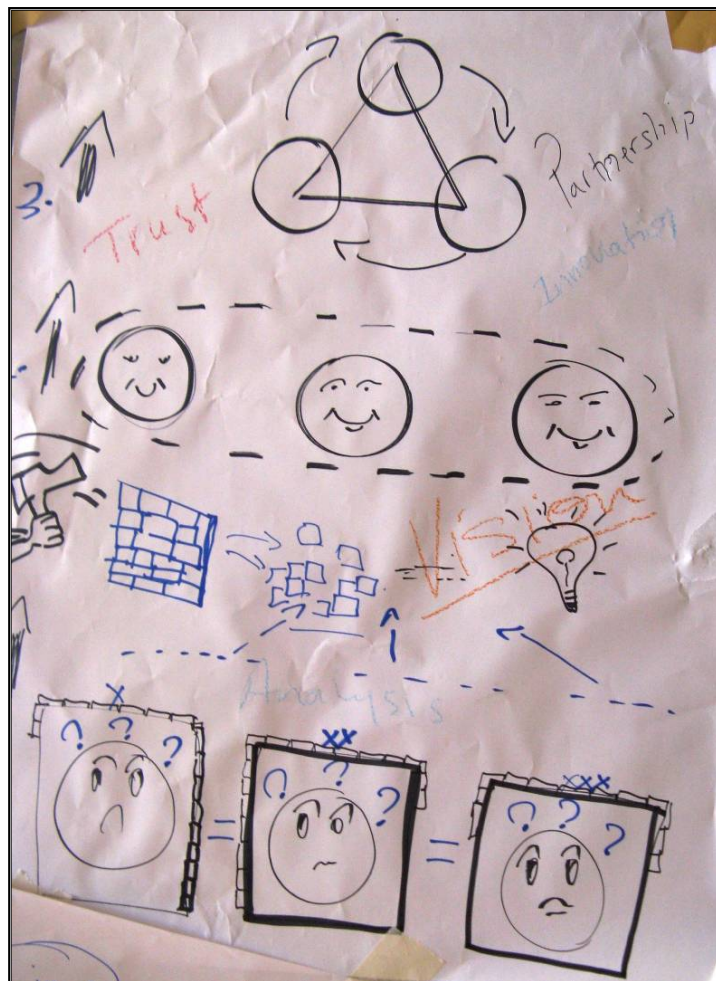


REPORT OF THE 2010 ANNUAL REVIEW WORKSHOP

Kibuye, 2-3 June 2010



Program Contacts

EEGL Regional Coordination Office

Regional Programme Coordinator
 EEGL Programme
 CARE INTERNATIONAL
 Kachiru, Kigali B.P. 550
 Kigali, Rwanda
 Tel: + 250 58 31 47/ 48/ 49
www.virunga.net

IGCP

International Gorilla Conservation Programme (IGCP)
 (AWF, FFI & WWF)
 Off UMUGANDA BOULEVARD
 Opp. the Office of the General Prosecutor
 P.O. Box 931, Kigali, RWANDA
 Tel: +250 580465 | (fax) +250 580466

CONTENTS

1	INTRODUCTION.....	3
2	PROCEEDINGS.....	4
2.1	PARTICIPANT INTRODUCTIONS:.....	4
2.2	ANNUAL REVIEW AND TIME FOR SELF REFLECTION: FACTORS OF SUCCESS	4
2.3	EMPOWERMENT FRAMEWORK	5
2.4	DREAMING:.....	5
2.5	REFLECTION ON IMPACT AND CHANGING LIVES OF THE MOST VULNERABLE AND MARGINALISED.....	6
2.6	EEEGL'S KEY APPROACHES: EQUITY, PARTNERSHIP AND CONFLICT SENSITIVITY	7
2.6.1	<i>Equity</i>	8
2.6.2	<i>Partnership</i> :.....	8
2.6.3	<i>Conflict sensitivity</i>	8
2.7	DISCUSSION ON INDICATORS:	8
2.8	REVIEW OF EEGL STRATEGIES	10
3	WORKSHOP EVALUATION.....	15
4	LIST OF PARTICIPANTS	16

I INTRODUCTION

The EEEGL team, comprising staff from IGCP and CARE International, meets at the end of each fiscal year in a retreat to review the progress and reflect on the programme strategy.

In October – November 2009, the EEEGL programme had conducted a mid-term review of its progress. The MTR, among other things, had clarified the Theory of Change underpinning the programme's strategy. The ToC provides the conceptual framework within which the programme pursues its objectives and seeks to achieve impact across its four thematic areas (enterprise, participatory natural resource management, civil society empowerment, and transboundary collaboration and learning).

Amongst its recommendations, the MTR advised that the team tries and better focus on approaches and processes which are key factors in ensuring programme impacts, over and above deliverables. The programme design proposed a number of cross-cutting approaches for implementation:

- Rights based approach
- Landscape approach
- Conflict sensitive approach
- Partnerships
- Equity

These approaches have been generally adopted by the programme, although often in an implicit manner, rather than through formally explicit designs systematically reflected in activity plans. As a consequence, the programme's M&E system pays little formal attention to these approaches, despite their relevance to ensure programme's impact.

The MTR recommended that the EEEGL team adopts a more structured attention to the programme approaches, and develop corresponding indicators to allow for their monitoring along with the programme deliverables. These indicators would guide the programme in monitoring qualitatively its progress.

The 2010 Annual Review Workshop was focussed on this aspect and was convened to provide an opportunity to the team to reflect on the quality of the programme's processes, over and above the progress against deliverables. This was proposed as a reflective practice moment to maintain the team's attention on the "problems" being addressed by the project, over and above the task focussed attention.

The retreat took place in Kibuye during 2-3 June 2010 and involved EEEGL's full team from CARE Uganda, Care Rwanda and IGCP (the DRC component of the programme is still suspended).

The programme hired a facilitator to lead the workshop and provide the team with an external perspective about their work, successes and way forward. This report documents the methodology used, shares the successes and indicates the way forward for the team in the remaining 18 months to ensure that the teams focus on the approaches of Equity, Partnership and Conflict Sensitivity while implementing the 4 main strategies of the programme.

2 PROCEEDINGS

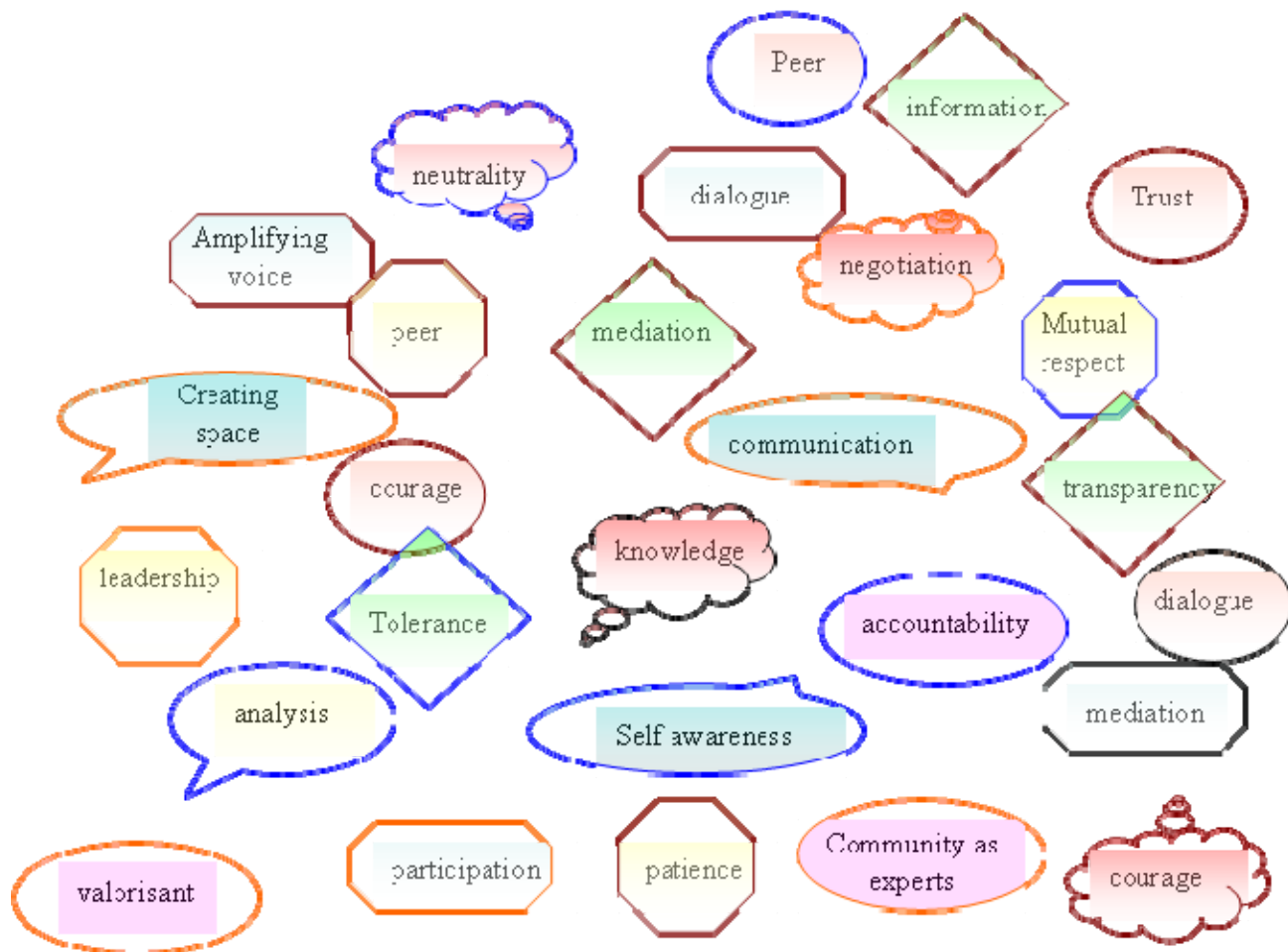
2.1 Participant introductions:

Participants were asked to introduce themselves. Although they all knew each other, the exercise was done to help the facilitator get to know the team, and as an ice-breaker. Participants were asked to introduce themselves and tell one truth and one lie without revealing – leaving the others to guess. A variety of information was shared: from staff having 10 children, to changed nationalities language skills.

2.2 Annual review and time for self reflection: factors of success

Based on an appreciative inquiry¹, the participants were asked to break into pairs and share individual stories about something that they had done during the past year (or tenure with programme) that had let to impact and for which they were very proud.

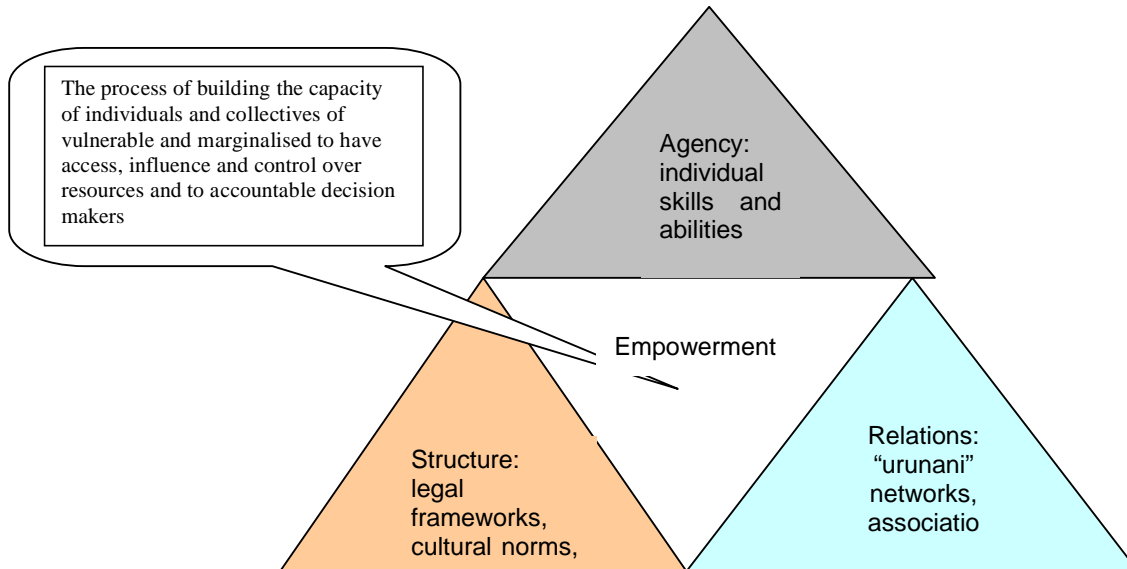
For each task/accomplishment identified, participants were asked to reflect on why they were proud and why it had an impact. In plenary, the pairs fed back and the plenary discussed and worked together to identify the factors which led to each of the success stories. The key characteristics, behaviours, or attitudes that led to the successes and impacts were identified as follows:



¹ For documents, lessons learned and multiple materials on Appreciative Inquiry visit <http://appreciativeinquiry.case.edu/>

2.3 Empowerment Framework

During these discussions, sharing stories and dreaming the facilitator shared with the participants the CARE Empowerment Framework as an interesting tool for analysis and reflection. The framework shows that to see how impact happens one often needs to be working at three levels. The framework is described below:



2.4 Dreaming:

Following discussions on the success stories, which enabled participants to share and learn from others' examples of impact achieved in the past year, they were asked to spend five minutes on their own reflecting, thinking and dreaming of the programme upon its end- what did they hope to see given these stories of impact. Participants were asked to present their dreams in any format, but with no words. They were allowed to work in teams to present their shared dreams.

The majority of the participants chose to use drawings – with one group of three doing a mime. The key themes (dreams, images) shared by all presentations were: shared management, improved livelihoods, partnerships and working together, communities with ideas leading the process, team work and communities living adjacent to well managed protected areas.



In plenary we reviewed some of the different drawings and asked participants to try and explain the images they say in other's drawings. Then participants were asked to go around the images and write on the image the key words from the earlier session, that they saw being depicted in the drawings.

The most frequently identified key words were

<i>Analysis</i>	<i>trust</i>	<i>innovation</i>
<i>communities as experts</i>	<i>team work</i>	<i>awareness.</i>
<i>collaboration, participation</i>	<i>innovation</i>	
<i>transparency</i>	<i>ownership</i>	

2.5 Reflection on impact and changing lives of the most vulnerable and marginalised.

The facilitator shared with the team the concept of "Aziza" or here known as Caroline. Caroline is an image of a young girl that is impacted by the programme. In each community and situation she might be faced by different constraints and barriers. The participants divided into 3 groups and were asked to reflect on what are the key characteristics of "Caroline" in the programme area. The teams then shared images of Caroline – and in plenary discussed her life – but also how the programme could work to help Caroline improve her livelihoods and life in dignity, the descriptions of the 3 are as indicated below:

- a. Caroline is not able to go to school. Her clothes are worn and she does not have a shirt nor shoes. She has to defend the maize crop from baboons – and as she is a girl and baboons are not scared of her – she has to carry a large stick. Her brothers are at school and she is left alone in the day with a sick dog to defend the crops. She has no friends.
- b. Caroline's mother is sick with TB. Caroline is responsible for fetching firewood, cultivating, and fetching water. The water is polluted some women wash their clothes in the river and cattle pollute it as well. There is a school near by – but Caroline is not able to attend. She cooks on a traditional 3 stone fire.

c. Caroline is poor and forced to cultivate her parents fields.- she is not able to attend school. At 12 she is forced to marry and over the next 5 years has one child after another. Then one day she joins an association that has savings and loans and she develops an income generating activity (thanks to EEEGL). Through this activity she makes friends and strengthen her social networks. She is also able to send her children to school. With some of the income earned she gives money to her husband to keep him quiet at the bar. At home life is good they have a decent house and a TV where they watch the World Cup.



Discussion continued on how EEEGL can change Caroline's life. Do we need to address her skills and abilities – or are we talking about communities identifying solutions. We made reference to the need to address skills, association and community life as well as structural issues such as governance. Reference was made to the empowerment framework and how important is to address the problem from all sides.

2.6 EEEGL's key approaches: equity, partnership and conflict sensitivity

The team was asked to reflect on how to get to the expected programme's impact upon its termination, that is which factors would increase the impact within the programme's theme of work and with regard to the EEEGL's expected results. WE recalled that the design of EEEGL selected three key approaches that were deemed critical to achieve impact: *equity, partnership and conflict sensitivity*.

Participants were asked to break into the 3 groups and review the approaches and look at the factors of success listed in the opening session and confirm which ones were linked to the three approaches. Each group listed the key words, developed a summary statement to capture the concept and proposed indicators which could help tracking whether the approach was being used. The objective was to give participants and other EEEGL programme members direction and guidance on how to focus and use these approaches in their day to day work.

2.6.1 Equity

Key words: dialogue and negotiation, participation, communication. Valorisation mutual respect, accountability, community ownership, empowerment, good community leadership, amplify the voice, transparency, information

Statement: **EEEGL shall achieve equity through community empowerment, dialogue, formation/knowledge sharing and accountability within an environment that allows participation and involvement of all stakeholders.**

Indicators:

- ⇒ Historically marginalised groups feel recognised and valued by other stakeholders in decision making

2.6.2 Partnership:

Key words: power sharing, mutual respect, accountability and transparency, sharing and information and knowledge, tolerance, dialogue/negotiation, communication, participation collegial relationship, self awareness, patience and persistence.

Statement: **EEEGL shall establish and develop partnerships based on mutual respect, shared ownership and responsibility of actions, decisions and results**

Indicators:

- ⇒ Partners implementing the EEEGL have mutual respect for each other
- ⇒ Partners implementing the EEEGL share ownership, and responsibility of actions, decisions and results

2.6.3 Conflict sensitivity

Key words: good communication, awareness of stakeholders, equal relationship, I space for dialogue participation, neutrality mechanisms , critical situation analysis, opportunities available

Statement: **Conflicts are reduced and limited as partners and stakeholders have access to information and are participating actively in decision making**

Indicators

- ⇒ Project beneficiaries have equal right and access to existing information about supported NRM actions
- ⇒ Equal space for participation of all stakeholders in decision making
- ⇒ Mutual respect and tolerance exists amongst stakeholders

2.7 Discussion on indicators:

Many of the staff were not comfortable with process indicators that are so qualitative. Due to their technical background they want hard, tangible quantitative indicators. There was concern on how to measure indicators - such as "mutual respect and tolerance" – in a meaningful and objective way. The facilitator explained that if stakeholders were asked if they felt respected by the others - that their answer is sufficient. Concern was raised about corrupting information – as in what if the person said they felt respected and this was not true. Discussion went on about people's perceptions and collecting information. It is recommended that the team learn about collecting qualitative data from other colleagues or research KAP (knowledge, attitude and practices) which is used in the health field.

Box 1 - Suggested methodologies for the approach indicators

Approach statements	Indicators	Suggested methodology to monitor indicators
<p>EQUITY</p> <p>EEEGL shall achieve equity through community empowerment, dialogue, formation/knowledge sharing and accountability within an environment that allows participation and involvement of all stakeholders.</p>	<p>1) Historically marginalised groups feel recognised and valued by other stakeholders in decision making</p>	<p>Key participant interviews and focus group discussions. Focus group discussions should be held with historically marginalised groups and ask them to define what being recognised and valued means to them. Will have to be careful in translating the concepts into local languages. They will indicate a variety of things that the group can then validate and that can guide the questions for one-on-one interviews. At least 3 focus groups will have to be conducted per community. It is recommended to do focus groups –mixed male/female/ethnicity as well as single sex and single ethnicity.</p> <p>Example; in other communities when discussing participation and involvement with Batwa they often say that they feel respected and included when they are invited by others to share the same straw in a pot of beer – or eat a meal off the same plate</p>
<p>PARTNERSHIP</p> <p>EEEGL shall establish and develop partnerships based on mutual respect, shared ownership and responsibility of actions, decisions and results</p>	<p>2) Partners implementing the EEEGL have mutual respect for each other</p> <p>3) Partners implementing the EEEGL share ownership, and responsibility of actions, decisions and results</p>	<p>The first indicator on mutual respect would follow the same basic procedures as mentioned above. However, you have a wider group here of partners and it would be extremely useful to do some partnership analysis (see the CARE partnership tool book). You have the CARE/IGCP partnership. Then you have the next level with Governments, protected area authorities then the next level with national NGOs that are being funded by the project., then small associations etc, and then private sector. The relationship is different in each of these and thus the indicator for mutual respect for example will differ.</p> <p>For the second indicator-again will need to divide as this will change as well. This indicator will be less about emotions and what people are feeling to actual concrete things such as statements, documents, formats of reports etc. However, each stakeholder must be involved in defining what this will look like.</p>
<p>CONFLICT SENSITIVE</p> <p>Conflicts are reduced and limited as partners and stakeholders have access to information and are participating actively in decision making</p>	<p>4) Project beneficiaries have equal right and access to existing information about supported NRM actions</p> <p>5) Equal space for participation of all stakeholders in decision making</p> <p>6) Mutual respect and tolerance exists amongst stakeholders</p>	<p>As above need to define what this will look like as there will be differences of opinion. Try and avoid indicators such as “women represented on committee” - that can be data but are they saying anything, is their opinion being listened to and respected?</p> <p>It is possible that information on all of the indicators could be grouped into one round of focus group discussions - as for the 3 approaches the indicators are similar.</p>

2.8 Review of *EEEGL* strategies

Following this teams were asked to review the 4 strategies of *EEEGL* and to analyse where in the implementation of the activities were the teams using the approaches and then to look forward to see how we could in the future be better about integrating the approaches in day to day work.

This analysis produced the data captured in Table 1. Using this analysis, the teams were then divided by country and asked to reflect on what success had been achieve and to identify areas of priority attention over the remainder of the project. It was recommended that teams do not try and add a whole list of new activities, as they are already more than busy enough – but that they should focus on areas of critical importance to strengthen programme’s overall impact, with regard to the selected factors of success/impact. The analysis produced is presented in Table 2.

Table 1. Evidence of adoption of approaches during past implementation.

	Enterprise	NRM	Community Empowerment	Trans-boundary
EQUITY	<ul style="list-style-type: none"> - VSLA in Uganda still being trained (discrimination for women) - VSLA in Rwanda are addressing economic empowerment but not yet social empowerment - Communication from PS partners not yet effective - RS to HMG not yet equitable - Affirmative action for HMG and women (beekeeping, mushrooms, potato) - Community empowerment in tourism projects on course (Batwa and women in tourism, CBO capacity building etc) 	<ul style="list-style-type: none"> - Specific % allocated to HMGs and youth- feeling of recognition being registered starting but more - Inclusive approach for HMG – starting - 12 resource user groups in Uganda focused on women – wild yam for Batwa in Uganda (BINP) - RS affirmatively targeting frontline villages 	<ul style="list-style-type: none"> - NCDF success with Buniga forest in demanding for their rights - Project still weak in influencing policy - CBO/CSO in project include HMG in governance structures (NCDF< SACOLA, VSLA) - CSO still weak in demanding accountability from government 	<ul style="list-style-type: none"> - Action learning still weak throughout project - Substantial work within PAA – low performance outside of PAA
PARTNERSHIP	<ul style="list-style-type: none"> - NCDF / SACOLA and private partnerships- conducted audit – looking at accountability and transparency) - Liaison meetings - document sharing and dialogue - Joint enterprise selection - Joint selection of BDS providers - Partnership with local NGOs in Rwanda and private sector in Uganda - EEEGL / private in the promotion of bee keeping, potatoes and mushrooms 	<ul style="list-style-type: none"> - Support of mutual use agreements with UWA and resource users – community conservation committees - CARE / National Land Centre (RW) facilitate land negotiation - IGCP/CARE supporting management of Gorilla Levy Fund - CARE / GVTC support review of RS programme 	<ul style="list-style-type: none"> - Land awareness with IMBARAGA partner - CARE in partnership with two CBOs (UFRLC and URP) in promotion of CBMP - CARE in partnership with two CSO networks on advocacy for increased benefits – to HMG from revenue sharing 	<ul style="list-style-type: none"> - IGCP/GVTC organised regional meeting for sharing and learning - ECBO governance study (CARE/SNV)

CONFLICT SENSITIVE	<ul style="list-style-type: none"> - VSLA activities provide information to prevent households conflicts - In Rwanda VSLA program has strengthened partner and process to provide better information - There has been conflict in ecotourism and enterprise – lack of information, limited access of participation - Increased income for women from enterprise is possible source of conflict at household level. 	<ul style="list-style-type: none"> - We provided information to leaders and farmers on land use issues - Mgahinga NP: potentially too many members of multiple use zone - We have created space for involvement on revenue sharing issues (UG) - A survey is on-going to see all the benefits of revenue sharing - The work of multiple user zones has extended benefit sharing - Local government authorities to own the CCC because they thought they belong to CARE -through information provision and mutual respect is addressing this 	<ul style="list-style-type: none"> - CSO network in Uganda provide platform information - Networks and local government is being harmonised in Uganda - We have provide space for participation in CBMP - Risk of managing expectations from CBMP activities 	<ul style="list-style-type: none"> - EEEGL has provided regular support for sharing information and effective coordination through GVTCS - IGCP learning documents (needs to be shared) - No sufficient integrated planning at transboundary level - Activities in DRC EEEGL suspended because of conflict - Have initiated cross border learning - Rwanda study visit Uganda
CROSS CUTTING	<p>Responsibilities given to partners and supporting funding are not matched. This could be related to partnership, but also equity and conflict sensitivity.</p>			

Table 2. Areas for focussed attention during the final phase for strengthening impact

	Enterprise	NRM	Community Empowerment	Trans-boundary
Equity Rwanda		⇒ Obtain and reflect on information from the socio-economic study (PNV) report on revenue sharing	⇒ Influencing policy: Work with CBOs/NGOs to develop the capacity of local community to manage land-related issues ⇒ Influencing policy: popularisation and impact monitoring system tools for land registration and implementation	
Equity Uganda	⇒ Monitor performance of VSLA (strengthen were applicable)	⇒ Strengthen community participation and sharing of benefits of revenue sharing – through CSO networks ⇒ Support mechanisms for monitoring of revenue sharing ⇒ Advocacy for increased support to community conservation in UWA ⇒ Build negotiation capacity of communities when negotiating for resources use		
Partnership – Rwanda				⇒ Based on lessons learned develop a concept paper on post EEEGL interventions
Partnership Uganda	⇒ Support signing of MOUs between CSOs and project	⇒ Link resource user associations to CSO networks to amplify their negotiating power with UWA ⇒ Implement partnership arrangement and recommended techniques	⇒ Support development of sustainable funding mechanisms for CSO networks	⇒ Activate thematic networks ⇒ Quarterly reflection on a particular strategy with external facilitator and external stakeholders ⇒ Incorporate systemic action learning in programme implementation

Conflict sensitivity – Uganda	<ul style="list-style-type: none"> ⇒ Incorporate gender sensitive approaches in VSLA and other enterprises – involve men ⇒ Facilitate strengthening leaders of the 2 CBOs to perform their duties 		<ul style="list-style-type: none"> ⇒ Support decentralisation of CSO networks to lower levels 	<ul style="list-style-type: none"> ⇒ Establish links between TES (transboundary executive secretariat) and programme - -sharing information, planning, create trust- amplify
Conflict sensitivity Rwanda	<ul style="list-style-type: none"> ⇒ Develop capacity on social indicators for VSLA amongst staff ⇒ Already involved groups as entry points for information sharing ⇒ Develop social indicators for VSLA and monitor ⇒ VSLA groups as entry points to popularise land tenure policy 			

3 Workshop Evaluation

During the morning of the first day, participants were asked to write on cards their expectations of the workshop. No agenda had been shared for the workshop. The reason for not sharing an agenda is that the facilitator had been advised to work with the team to be reflective and focus on the approaches and processes – as a result the facilitator adapted the sessions based on the discussions and outputs of the previous session. While this can sometimes be uncomfortable at first for participants it allows to be flexible and realign so that the intended impact can be achieved.

Expectations expressed by participants on day one

- | | |
|---|---|
| ⇒ to understand if the programme is on track | ⇒ what we have done well |
| ⇒ get updated on how far we have gone in delivering outputs | ⇒ areas of improvement |
| ⇒ integrated planning approved and developed | ⇒ learn from others |
| ⇒ develop strategy to maximise programme impact | ⇒ share positive impact |
| ⇒ sustainable strategy for next FY – activity plans | ⇒ share challenges et constraints |
| ⇒ review progress | ⇒ what is next |
| ⇒ know about EEEGL activity in DRC | ⇒ share activities done in different areas |
| ⇒ learn more planning methodology | ⇒ recommendations and strategies |
| ⇒ get details of our overall achievements as a programme | ⇒ learning about results at the end of the year |
| ⇒ how to maintain awareness in the community | ⇒ strategies for enhancing cross-broader learning - cross fertilisation of lessons and strategies |
| | ⇒ recommendations on how we consolidate our achievements |
| | ⇒ look at the ending of EEEGL |

Feedback: on the workshop in relation to the expectations and any other useful feedback

no update on DRC

no details on overall achievements / we did not cover progress in outputs / results

review of our past performance and plan for the future has been achieved

agenda of meeting was not availed early

yes have outlined strategy to maximise impact

50 % ' 50% on understand on whether progress is on track

discussion time limited

methodology was participatory

sign of good progress on mutual understanding.

The facilitation was involving and neutral

The challenge is to ensure that the recommendations are met in the remaining time

Provide literature documents to the participants before meeting (especially non EEEGL participants)

Focus on the way forward

Bathrooms too small

4 List of participants

NAME	TITLE	AFFILIATION	COUNTRY
Anatole Sentabire Kaboyi	Manager	CARE/EEGL	REGIONAL
Beda Mwebesa	National Programme Manager	CARE	UGANDA
Dieudonne Safari Kayitera	Enterprise Profgesisonal	CARE	RWANDA
Emmanuel Nsengimana	NRM Professional	CARE	RWANDA
Eugene Rurangwa	Transboundary Officer	IGCP	REGIONAL
Geoffrey Muhanguzi	NRM Field Coordinator	CARE	UGANDA
Giuseppe Daconto	Regional Programme Coordinator	CARE/EEGL	REGIONAL
Helen Ninsiima	Enterprise Field Coordinator	CARE	Uganda
Herbert Saibiti	Finance officer	CARE	UGANDA
Jackson Mutebi	Project Manager/Technical Advisor	CARE	RWANDA
James Byamukama	M&E/MIS Programme Officer	IGCP	UGANDA
Josephine Marealle Ulimwengu	Assistant Country Director	CARE	RWANDA
Kassie McIlvaine	Facilitator		
M. Salvatrice Musabyeyezu	Enterprise Officer	IGCP	RWANDA
Maxime Nzita	Deputy Executive Secretary	GVTES	REGIONAL
Mike Mwine	Regional Enterprise Officer	IGCP	UGANDA
Mireille Ikirezi	NRM Officer	CARE	Rwanda
Stephen Asuma	Programme Officer	IGCP	UGANDA
Wellard M. Makambo	Grant Manager	IGCP	REGIONAL
Yvette Ishimo	Enterprise Assistant Officer	CARE	RWANDA