



## **MANAGEMENT RESPONSE TO THE END-EVALUATION**

### **DGD PROGRAM 2017-2021**

### **UGANDA**

## Introduction

Trias had an end-evaluation of the 2017-2021 DGD program in every outcome (country) of the program, conducted by external evaluators. Those 13 country level evaluations have been used as input for a meta-evaluation.

For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations.

The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

Management response: Uganda country programme

Prepared by: Uganda Programme Management Team

**Overall comments:** As a country team, we were pleased with the high level of success independently observed by the consultant amidst the Covid 19 pandemic. We will uphold the success factors such as participatory qualitative training and coaching using our innovative tools and models such as the ERI (Enabling Rural Innovations), SPIDER (Strengthening Partners in Development through Empowerment and Reflection), the Gender coaching trajectory and LEATRA (Leadership Trajectory). We agreed with the points highlighted by the consultant which we could have paid more attention to like monitoring the programme assumptions, so they remain favorable towards the planned outcomes and impact, or at least be aware of the limitations they pose if outside our control or influence. Such points of attention form the most part of the recommendations in the report and we have therefore, adopted and taken them into consideration in the new programme. Some of these recommendations were actually “lessons learned” during programme implementation. We, therefore, had an early opportunity to integrate them and this explains why some recommendations are part of the current implementation already while new ones will be integrated from 2023 onwards.

**Evaluation recommendation or issue 1: Boost green financing to address climate change and farm production.**

Management response: We agree with the evaluator’s recommendation, and we will take it into account in the new programme. Overall, we will further support our micro finance partners to develop and roll out financing solutions for green enterprises and innovations to address climate change mitigation and adaptation. We will develop a fact sheet for the green financial products by the end of 2023 that will be available to all our stakeholders via our communication channels.

Key action (s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
Support solar irrigation via demonstrations, loan products and linkages with providers of solar solutions such as Tulima Solar Uganda, where farmers can access solar irrigation kits on a hire-purchase arrangement.	2022-2025	MF Advisor ERI Advisor	Not started	
Introduce new options for undertaking irrigation (e.g digging shallow and deep wells for water harvesting, manual/pedal and mechanical irrigation kits/systems).	2022-2025	ERI Advisor	Not started	
Develop products for environment care such as the nursery bed loans, tree/fruit seedlings loans etc.	2023-2025	MF Advisor ERI Advisor	Not started	

Increase collaborative relationships with other actors to scale up uptake of energy products such as biogas and energy saving stoves.	2022-2025	MF Advisor ERI Advisor	Ongoing	
Intensify crop insurance uptake among the farmers.	2022-2025	MF Advisor ERI Advisor	Ongoing	
Develop specific financing for drought tolerant inputs.	2022-2025	MF Advisor ERI Advisor	Not started	
<b>Evaluation recommendation or issue 2: Promote mixed farming alongside commercial enterprises.</b>				
Management response: We agree with the evaluator's recommendation on the basis of the arguments for it in the report in contrast to the predominance of crop farming which characterized the previous programme. Through the respective Trias Advisor, we will provide advisory/technical support on mixed farming to the field staff of the farmers' organisations. We will include in our progress tracking the number of farmers practicing mixed farming as a GAP practice.				
Key actions	Time frame	Responsible unit(s)	Tracking	
Promote animal rearing among the farmers	2022-20226	ERI Advisor	Not started	
Demonstrate the complementarity of animals and crops	2022-20226	ERI Advisor	Not started	
Link our partners with IDP/BD partners to learn from their experiences on agro-ecology for practical knowledge and information.	2022-20226	ERI Advisor	Not started	
Provide extension services covering mixed farming knowledge and skills.	2022-20226	ERI Advisor/ Field workers	Not started	
<b>Evaluation recommendation or issue 3: Sell our (TRIAS) expertise in leadership and management for MBOs (ref: LEATRA, ERI, SPIDER)</b>				
Management response: We agree with the evaluator's recommendation and also recognize it in the Trias STAM (Short Term service delivery Action Modality) approach. The actions to be taken to implement the recommendation are elaborated below.				
Key action (s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
Evaluate the efficiency and effectiveness of the tools, models and approaches through scientific research, taking advantage of research students at masters of PhD whose research interests intersect with ours.	2023-2026	Partnerships Manager	Not started	
Develop evidence-based value propositions and showcase our tools, models and approaches.	2023-2026	Partnerships Manager	Not started	

Develop fact sheets on the approaches and disseminate to wider audiences.	2023-2026	Partnerships Manager	Not started	
-Promote the use of ERI to local governments in the implementation of Parish Development Model (PDM) <sup>1</sup>	2023-2026	Partnerships Manager	Not started	
Deliver short term consultancy services on our tools, models and approaches.	2023-2026	Partnerships Manager	Not started	
<b>Evaluation recommendation or issue 4: Support portfolio growth of the DFAs (District Farmers' Associations) to enhance incomes</b>				
Management response: We agree with the evaluator's recommendation and some elements of this recommendation are already integrated and being implemented in the new programme.				
Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Tracking
Support the farmers' organisations to have detailed and digitalized membership data bases.	2023	ERI Advisor	Not started	
Reflect on and provide the required relevant and appropriate services (i.e. desired level and quality of extension, access to inputs, access to markets, business development support, etc)	2022-2026	ERI Advisor	Ongoing	
Professionalize the business wings (i.e. ensure there is a feasible business plan and its being implemented)	2022-2026	Entrepreneurship Advisor	Ongoing	
Work towards readiness of at least one or two business wings to collaborate with Kampani in the new programme.	2023-2026	Entrepreneurship Advisor	Not started	
<b>Evaluation recommendation or issue 5: Strengthen M&amp;E at Trias and partner level</b>				
Management response: We agree with the evaluator's recommendation on working on improvements of the M&E system and this specifically concerns our partners who will need to be supported to develop M&E plans with indicators at different monitoring levels (output, outcome, impact) and tools to support data collection, analysis, and management. On the part of Trias, our SPIDER approach (which enables us to monitor and evaluate our programmes) was recently adjusted following an in-depth internal evaluation in 2020-2021; we now aim at improving impact measurement (by implementing impact tools piloted in the previous programme) and improving the quality of the SPIDER processes (so that M&E at partner level improves in turn).				

<sup>1</sup> The Parish Development Model (PDM) is a new government approach for organizing and delivering public and private sector interventions for wealth creation and employment generation at the Parish level as the lowest economic planning unit. The goal of PDM is to increase household incomes and improve quality of life of Ugandans with a specific focus on the total transformation of subsistence households (both on farm and off-farm, in rural and urban settings) into the money economy, as well as eradication of poverty and vulnerability in Uganda.

Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Comments
Strengthen the capacity of the partners in M&E, focusing on M&E topics that need further strengthening.	2024-2026	Regional Programme Coordinator	Ongoing	
Encourage/support partners to have a dedicated staff on M&E.	2024-2026	Regional Programme Coordinator	Ongoing	
Support partners to have feasible M&E plans	2024-2026	Regional Programme Coordinator	Ongoing	
<b>Evaluation recommendation or issue 6: Extend beyond production to also address value addition of farm commodities</b>				
Management response: We agree with the evaluator's recommendation with caution to the partners to evaluate the feasible value addition options, taking into account the requisite investment for value addition and the rigors of food safety protocols. Trias will provide advisory/technical support, including linkages to support feasible value addition activities of the partners.				
Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Comments
Education/awareness for the partners on the concept of value addition.	2022-2026	Entrepreneurship Advisor	On going	
Promote specialization on feasible value addition option (s)	2023-2026	Entrepreneurship Advisor	Not started	
Create linkages with other actors in the value chains to position partners where they have the most comparative advantage	2023-2026	Entrepreneurship Advisor	Not started	
Seek information, entry and participation in the Government of Uganda's Industrialization strategy via projects and programmes at Local government level.	2023-2026	Entrepreneurship Advisor	Not started	
<b>Evaluation recommendation or issue 7: Support effective functioning of business wings of the Farmers' organisations</b>				
Management response: We agree with the evaluator's recommendation and some elements of this recommendation are already integrated and being implemented in the new programme.				
Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Comments
Streamline the management of the business wings to gain autonomy from their service wings.	2022-2026	Entrepreneurship Advisor	Ongoing	

Review/update business plans of the business wings	2022-2026	Entrepreneurship Advisor	Ongoing	
Support the recruitment of competent staff with business skills.	2022-2026	Entrepreneurship Advisor	Not started	
Create awareness to the general membership on the business wings of their organisations.	2022-2026	Entrepreneurship Advisor	Not started	
Strengthen the M&E systems of the business wings.	2022-2026	Entrepreneurship Advisor	Not started	
Explore linkages/collaborations with ENABEL in the new programme.	2022-2026	Entrepreneurship Advisor	Ongoing	
<b>Evaluation recommendation or issue 8: intensify digitalization efforts</b>				
Management response: We agree with the evaluator's recommendation and its already considered in the new programme. We have part of the partners' investment budget in the new programme going towards ICT systems and software to support digitization. We have active cases on digital financial services, e-learning platforms and digital data collection, all of which will be scaled up in the course of the new programme.				
Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Comments
Provide continuous training given the evolving technology and digital applications.	2022-2026	Regional Programme Coordinator	Ongoing	
Link farmers' organisations to the "Community Pass" <sup>2</sup> project of UNFFE (Uganda National Farmers Federation).	2022-2026	Regional Programme Coordinator	Not started	
<b>Evaluation recommendation or issue 9: Invest in demonstration sites on critical technologies such as solar powered irrigation and mixed farming</b>				
Management response: We agree with the evaluator's recommendation but the new element from the recommendation is to expand the scope of techniques and technologies on demonstration farms because teaching through demonstration has been part of how extension is done and will continue in the new programme.				
Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Comments

<sup>2</sup> The community pass project of UNFFE is a digital platform that brings together farmers in one meeting place with other service providers such as input suppliers and produce buyers. It enables transactions to take place where for example farmers can order for inputs through their farmers' organisations and have them delivered to them by the input suppliers.

Identify the model farmers in the community to host demo sites on new technologies.	2022-2026	ERI Advisor	Ongoing	
Train farmers on new technologies	2022-2026	ERI Advisor	Ongoing	
<b>Evaluation recommendation or issue 10: Strengthen the cooperative model of working:</b> (This is a post-evaluation report recommendation which emerged from the joint learning workshop with the partners)				
Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Comments
Maintain the value chain approach.				
Implement a close monitoring system that makes cooperatives accountable to their members.	2022-2026	Entrepreneurship Advisor	Ongoing	
Implement tools that support the leaders and managers to efficiently monitor performance monthly.	2022-2026	Entrepreneurship Advisor	Ongoing	
Implement the lessons learnt from peer exchanges with other cooperatives in Trias network as well as from the cooperative hub at KRC Uganda.	2023-2026	Entrepreneurship Advisor	Not started	
<b>Evaluation recommendation or issue 11: Support price stabilization mechanisms in the farmers' cooperatives:</b> (This is a post-evaluation report recommendation which emerged from the joint learning workshop with the partners)				
Key action (s)	Time frame	Responsible unit (s)	Tracking	
			Status	Comments
Support cooperatives to prepare bankable proposals to enable them access capital (revolving funds, equipment, access to affordable loans and linkages)	2023-2026	Entrepreneurship Advisor	Not started	2022-2026
Support cooperatives to undertake value addition of farmers' primary commodities.	2022-2026	Entrepreneurship Advisor	Ongoing	2022-2026





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**BELGIUM**

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Uit de vaststellingen in het evaluatierapport blijkt dat de Trias werking in Vlaanderen er in slaagt om, in co-creatie met de partnerbewegingen, de uitdagingen en inzichten rond internationale samenwerking en solidariteit blijvend onder de aandacht te brengen van een brede groep mensen binnen deze bewegingen en organisaties. Door de procestrajecten, die verschillende interventiemethoden combineren, slaagt Trias er in om een gemotiveerde ambassadeurs te begeleiden en te motiveren, en een multiplicator effect te realiseren in het streven naar een breed netwerk van wereldburgers, wereldwijd verbonden en die zich inzetten voor een duurzamere en meer inclusieve wereld.

Daarbovenop wenst Trias België wel een aantal algemene bedenkingen weer te geven op het finale evaluatie rapport dat de externe consultants wordt gepresenteerd. Deze bedenkingen werden eerder ook reeds meegegeven aan de evaluatoren tijdens tussentijds overleg als zijnde zeer relevant voor een duiding van de werking van Trias in Vlaanderen:

- De procesmatige en overkoepelende methode van “meerjarentrajecten met de achterbanbewegingen” (nota’s gedeeld met de evaluatoren) wordt in dit rapport niet voldoende erkend als planmatige aanpak in de werking met de organisaties. De interventies van Trias België zijn verdeeld in 3 grote onderdelen waarvan de combinatie en de interactie van alle onderdelen, leiden tot vooropgestelde doelstellingen en het logisch kader. Deze interacties en dynamieken binnen één traject werden niet als dusdanig behandeld. Alle interventies werden onafhankelijk van elkaar bekeken: communicatie; activiteiten en uitwisselingsreizen en hieruit werden aparte conclusies getrokken.
- Het luik communicatie, als onderdeel van dit proces en als laagdrempelige interventiemethode, blijft sterk onderbelicht in de evaluatie. Het is evenwel door deze reguliere communicatieve acties dat een meerderheid van de 305.000 leden wordt bereikt en gesensibiliseerd.
- De evaluatoren hanteren eigen indicatoren om hun conclusie te onderbouwen; de indicatoren opgesteld in het logisch kader van het DGD programma duiden op voldoende bereik en output. De terugval in resultaten is enkel te wijten aan Covid-19. Tijdens de pandemie werd ter voorbereiding van een post-corona tijdperk meer dan gewoonlijk voorbereidend werk naar nieuwe activiteiten verricht, de vruchten hiervan zullen in het nieuwe DGD programma geplukt worden.
- De beschikbare budgetten zijn belangrijke parameter waarom interventies, samenwerkingen wel of niet worden opgezet. De evaluatoren houden hier weinig tot geen rekening mee in reflecties, conclusies en aanbevelingen.
- Bij een aantal conclusies is het niet duidelijk welke onderzoeksmethodes werden gebruikt:
  - o analyse van communicatie producten,
  - o referentie naar kosten-baten: er werden geen budgettaire files gedeeld met de evaluatoren (bv efficiëntie aanbod)
  - o gebruik van eigen indicatoren (bv bereik van afdelingen).

Een **belangrijke bijkomende algemene conclusie** van het Trias’ team is de vaststelling dat het erg moeilijk is voor buitenstaanders om een coherent beeld te krijgen rond alle interventies en de werking van Trias in België. Het team zal bijgevolg meer inzetten op jaarverslagen en gestroomlijnde verzameling van data, zowel kwantitatief als kwalitatief zodat de huidige programmacyclus meer coherent kan worden voorgesteld.

<p><b>Evaluatie en aanbeveling 1: Proactieve aanpak (p 34)</b></p> <p><i>Op dit moment lijkt het Trias-België team sterk geleid door het enthousiasme en de programmakeuze van de afdelingen van de socio-culturele organisaties om hun doel te bereiken. De samenwerking loopt weliswaar goed, maar de respons kan beter. Het is aan te bevelen dat het beperkte Trias-België team zorgvuldig de verhouding kosten-baten blijft opvolgen teneinde correct op de te bereiken doelstellingen te blijven focussen.</i></p> <p><i>Het lijkt essentieel dat Trias-België haar aanbod naar het doelpubliek veel actiever brengt i.p.v. te wachten tot het initiatief genomen wordt door afdelingen van haar partners. Daardoor moet het mogelijk worden om meer activiteiten te brengen en meer mensen te bereiken (ook buiten de bewegingen), en dat gespreid over Vlaanderen. Het gaat dan over een gemeenschappelijke programmatie van een reeks zelfde activiteiten met verschillende afdelingen waarbij hetzelfde promotiemateriaal kan gebruikt worden. Bv het organiseren van een koffieworkshop in verschillende provincies, telkens met een andere afdeling als basispartner en mogelijk ook linken naar afdelingen van andere bewegingen in die regio.</i></p> <p><i>Met het oog op een groter multiplicator effect, kan bovendien ook samengewerkt worden met andere structuren zoals culturele centra, gemeentelijke comités voor ontwikkelingssamenwerking... naast plaatselijke afdelingen of een groep van afdelingen uit hetzelfde arrondissement of buurt. Het aanbod staat trouwens nu al open voor niet-leden van de achterbanbewegingen.</i></p>		
<p><b>Management reactie van Trias België</b></p> <p>Trias maakt reeds op een efficiënte manier promotie rond de verschillende workshops/ aanbodsessies en kan hiervoor gebruik maken van de daartoe bestemde kanalen van de socio-culturele bewegingen. De wervingskracht voor activiteiten naar lokale afdelingen toe zit in de dynamiek, in het karakter van de bewegingen. Trias kan en wil dit niet van hen overnemen want zo'n aanpak is niet duurzaam. We kunnen wel positief inspireren. Bovendien heft Trias met haar activiteit Tournée Inspirée reeds een achterbanoverstijgende activiteit die aan alle bewegingen samen wordt aangeboden.</p> <p>Alle workshops, aanbodsessies, lezingen, activiteiten en andere vormen van aanbod staan reeds op de website van Trias, elke vereniging/ bedrijf in Vlaanderen kan dit boeken.</p> <p>Bijgevolg worden workshops naar derden/ verenigingen buiten de achterban worden reeds gerealiseerd (minimaal) en dit kan enkel aan de reële prijs gezien er niet afdoende subsidies zijn in het huidige programma, maar ook omdat we de focus echt willen behouden op de 305.000 leden van de huidige achterbanorganisaties.</p>		
<p><b>Acties ter verbetering</b></p>	<p>Wie verantwoordelijk</p>	<p>Timing</p>
<p>1.1 Kosten / rendement van activiteiten beter bijhouden: operationele en personeelsinzet Operationele kosten kunnen makkelijker uit boekhouding worden gehaald. Trias België zal tijdsregistratie invoeren voor personeel.</p>	<p>Directeur</p>	<p>Opmaak budget 2023</p>
<p>1.2 Meer inspelen op regionale/ gewestelijke activiteiten van de bewegingen zodat ons aanbod efficiënter en relevanter wordt. Om dit te kunnen uitvoeren is dialoog met de bewegingen nodig .</p>	<p>Relatiebeheerders</p>	<p>2023</p>
<p>1.3 Jaarlijks promotie voeren naar gekende afdelingen vanuit de communicatiekanalen van Trias. Ook promo voeren t.a.v. bevriende afdelingen of groeperingen buiten het Trias-netwerk. Deze vormen van promotie waren al gestart, maar zullen verder uitgebreid worden in het nieuwe programma. Dit zal gecombineerd worden met actieve uitnodigingen naar mensen die interesse tonen via standaard evaluaties na activiteiten .</p>	<p>Admin officer en communicatie</p>	<p>Jaarlijks</p>

1.4 Andere provincies aanspreken (naar voorbeeld van Oost-Vlaanderen) en bekijken of deze de workshops/aanbod kunnen promoten bij steden en gemeenten	Directeur	2023
1.5 Mogelijkheden rond samenwerkingen met andere ngo's bekijken wanneer het specifiek gaat over activiteiten naar groepen en de kernthema's van Trias. Meer inzetten op onderlinge uitwisseling van soortgelijke activiteiten.	Thematisch adviseurs	Verkenning in 2023

<p><b>Evaluatie en aanbeveling 2: meer aandacht voor globale uitdagingen (p 34)</b></p> <p><i>Uit de focusgroep gesprekken bleek dat leden van de afdelingen sterk de focus legden op het dynamisme van de mensen die ze ontmoet hebben tijdens de inleefreizen of partnerbezoeken in Vlaanderen. Als sterk punt van Trias werd verwezen naar de Trias aanpak rond 'gelijkwaardigheid' van de doelgroep in de Trias partnerlanden. Slechts enkelen verwezen naar de belangrijke uitdagingen waar deze mensen voor stonden (als vrouw, als landbouwer, als ondernemer) in het Zuiden en maakten een link met meer fundamentele oorzaken rond klimaatverandering, ongelijkheid, mensenrechten... in die landen en context. Er werd weinig verwezen naar de rol die de Trias partnerorganisaties in het Zuiden spelen om deze doelgroepen naar autonomie te leiden.</i></p> <p><i>Die fundamentele uitdagingen, problemen en oplossingen van ondernemers en landbouwers in het Zuiden – en vooral van hun organisaties – kunnen meer aandacht krijgen in de boodschap die Trias-België wil brengen naar haar achterbanbewegingen. Uit gesprekken bleek dat personeel en mensen die verantwoordelijkheid nemen binnen de afdelingen en nationaal niveau ook sterk geïnteresseerd zijn in hoe die Zuid-organisaties hun doelgroep ondersteunen.</i></p> <p><i>Bovendien is het belangrijk dat Trias onder de aandacht brengt hoe haar partners zelf de oplossingen voor hun uitdagingen vinden – zodat er tegenkracht gegeven wordt voor soms toch een caritatieve visie op internationale samenwerking.</i></p> <p><i>Beter inspelen op lokale gebeurtenissen zoals de impact van Covid op ondernemers in Afrika, de staatsgreep in Burkina Faso, of invloed van de Oekraïne crisis op voedselprijzen in Afrika en de impact op de Trias producentenorganisaties...kan zorgen voor meer regelmatige opportuniteiten om Trias thematiek onder de aandacht te brengen.</i></p>		
<p><b>Management reactie van Trias België</b></p> <p>Vanuit de nieuwe strategie nota van de werking van Trias voor de periode 2022-2031 is er resoluut gekozen om meer dan in het verleden de structurele problemen waarmee familiale ondernemers geconfronteerd worden wereldwijd prominenter ook in de communicaties op te nemen.</p> <p>Trias is a priori ook akkoord met de aanbeveling om te proberen meer in te spelen en te communiceren over actuele gebeurtenissen in de regio's waar we werken: hiervoor is het belangrijk om meer input te krijgen van de landen zelf. Op basis van de beslissing om een interne communicatie verantwoordelijke aan te werven (gerealiseerd Q3 2022) zullen communicatiemedewerkers in de verschillende regio's verder voorbereid, opgeleid worden.</p>		
<b>Acties ter verbetering</b>	Wie verantwoordelijk	Timing
2.1 Meer achtergrond en context van bepaalde landen opnemen in communicatie: opstellen van een leidraad voor communicatieproducten opdat alle nodige info kan worden opgevraagd.	Communicatie	Q4 2022

2.2 Door de oprichting van een knowlegde management team wordt het makkelijker om thematische content, innovatieve projecten over de verschillende regio's heen te capteren en te gebruiken in communicatie in Vlaanderen. De toegankelijkheid van context en inhoud wordt meer ontsloten.	Interne communicatie & Knowledge management	Continu
2.3 Actuele gebeurtenissen communicatie <ul style="list-style-type: none"> <li>- Discussie op YEM</li> <li>- Opvolging rapporten andere NGO's</li> </ul>	Directeur All	Q4 2022 Continu

<p><b>Evaluatie en aanbeveling 3: parallellen trekken, vertrekken vanuit globale visie</b></p> <p><i>Op basis van de evoluties rond de Duurzame Ontwikkelingsdoelstellingen (SDG) die een sterke nadruk leggen op mondiale problemen en oplossingen<sup>20</sup>, van het Trias engagement tegenover DGD rond allianties en beleidsbeïnvloeding<sup>21</sup> en gezien het denkproces binnen de NGO Federatie rond 'Ontkokeren'<sup>22</sup> is het essentieel dat Trias de parallellen tussen maatschappelijke thema's hier en in het Zuiden onder de aandacht brengt van haar doelgroep.</i></p> <p><i>Vermits de link met het Zuiden en de bewegingen in het Zuiden een belangrijke drijfveer is voor de samenwerking van de bewegingen met Trias, is het belangrijk dat het Trias - België-team erg nauw samenwerkt met de Trias-teams in het Zuiden. Trias-België mag van de Zuid regio's meer informatie verwachten rond hun werking en die van de lokale partnerorganisaties. Er mag/moet meer uitwisseling zijn om gelijklopende thema's tussen Noord en Zuid te identificeren en hierrond informatie uit te werken. Daarvoor is ook andere soort informatie, cases en inzicht nodig vanuit de Zuidwerking. Zo was er tot nu toe relatief weinig communicatie rond initiatieven die in het Zuiden genomen worden rond de impact en uitdagingen van klimaatverandering.</i></p>		
<p><b>Management reactie van Trias België</b></p> <p>Volledig in lijn let de nieuwe Strategie Nota 2022-2031 is het DGD 22-26 programma België is geschreven vanuit een globale visie over wereldwijde problemen en uitdagingen (zoals klimaat, ongelijkheid, migratie, ...). Bovendien is er een corporate peer-to-peer advisor aangesteld sedert begin 2022 die op systematische manier de uitwisseling van ervaringen en expertise tussen familiale landbouw en niet-landbouw ondernemers vorm geeft. Ook zijn er 8 SDG's expliciet naar voor gesteld als referentiekader voor de programmatorische werking van de organisatie.</p>		
<b>Acties ter verbetering</b>	Wie verantwoordelijk	Timing
3.1 leidraad en checklist voor nieuwe en bestaande interventies ter screening van globale uitdagingen / lokale verantwoordelijkheden en acties.	Thematisch adviseur	Q1 2023
3.2 Bestaande interventies stapsgewijs aanpassen aan nieuwe visie.	(Thematisch) adivseur	2023 en verder
3.3 doorstroming van relevantie interne informatie zie punt 2.2		

<p><b>Evaluatie en aanbeveling 4: Bredere communicatie</b></p> <p><i>Mensen die geïnteresseerd zijn in de mondiale problematiek hebben verschillende mogelijkheden om zich te informeren en te engageren binnen andere kanalen zoals de Wereldwinkels, 11.11.11 groepen en 4<sup>de</sup> pijlerbewegingen. Informatie vinden ze in Mo Magazine, De Wereld Morgen en bladen/ nieuwsbrieven van andere NGOs.</i></p> <p><i>Het feit dat Trias weinig zichtbaar is buiten de partnerbewegingen, leidt ertoe dat de leden van de achterbanorganisatie maar een beperkte informatie over Trias krijgen. Nieuwe leden hebben dus meer tijd nodig om vertrouwd te raken met de specifieke plek van Trias binnen internationale solidariteit en binnen de beweging. Het is daarom belangrijk dat Trias met zijn specifieke thema's ook meer zichtbaar aanwezig is, wat bijdraagt tot een grotere herkenning van Trias als een professionele actor in Noord en Zuid.</i></p> <p><i>Communicatie over processen die lopen binnen andere achterbanorganisaties onderling kan verbindend werken bv naar Markant rond het gender proces binnen Ferm; naar Landelijke Gilden rond de samenwerking van Boerenbond met de aardappelboeren in Peru; naar Boerenbond en KLJ over de lezingen rond klimaat voor Landelijke Gilden,...</i></p> <p><i>Fondsenwerving kan meer ondersteund worden door inhoudelijke boodschappen om te vermijden dat een 'vermoeidheidsfenomeen opduikt'.</i></p>		
<p><b>Management reactie van Trias België</b></p> <p>Trias is akkoord met de aanbeveling van de evaluatoren dat de organisatie meer kan en moet aanwezig zijn in de publieke ruimte in Vlaanderen om zich aldus verder te profileren als een professionele actor in internationale samenwerking met een eigen thema, namelijk inclusief en duurzaam familiaal ondernemerschap. Er wordt evenwel wel in eerste instantie en blijvend gekozen om naamsbekendheid binnen de groep van 305.000 leden van de achterbanorganisaties te verhogen. De beperkte middelen maken dat te grote ambities op het vlak van bredere naamsbekendheid dan ook moeten vermeden worden.</p>		
<p><b>Acties ter verbetering</b></p>	Wie verantwoordelijk	Timing
<p>4.1 Public relations strategie herzien en operationaliseren</p>	Comm Trias België en corp comm team	2023
<p>4.2 actieplan opzetten voor meer aanwezigheid in algemene pers</p>	Comm Trias België en corp comm team	2023
<p>4.3 Fondsenwerving wordt ondersteund door inhoudelijke boodschappen: afhankelijk van de campagne gebeurt dit op diverse manieren. Opstellen van een checklist voor FR advisor.</p>	FR advisor	2022

<p><b>Evaluatie en aanbeveling 5: gezamenlijk denkproces met partners rond uitdagingen</b></p> <p><i>Het huidige aanbod van activiteiten speelt in op de manier van werken van de partnerorganisaties en hun structuur maar wordt tegelijkertijd ook beïnvloed door de uitdagingen waar deze organisaties mee kampen in termen van kortstondig</i></p>		
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*engagement, nood aan verjonging, minder aandacht voor informatieve /leermomenten, het ingaan tegen populistische visie... Die uitdagingen hebben ook een duidelijke invloed op de doeltreffendheid en doelmatigheid van Trias België.*

*De denkprocessen binnen de partnerbewegingen zelf en verwante organisaties of NGOs rond hoe het maatschappelijke engagement te behouden en te versterken kunnen inspirerend werken voor het Trias team. Hierrond ligt een sterke bijdrage van Trias voor een 'lerend netwerk' tussen organisaties.*

### **5.1) Rond gender**

*De rol van vrouwen als landbouwster en ondernemster komt zeer geregeld voor in de Trias verhalen en modellen, maar het is interessant om ook de onderliggende ongelijkheid en hinderpalen voor vrouwen bloot te leggen – zeker wanneer daar een aantal parallellen liggen met de situatie van vrouwen in België bv rond geweld tegen vrouwen, rond het overtuigen van mannen om meer huishoudelijke taken op zich te nemen, rond de moeilijke combinatie van ondernemen en zorgtaken. De dimensie 'Empowerment' of 'versterken van autonomie' – en het werk hieromtrent van Trias in de regio's – kan meer onder de aandacht gebracht worden.*

### **5.2) Het betrekken van jongeren**

*Het is opvallend dat de activiteiten van Trias de KLJ-jongeren maar met moeite bereiken. De klassiekere activiteiten en actiemodellen van Trias lijken hen niet aan te spreken. Voor 25-plussers kan dit zoals gezegd te maken hebben met de levensfase waarin ze relatief zeer in beslag genomen zijn door gezin en werk. Ook adolescenten hebben geen tijd. Ze zijn benomen door een multitude van korte/wisselende interesses en engagementen.*

*Ten onrechte wordt soms beweerd dat jongeren zich niet engageren in een beweging omdat vrijwilligerswerk 'niet meer van deze tijd' zou zijn. Jongeren engageren zich wel degelijk. Niet zozeer rond klassieke thema's als solidariteit, maar naar eigen zeggen wél voor bv klimaat, gender en duurzaamheid. Wat hen zeker ook bezighoudt, conform de tijdsgeest, is de eigen identiteit, emancipatie en 'empowerment'. Jongeren houden sterk aan hun autonomie en hun eigenheid. Het is voor hen belangrijk dat zij activiteiten zélf kunnen faciliteren en er iets voor zichzelf uit kunnen bijleren.*

*Ze staan zeer open voor uitwisselingen. Alleen blijkt het niet zo evident om leden van lokale afdelingen zover te krijgen dat ze deelnemen aan, niettemin boeiende, online-uitwisselingen met leeftijdsgenoten in het Zuiden. Er heerst voorlopig eerder een gevoel van 'ver-van-mijn-bed' en een vanzelfsprekende evidentie dat het Zuiden van het Noorden kan leren. Het omgekeerde en het gemeenschappelijke ligt er om ontdekt te worden.*

*Ook de zeldzame jongeren die aan een inleefreis hebben kunnen deelnemen (want dit kan voor hen enkel als het gratis is) kunnen het beklivende effect daarvan slechts moeizaam tot bij anderen krijgen.*

*Jongeren zijn wél aangesproken door het aantekelijke handelsmerk van Trias, nl de kracht van storytelling, en ze staan wel degelijk open om samen aansluiting te zoeken bij het Trias-gebeuren en de maatschappelijke relevantie daarvan. De deur naar jongeren staat dus echt wel op een kier. Het loont de moeite voor het toch relatief jonge Trias team, hier al hun jeugdige creativiteit tegenaan te gooien om de ingrediënten te benutten die kunnen helpen om toegang te vinden tot gemeenschappelijke thema's met jongeren in het Zuiden.*

*Verder pleiten jongeren er voor om – in de stroom van corona – digitale media voldoende te blijven gebruiken. Het spaart hen tijd en het opent een rechtstreeks venster op de wereld. (Het verbaast hen bv hoe véél jongeren in het Zuiden voor het scherm zitten wanneer dit soort uitwisselingen georganiseerd wordt.) Het loont dus zeker te moeite om digitale activiteiten te vinden in hun maat en stijl. Ook op sociale media liggen er kansen om uit de hoek te komen met dynamische formats die directer aanspreken dan de klassieke 'teksten-met-foto's' in een tijdschrift op papier.*



Maar ook voor het fysieke aanbod kan Trias samen met bv KLJ zoeken naar meer wervende thema's en methodieken die mogelijkwijze niet enkel jongeren aanspreken, maar ook vernieuwend kunnen werken bij het gekende Trias-publiek.

Misschien zit hier voor Trias-België wel een kans in om de koppen bijeen te steken en hierin een uitdagende trigger te herkennen voor een algehele nieuw wind?

### 5.3) Digitalisering

In het verlengde van het voorgaande wil Trias, zeker gezien de huidige maatschappelijk complexe context, zoveel mogelijk nadenken over digitale invalswegen. Bv. om uitwisselingen met het Zuiden en met de achterbanorganisaties digitaal te laten verlopen. Hiervoor is het aangewezen om de tips en trics uit het coronatijdperk maximaal aan te wenden om dit alvast zowel technisch als inhoudelijk aantrekkelijk en appellerend te laten verlopen.

Niet alleen is dit financieel en pragmatisch te verantwoorden (vliegtuigreizen zijn duur en ecologisch bedenkelijk) maar het kan, zoals ook de jongeren het ons leren, meer fundamenteel helpen om evenwaardigheid in contacten mee te installeren. Fysieke internationale uitwisselingen hebben immers stevast een bijkomende smaak van onevenwichtigheid bij deelnemers uit het Noorden en vaak ook uit het Zuiden. Digitaal komen gesprekspartners uit de Trias partnerlanden even verrassend uit de hoek komen als bij fysieke inleefreizen of getuigenissen. Vooral als men erin slaagt om voldoende gemeenschappelijke thema's aan te snijden, zodat ook noties als 'ontkokering' een grond krijgen van gedeelde nederigheid.

Natuurlijk heeft het internet nog andere vernieuwende digitale vondsten en invalshoeken te bieden om een breed publiek te boeien, o.a. door een spelelement in te brengen. Zie 'gamification'<sup>23</sup>, digitale 11.11. Quiz, 'Trias time', de digitale communicatie van Rikolto rond 'Ik ben meer dan mijn kassaticket' om duurzame consumptie te stimuleren.

Het is opnieuw aan het hele Trias België-team om hun digitale intelligentie en vindingrijkheid te bundelen en met dit alles aan de slag te gaan. En dit, voor alle mogelijke doelgroepen, gesteld dat zij toegang hebben tot het internet. De maatschappelijke onevenwichtige toegang tot internet kan voor Trias een zeer pertinente en blijvende uitdaging zijn, en een volgehouden aandachtspunt bij thema's als bv armoede of migratie.

### Management reactie van Trias België

Zoals ook bij de voorgaande aanbevelingen reeds opgemerkt in het nieuwe strategische kader van Trias voor de periode 2022-2023, in de lijn van het welke het nieuwe DGD programma 2022-2026 is opgemaakt, er volledig van doordrongen dat naast persoonlijke verhalen en getuigenissen er ook aandacht moet gaan naar de structurele problemen die aan de grondslag liggen van de ervaringen en problemen van individuele familiale ondernemers, zeker wat betreft vrouwen en jongeren.

Daarnaast is het inderdaad zo dat de huidige workshops en aanbodsessies meer gericht zijn naar een volwassen publiek en bijgevolg minder jongeren aanspreken. Toch blijft ook KLJ een belangrijke achterbanorganisatie en zal Trias verder kijken hoe er bijkomende middelen kunnen gemobiliseerd worden om ook een meer op KLJ gerichte aanpak verder vorm te geven. Deze specifieke uitwerking naar jongeren vraagt immers inderdaad een andere aanpak, methodiek en dus ook budget. Hiervoor zal er ook gekeken worden om intenser samen te werken met andere ngo's die jongeren als kerndoelpubliek vooropstellen

Ook wat betreft de verder digitalisatie van het aanbod en de uitwisselingen gaat Trias akkoord met de aanbeveling, en zal er in de komende jaren bewust hierop worden geïnvesteerd, ook op organisatiewijd niveau.		
<b>Acties ter verbetering</b>	Wie verantwoordelijk	Timing
5.1 Lerend netwerk creëren tussen MBO's wereldwijd 5.1.1 Voorstelling van verschillende Trias-tools aan diverse personeelsleden Belgische bewegingen. 5.1.2 Organisatie van workshops voor personeel rond thematische concepten met daarin aandacht voor wederzijds leren.	Trias België in samenwerking met knowledge management team	Ongoing
5.2 Betrekken van jongeren 5.2.1 Binnen KLJ structuren zoeken naar meer thematische samenwerkingen (werkgroep inclusie, duurzaamheid) en zo verdere kennis delen en stimuleren tussen Trias en KLJ. 5.2.2 meer inzetten op digitale activiteiten voor KLJ	Verantwoordelijke voor KLJ	Vanaf 2023
5.3 Digitalisering 5.3.1 Trias zet bij verschillende interventies in op digitale connecties tussen MBO's en personeel wereldwijd.	Trias België in samenwerking met knowledge management team	Vanaf 2023

<p><b>Evaluatie en aanbeveling 6: werken rond waardeketens</b></p> <p><i>In het Zuiden werken de Trias partners rond specifieke landbouwketens zoals rijst, koffie, aardappelen.... Door de werking en communicatie hier rond te verstevigen kunnen nieuwe contacten gelegd worden met organisaties binnen UNIZO en Boerenbond groep waarbij breder gekeken wordt naar relaties binnen de ketens. Bv met 'Bakkers Vlaanderen' binnen UNIZO en de cacaoöperaties of met 'Horeca Vlaanderen' rond koffie. De collega's van de PIP werken rond de waardeketens van honing, koffie en cacao en kunnen de Noordwerking en links met de professionele achterbanorganisaties mee versterken.</i></p> <p><i>In het kader van de Europese 'Human Rights Due Diligence' dat de private sector verplicht om een grotere maatschappelijke verantwoordelijkheid op te nemen, kan samen met de Trias Zuid-partners gezocht worden hoe dit te realiseren bv om issues als kinderarbeid in cacaoproductie te vermijden.</i></p>		
<p><b>Management reactie van Trias België</b></p> <p>Trias is akkoord met de optie om de samenwerking rond waardeketens en Human Rights Due Diligence wordt reeds opgenomen door een collega in het Partner en Profiling team in Brussel verder te intensifieren. Binnen de procestrajecten met de verschillende achterbanbewegingen staan waardeketens vaak centraal en dienen bijgevolg als speerpunt voor specifieke sensibilisering en mobilisering.</p>		
Acties	Wie verantwoordelijk	Timing

6.1 meer geplande samenwerking met PIP team voor betere informatiedoorstroming en concrete acties met achterban verenigingen	Directeur	Q1 2023
6.2 In communicatieve acties specifieke aandacht voor waardeketens,	Communicatie adviseur	

<p><b>Evaluatie en aanbeveling 7: meer aandacht voor beleidsbeïnvloeding</b></p> <p><i>Het nieuwe strategische plan van Trias (zie hierboven) definieert 6 interventie domeinen waaronder “(6) feed the necessary reflections and actions in terms of lobbying, advocacy and networking at both an individual and organisational level.”</i></p> <p><i>Doordat enkele partnerorganisaties sterk bewaken welke standpunten Trias inneemt, heeft Trias een voorzichtige aanpak en visievorming op het vlak van beleidsbeïnvloeding. Daardoor heeft Trias-België het wellicht moeilijk om sterker te werken aan de oriëntaties rond bv klimaat, goed beheer, gendergelijkheid ...van de Trias strategienota 2022-2031.</i></p> <p><i>Trias onderstreept terecht ‘Let farmers /entrepreneurs speak for themselves’ maar onderneemt weinig acties om een klankbord en megafoon effect te creëren voor hun Zuid-partners zodat deze boodschappen beter gehoord worden door mensen en organisaties die het beleid bepalen of beïnvloeden. Vanuit de Zuidpartners is er wel degelijk een duidelijke vraag naar zulke beïnvloeding<sup>24</sup>.</i></p> <p><i>Het werken rond ‘ontkokering’ en het naar voor brengen van gelijklopende uitdagingen in Noord en Zuid rond bv rechtvaardige structuren (zie hierboven) zal het in allicht gemakkelijker maken om wel gelijklopende Noord-Zuid standpunten in te nemen.</i></p> <p><i>De directe toegang die Trias heeft tot de verantwoordelijken van Boerenbond en UNIZO en de andere achterbanorganisaties moet het mogelijk maken om deze organisaties ook te mobiliseren rond meer structurele vraagstukken rond klimaat, genderongelijkheid, internationale handel, internationale investeringen .... via een constructieve dialoog.</i></p> <p><i>Daartoe moet een ander type informatie en argumentatie ontwikkeld worden – gebaseerd op de situatie en ervaringen van de Trias partners (‘evidence-based’). Gezien Trias hiervoor niet altijd voldoende middelen heeft, is het daarom interessant om samen te werken met andere NGOs of bewegingen die meer ervaring hebben rond beleidsbeïnvloeding. Zulk sterker dossier kan de Trias partners helpen om zich rond die thema’s - of specifieke aspecten ervan- te engageren. Bv rond de lage melkprijs die veetelers in Vlaanderen en in West-Afrika krijgen.</i></p> <p><i>Er is een sterke beweging gaande rond ondersteuning van de private sector in Afrika. Wat kan het specifieke standpunt van Trias en haar partners zijn rond de rol van kleinere ondernemingen? En van vrouwelijke ondernemers?</i></p> <p><i>Trias mag inderdaad een ‘constructieve luis in de pels’ zijn om het debat aan te zwengelen binnen haar achterbanorganisaties en zelf duidelijkere standpunten innemen. Bovendien zal een meer strategische aanpak van structurele problemen ook de socio-culturele organisaties en meer jongere mensen motiveren.</i></p> <p><i>De bewegingen meer ondersteunen om stevigere maatschappelijke standpunten in te nemen rond Vlaamse en mondiale uitdagingen - ‘wij bewegen bewegingen’- kan/dient een belangrijk resultaat van Trias-België te zijn.</i></p>	
<p><b>Management reactie van Trias België</b></p> <p>In de nieuwe Strategie nota is een van de 5 formeel weerhouden rollen voor Trias die van ‘Change Agent’. Die rol betekent dat Trias inderdaad meer publiek statements zal moeten durven innemen. Er zijn binnen de organisatie ook reeds duidelijke afspraken gemaakt daaromtrent, die het toelaten om inderdaad meer posities in te nemen. Maar dat zal wel nog steeds gebeuren in het volle respect van het basisprincipe van “let family entrepreneurs speak for themselves”. Modaliteiten als klankbord, megafoon, peer-to-peer etc zijn goede illustraties om de manier van werken van Trias hierbij te duiden.</p>	

<p>Trias als gehele organisatie heeft inderdaad nu nog weinig ervaring heeft met beleidsbeïnvloeding, maar de uitbouw van een volledig nieuw Knowledge Management team en het actualiseren van onze OSID nota (gerealiseerd Q2 2022) zijn dankbare aanknopingspunten, ook voor regio België, om in deze rol verder te groeien.</p>		
<p><b>Acties ter verbetering</b></p>	<p>Wie verantwoordelijk</p>	<p>Timing</p>
<p>7.1 Interne oriëntatie en strategiebepaling over lobby &amp; advocacy voor Trias</p>	<p>Trias België in samenwerking met knowledge management team</p>	<p>Q4 2022</p>
<p>7.2.1 Opstellen van interne teksten over bepaalde thema's en deze ter inspiratie voorleggen aan de verschillende achterbanbewegingen. 7.2.2 Deelname aan vorming en lerende netwerken, alsook het zelf organiseren hiervan opdat verschillende personeelsleden van Trias en de bewegingen in contact komen met de thema's en hun rol als veranderactor opnemen binnen de organisatie. (zie ook 5.1) 7.2.3 Procestrajecten opzetten met de bewegingen rond bepaalde verandertrajecten gerelateerd aan inclusie, duurzaamheid en gelijkwaardige partnerschappen.</p>	<p>Thematisch adviseurs  Zie DGD programma</p>	<p>2024  Continu</p>
<p>7.3 Meer "microfoon mogelijkheden" geven aan wereldwijde partners: deze actie hangt samen met de communicatieve acties die reeds werden geïdentificeerd: zie 5.1; 5.2 en XX. Wanneer partners naar België reizen wordt extra aandacht besteed aan het creëren van platformen waar de context van het land en specifieke probleemstelling kunnen worden naar voor gebracht.</p>	<p>Verantwoordelijke uitwisseling</p>	<p>asap</p>



## **MANAGEMENT RESPONSE TO THE END-EVALUATION**

### **DGD PROGRAM 2017-2021**

#### **BRAZIL**


## **Introduction**

Trias had an end-evaluation of the 2017-2021 DGD program in every outcome (country) of the program, conducted by external evaluators. Those 13 country level evaluations have been used as input for a meta-evaluation.

For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations.

The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

	Title	Brazilian learning workshop and management response (DGD 2017-2021)
	Author	Gisele Obara and Lucas Fernandes
	Date	20/09/2022

## A. LEARNING WORKSHOPS

As the End Evaluation for the DGD Programme 2017-2021 took in consideration different perspectives, the learning process among the Trias Brazil colleagues were divided in 3 main blocks:

### A1. AT CORPORATE LEVEL (based on the inputs presented to the LOs during the YEM 2022 session)

With support from the external consultant Nancy Jaspers, after her inputs on final Meta Analysis (highlighting 9 main recommendations) and based on LOs working group discussion, we highlighted the following reflections to the Brazilian context:

**i) Main previous results were achieved or are in progress; ii) Most of the MBOs have become more professional organisations (related to competencies, expertise's, experience, more professional); and iii) To measure impacts and changes at the first level does not necessary reflect Trias' contribution on the changes (at 2<sup>nd</sup> and 3<sup>rd</sup> levels);**

Especially with MBOs with long-term relationship with Trias (e.g. Unicafe MG, together since 2014), it was interesting to see the effects and advances of the Theory of Change in difference perspectives.

The main concern for the further programme is how to capture the results based on limit budget and integrated approach.

#### **iv) The key for the good working of the MBOs seems to be the leadership**

The team totally agrees with this affirmative and it can be noted the difference of results achieved when the MBO is steered by strong and formed local leaders. However, it remains the lack of leadership succession processes at MBOs organisation, guaranteeing a fluent transition. In response, it is always important to invite a significant number of members to decision making processes that involves the partnership with Trias (especially related to the budget distribution, strategies and actions priorities, main themes to be worked, etc). Besides, to insist on the importance of family succession and leadership succession among the current leaders. Additional: approval of gender and age quotas to increase diversity on boards, as done by Unicafe. In addition, ensure that this policy is applied at the different levels.

#### **v) Business development seems to be possible aside of the environment practices and climate change adaptation**

Based on the family farming and Cooperativism solidary in Brazil, indeed it is crucial to start to raise more and more climate awareness and invest in different strategies to amplify the possibilities (not touching just the production and technical assistance part). Together with the local stakeholder Youth Climate Leaders, Trias could learn more about climate awareness, climate strategies prioritized by local Brazilian NGOs (based on benchmarking analysis), and bilateral dialogues with those NGOs/Institutes in 2021. In response to that demand, the new programme intent to continue to build

bridge, invest in capacity building of Trias and MBOs staff/leaders, with potential possibilities to amplify punctual pilots on the fields coming years. For the country it is crucial to advance in environmental issues, so we have chosen regions with higher climate risk, prioritizing actions in the Amazon territories and for rural populations in the desertification process in Brazil, more vulnerable to climate change.

**vi) Successful key factors: programme approach (coherence, integrated approach, focus on inclusion and leadership, financial support) and complementarities & partnerships with other actors.**

In line with recommendation #5, the last DGD programme in Brazil really learned and won with partnership with local stakeholders and alliances. As some of the concrete examples, we can mention: a) It was crucial the good result on IDICS index (inclusion monitoring index to measure inclusion efforts from the production cooperatives) with the support from the UFMG together with UNICAFES MG MBO, b) rural youth production inclusion based on the local partnership of family agricultural schools, c) the Youth Climate Leaders to learn more about climate awareness, approaches, types of interventions, donors settings. In response to that, the new programme will prioritize the complementarities on a more prominent way.

#### A2. AT MBO LEVEL (during reflection between Trias Brazilian staff & MBO Unicafe MG leaders – during their assembly held on 28/Jul/22)

**i) To continue to invest on women and Youth inclusion, once the current results it is positive (capacity building & initiatives on revolving funds)**

Although it was almost a mandatory strategy during the partnership with Trias, it seems that MBOs such as Unicafe MG has started to understand the inclusion importance and has implemented complementarity process to continue prioritizing this transversal thematic, touching different approaches (considering not just the social but the economic inclusion) and sharing cost with other actors. Although, there remain reflections on how to promote continuous punctual activities on inclusion at medium and long term with own means. As Trias, in response for the coming programme, the idea is to leverage good practices with other MBOs/1<sup>st</sup> level cooperatives. As learning on the inclusion processes, the target audience was considered to be farmers and consumers in climate-risk and food insecure regions of the country. This public was characterised as economically vulnerable people, in addition to the climate context, with support from CSA Brazil.

**ii) Digitalisation and environment, relevant for the future and should be included on the new strategy, iii) To explore mechanisms on how to deal with different intervention subregions (emphasis on the communication settings and demands on the field)**

The Covid-19 pandemic has brought the importance to adapt certain tools to hybrid or/and 100% digital settings, especially ways to continue to communicate with rural leaders (e.g. google meet, WhatsApp groups), ways to promote capacity building/training (e.g. Moodle virtual platform), and possibilities to explore new settings of access to market. On another hand, the reality has also show the difficult to implement digitalization approaches/tools in subregions with lack of access to basic infrastructure (e.g. internet, energy, cables, proper devices, etc). This will be prioritised in the current programme and it will also be amplified the co-responsibilities with other parties (private sector, public authorities, potential complementarities and synergies). There will also be explored



more topics related to digitalization, such as “user experience” to better qualify the bottom-up potential approach.

Finally, environment and climate change, are indeed a new transversal thematic to be prioritised by the current DGD programme 2022-2026, with special attention to complementarities and local partnership.

**vi) To continue to expand the access to market access (institutional, private, and adding value to the chains), and v) To decide on how to move forward on the MBO fees: per services delivered x membership fee?**

Continuing to organise sustainability reflections with MBOs leaders and member-based is a priority for the new DGD programme. By starting on the previous programme, adding elements of agile management tools and approaches, there is the intention to continuously accompany the partners in strategic dialogues of its efficiency and economic sustainability. Beside the improvements on the quality of the service delivered, it remains the importance to check the financial availability of these services and how to sustain them based on Trias/complementary projects exit strategy. In addition, Trias and its partners have provided evidence to qualify the services provided to their members, these actions can be the key to ensure the economic sustainability of MBOS and make them competitive in public or private markets.

### A3. AT NATIONAL LEVEL (during reflection with Trias Brazilian staff, RD, and the external consultants Luis and Adriana - workshop held 23-24/Aug/22)

Based on the reflections done at corporate and MBO levels, the local Trias staff, including the presence of the RD and external consultants have reviewed the main topics highlighted. In response to the end evaluation, the need was clear to prioritise part of the recommendations on the pluriannual plan together with MBOs, used on strategic accompany/assessment moments, and explore more how to adapt part of it into an operational plan. In general, the main highlights aside the ones already mentioned on previous items were:

**i) Leadership & trust relationship:**

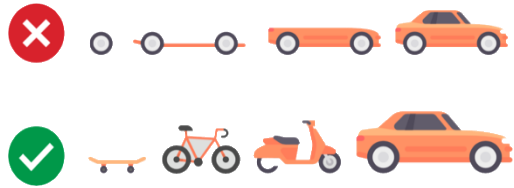
This cannot be built from one day to another, but it is crucial, and it will continuously be prioritized by the local team, especially by the CC. Beyond potential improvements on decision making processes approaches, external punctual tools related to the SPIDER monitoring approach, such as “Member-based Satisfaction Survey”, bilateral assessment, and formal accompany meetings with MBOs will be entry points to better create this trust relationship with local leadership.

**ii) We cannot be good in everything:**

This is a reason why it is important to advance in complementarities and local synergies (aligned to “build bridges”). We need to focus more on what we are good on, recognized by the partners and take advantage of the possibility to aggregate/share with more local actors the same goals. In this sense, it considers strategic themes to be prioritized in the Trias integrated approach (OS/ID) to advance on the MBOs interest topics, ensuring that the themes such as social inclusion and environment are considered on a transversal way.

### iii) Objective and Key Results – OKR Logic

To continue with agile tools and entrepreneurship approaches, guiding internal and external reflections. To continue the reflection on “the size of our legs” and motivating ourselves/partners to focus on what it is feasible (smart logic).



### iv) Social X Economic co-responsibilities, and v) Sustainability: Federation services X public policies and the 3rd sector projects

For Youth/women approach: delimit the minimum & maximum MBO role in transversal themes (and where is the complementarities;

For Intermediary x solidary bias reflection: to stimulate to reflect on the role between association x federation (to execute services)

### vi) Always listen (maximum use of) on different dialogues with partners/stakeholders: a) constructive critics, b) users opinion (members/customers/partners), c) trends/local context

Importance to focus on soft skills, learning processes from previous interventions/experiences, and also motivate Trias staff and partners/stakeholders to continuous look for the trends/local context (the world it is not static, but dynamic, requiring with certain frequency assessment with extra inputs from the updated local context).

## B. MANAGEMENT RESPONSE

Please find the operational planning with the recommendations from the end evaluation, divided in 2 levels (based on country and corporate levels).

*Observation: It is important to emphasize that part of the operational plans (especially related to the partners and stakeholders roles might be updated), coming month due the first year of implementation from the new DGD/donors programme 2022-2026.*

### B1. Recommendations at country level (done by Adriana Martins & Luiz Campos consultants):

Evaluation recommendation or issue 1: INCLUSION				
<ul style="list-style-type: none"> <li>“continuing to invest in the inclusion of <b>women and young people</b> since the results are positive, linking sensitization and learning activities to concrete projects for social inclusion, (like the Revolving Fund for rural youth)”</li> </ul>				
Management response:				
Key action (s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
- Mandatory budget for inclusion for all 4 MBOs	During all 5-years DGD cycle	CC and Trias BR staff, aligned by MBO boards	On-going	
- Inclusion awareness in all accompany/monitoring/strategic dialogues with MBOs	Every 3 months (during bilateral meetings with MBOs)	CC and PME advisor	On-going	OKR and Annual OCA plan 2022 established

Evaluation recommendation or issue 2: CLIMATE CHANGE & DIGITALISATION				
<ul style="list-style-type: none"> <li>“The issues of digitization and the environment will become even more relevant in Brazil, given the still scarce digital coverage in many rural territories and the expansion of the climate agenda in the whole agriculture sector. The new program should establish concrete goals and strategies to address such topics, such as helping MBO members advance on agroecological transition and creating projects focused on adaptation/mitigation of climate change effects and recovery of degraded areas.”</li> </ul>				
Management response:				
Key action (s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
- To continue partnership with YCL stakeholder, advancing on climate awareness, capacity building, and build new bridges	2022-2025	CC	On-going	Approved complementary project with 11.11.11 & Collibri Foundation, with concrete YCL budget/contribution on climate topics with Trias Brazil & MBOs
- Unicafes is creating a WG to advance on how to better address climate topics and advance on its climate agenda for coming 5 years (aligned to its strategic planning)	2022-2026	Unicafes board, together with Trias and Conexsus NGO coordinators	On-going	
- To continue promoting capacity building and training different contents, aligned to e-learning modalities	2022-2026		On-going	

**Evaluation recommendation or issue 3: PME**

- “Expand the integration between the logical framework and the qualitative monitoring of the program. More detailed quarterly or annual reports can help better understand the numbers collected for the consolidated indicators”.

**Management response:**

Key action (s)	Time frame	Responsible unit(s)	Tracking	
			Status	Comments
- PME harmonisation processes between SAM & BE regions (and among the 3 SAM countries)	2022	PME advisors (SAM & BE)	On-going	



**MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**

**BURKINA FASO**

## **Introduction**

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For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations.

The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

**Mesures à prendre pour donner suite aux recommandations du rapport d'évaluation finale du programme DGD.  
Plan d'action opérationnel de la Guinée (Trias Afrique de l'Ouest)**

<b>Recommandations de l'évaluation 1: Travailler au renforcement des faïtières, en particulier dans la capacité à défendre les intérêts des agriculteurs familiaux et entrepreneurs ruraux et à influencer les décisions au niveau local et les politiques publiques</b>				
<p><b>Réponse de la direction:</b> Notre approche "Renforcement Organisationnel et Développement Institutionnel" révisée cette année pour faciliter l'intégration du principe clé du développement durable (la personne, la planète, le profit), nous servira de base pour un accompagnement solide et durable des organisations de membres partenaires, notamment dans le plaidoyer et le réseautage, dans la diversification des services aux membres. Dans cet esprit, Trias Guinée a identifié comme un des nouveaux partenaires dans le programme 2022-2026, la Confédération Nationale des Organisations Paysannes de Guinée en tant que faitière nationale apte à influencer les politiques sectorielles de l'Etat en usant de son pouvoir de plaidoyer à l'avantage des femmes, des jeunes et des personnes économiquement défavorisées issus des organisations affiliées.</p>				
Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Identification des problèmes prioritaires à défendre par les OM	2023	Chargé de programme		
Organisation des cadres de concertation nationale entre les différentes organisations paysannes partenaires du programme, les acteurs d'accompagnement et les services étatiques	2023- 2024	Chargé de programme		
Elaboration et exécution des plans de plaidoyers	2024-2026	Chargé de programme		
Suivi de la mise en oeuvre des plans d'action de plaidoyers	2024-2026	Chargé de programme		
<b>Recommandations de l'évaluation 2: Prévoir dans le prochain programme une importante composante « suivi et consolidation des acquis du programme 2017-2021 »</b>				

**Réponse de la direction:** Les anciens partenaires OM ont été reconduits pour permettre de rentabiliser et de pérenniser tous les investissements réalisés dans les précédents programmes et pour garantir plus d'autonomie et de professionnalisme de ces derniers. La conduite des différentes actions du programme et leur suivi participe au « suivi et consolidation des acquis du programme 2017-2021 » auprès desdits partenaires.

Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Identifier les actions à consolider par OM	2022-2023	Coordinateur Pays, Conseillers thématiques		
Mise en oeuvre des actions identifiées	2023-2026	Coordinateur Pays, Conseillers thématiques		
Suivre l'exécution des activités	2023-2026	Coordinateur Pays, Conseillers thématiques		

**Recommandations de l'évaluation 3: Inclure entièrement le domaine du genre dans le prochain programme**

**Réponse de la direction:** Il est inclut dans le nouveau programme, le soutien des partenaires dans le développement des politiques/stratégies genre et dans la mise en place des plans d'action genre pour combler les lacunes liées à l'accès aux ressources et à la participation des femmes et des jeunes. Concrètement, le programme poursuit et renforce la dynamique d'accompagnement de chaque partenaire OM de base dans la mise en œuvre d'un plan d'action genre / inclusion dans le but d'institutionnaliser les changements réalisés. Il est également projeté l'appui à la diversification des services économiques au bénéfice des femmes et des jeunes et le renforcement de leur leadership pour faciliter leur accès aux structures de gouvernance, leur participation à la prise de décisions, accroître leur voix et leur influence dans la société.

Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Diagnostic genre	2022-2023	Conseillère Genre/Inclusion	En cours	
Elaboration de plan d'action genre	2023	Conseillère Genre/Inclusion		
Mise en œuvre et suivi des actions identifiées	2023 à 2026	Conseillère Genre/Inclusion		

**Recommandations de l'évaluation 4: Appuyer l'émergence de l'entrepreneuriat agricole rural pour soutenir la dynamique de production**



**Réponse de la direction:** Le développement de l'entrepreneuriat familial est le coeur de métier de Trias, en construisant sur les expériences passées, nous mettrons en place une trajectoire entrepreneuriat qui nous permettra, dans le nouveau programme, de travailler au renforcement des capacités entrepreneuriales des organisations de membres partenaires pour renforcer l'employabilité (emploi et auto-emploi), les capacités d'entreprendre et l'insertion socioéconomique des populations vulnérables (jeunes et femmes) à travers la formation et le développement du dispositif d'insertion dans des filières et métiers porteurs, leur permettant d'améliorer leurs moyens de subsistance. Des actions de mise en œuvre d'un parcours entrepreneurial sont planifiées dans le nouveau programme avec les partenaires.

Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Sensibilisation et sélection de jeunes entrepreneurs aspirant ou actifs	2022-2026	Conseiller en entrepreneuriat		
Mobilisation des jeunes à participer au parcours d'incubation	2023-2025	Conseiller en entrepreneuriat		
Formation en 2 phases sur des thématiques identifiées	2023-2025	Conseiller en entrepreneuriat		
Coaching				

**Recommandations de l'évaluation 5: Impliquer davantage les services déconcentrés de l'État du secteur dans le programme**

**Réponse de la direction:** Le programme veille à impliquer davantage les services déconcentrés de l'Etat. En fonction de leur valeur ajoutée dans la réalisation des actions planifiées, les services déconcentrés de l'État du secteur seront consultés afin de rendre perenne les actions entreprises. A la fin du programme, les services techniques de l'Etat poursuivront toujours leur accompagnement auprès des groupes cibles, et cela participera à la durabilité des investissements.

Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Participation des services techniques (agriculture, élevage et environnement) au diagnostic avec l'outil Agricorn Construction de la résilience	2023 à 2024	Chargé de programme et conseillers thématiques		

Invitation des services techniques (agriculture, élevage et environnement) à participer aux ateliers de réflexions thématiques, de restitution et de validation d'études	2022 à 2026	Coordinateur Pays, Conseillers thématiques	En cours	
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**TRIAS**

TURNING DREAMS INTO  
OPPORTUNITIES

**MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**

**ECUADOR**


## **Introduction**

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In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

	Title:	Management response from Ecuador.
	Preparedby:	Ecuador Team.
	Date	09/20/2022

## INTRODUCTION. -

At the end of the 2017-2021 DGD program, two types of evaluations were conducted; on the one hand, the evaluations for each country that were commissioned to external consultants, on the other hand, a meta-evaluation at the corporate level. As a result of these evaluations, recommendations were generated and discussed in the TRIAS team and with the consultants, in order to determine how they will be taken into account for the new DGD 2022-2026 program. In this sense, this document presents the recommendations of the evaluation at the country level, which is subdivided into recommendations for Trias Ecuador and the MBOs themselves.

The Management response was done for each of the recommendations and the following is a synthesis and overall assessment of the usefulness of the recommendations given by the consultants.

### General Management Response:

The evaluation process is always enriching to reflect on how our intervention has evolved and what has been achieved. It is more useful when we receive feedback from an external perspective. In this sense, we thank the consulting team in Ecuador, Diego A. Larrea and Byron Sosa, who even during the pandemic mobilized to the intervention areas to collect first-hand information. We thank Nancy Jaspers, who was responsible for the meta-evaluation, for the precision and objectivity of her analysis. Likewise, we thank all the actors who contributed to the evaluation, giving their points of view and recommendations to improve our work.

These five years, although we have managed to implement the program satisfactorily and have achieved representative results in the MBOs that have been verified with the evaluations, are undoubtedly an unprecedented period due to the incidence of the COVID 19 pandemic, which has reflected the vulnerability of our systems, but also the adaptive capacity of the MBOs, our allies and ourselves. This condition and the recommendations received lead us to reflect on the need and potential that we have as Trias Ecuador, to:

- **To play a more active role in influencing public policies in favour of MBOS** ; through our participation in spaces for dialogue and by expanding our network of allies, both nationally and locally. This also involves bringing our theory of change on a more operational level and strengthening our work at the regional level (Ecuador, Peru and Brazil).
- **Continue innovating our intervention practices to achieve better results in the MBOs and their environment** . This includes generating more exchanges of knowledge and experience among the MBOs, between TRIAS and their peers (this is the case of the AGRICORD agri-agencies and other allies) and others. We will promote, much more than in the last two years, the digitization and use of technology.
- **Strengthen our inclusion strategies with greater intensity**, with a integrated approach to combine this with environmental and economic strategies. We will systematize and generate case studies (mainly using the most significant change methodology) to socialize and leave evidence of the impact we can have.

- **Invest and prioritize work on the environment and climate change**, because we are convinced that it is a factor of high incidence for MBOs. In this sense, we will start from the design of an intervention strategy on this issue, which reinforces what we have been doing, but also allows us to innovate and generate added value for our intervention.
- **Promote more knowledge management practices**, including a deeper analysis of the context and the factors that influence our intervention and the achievements that MBOs can attain. We want to promote the exchange of experiences among peers, both in the region, as well as with other regions.
- **Simplify our monitoring system, to make it more effective.** We will work to prioritize the key indicators that account for the progress and achievement of results that we have. We will generate flexible instruments, of practical use and aligned to the new technological trends that facilitate the management of the area of planning, monitoring and evaluation.

# 1. Recommendations of the evaluations at the Ecuadorian level

## 1.1 Recommendations for TRIAS Ecuador

<b>Evaluation recommendation or issue 1:</b> TRIAS makes positive contributions, mainly through actions to promote inclusion, value-added generation and product commercialization. But it could intensify its role in convening key actors, advising on differentiated commercial strategies and facilitating knowledge on advocacy and networking for the achievement of strategic objectives.				
<b>Management response:</b> TRIAS Ecuador has generated alliances to work on different issues (e.g. Women's Association of Rural Parish Boards of Ecuador, Escuela Politécnica de Chimborado (ESPOCH), International Potato Center (CIP), Ministry of Agriculture (MAG) and National Institute of Agricultural Research (INIAP) among other institutions. In that sense, and considering the results of the evaluation, we are going to expand our network of allies to achieve a more leading role in advocacy processes on issues that favor the position of the MBOs . This has to do with mapping relevant actors for the new intervention program and the renewal or incursion into new relationships.				
Key action(s)	time frame	Responsible unit(s)	Tracking	
			Status	Comments
- Stakeholders mapping at the level and around the environment where the MBOs intervene.	2022, 2024	Management, Program Coordination and Advisors	There is a mapping at the level of MBOs.	
- Maintain and generate new agreements with national and local institutions; from the public and private sectors.	2022-2026	Management, Program Coordination and Advisors	There are agreements with ESPOCH and CARE, in force.	
- Generate joint work experiences with allies and have an active participation in dialogue spaces.	2022-2026	Management, Program Coordination and Advisors		Achieve a more active participation at the national level.
<b>Evaluation recommendation or issue 2:</b> The MBOs receive funding from some institutions in the field of inclusion, participation, gender, youth and food security, leading to the loss of the influence of the actor in the achievements obtained. TRIAS could use its convening power to play a greater role in the articulation of actions with a view to a convergence of policies, programs and projects and in the systematization of experiences in order to facilitate decision-making.				

**Management response:**  
 TRIAS Ecuador will strengthen its convening power through new alliances and considering innovations in its form of intervention. It will promote the exchange of experiences with similar institutions, as an input to reflect on new ways of working and to strengthen the current practices that we have and in the areas in which we have achieved positioning and recognition.

Key action(s)	time frame	Responsible unit(s)	Tracking	
			Status	Comments
- Exchange and closer relationship with other NGOs or similar entities (including Belgian actors) to achieve synergies, complementarity and learning to innovate our intervention.	2022 - 2026	Management, Programs, FAO.		

**Evaluation recommendation or issue 3:**  
 TRIAS must promote a culture of results and systematize the lessons learned in order to socialize and contribute to the reproduction of methodologies. For example in terms of inclusion and sustainable agricultural practices. Progress was made in establishing MBOs to achieve agroecological farming, but more needs to be done to access other resources from partner institutions beyond financial contributions, such as expertise, networking, advocacy and investment.

**Management response:**  
 TRIAS Ecuador will continue to be results-oriented and will strengthen knowledge management to better visualize the way of working and the results obtained more visible; as well as the methodologies and tools used. This involves adjusting the internal processes we have for the new challenges of the 2022-2026 program; but we will also invest with emphasis on communication strategies to make visible the achievements and the lessons learned. This also implies mobilizing resources to reach intervention coverage that is significant and that can transcend other MBOs or work groups.

Keyaction(s)	time frame	Responsible unit(s)	Tracking	
			Status	Comments
- Strengthen internal processes of knowledge management, to generate products and evidence of our intervention.	2023 – 2024	Advisor in Knowledge Management and Head of Communication.		The hiring of a communicator is planned for 2023
- The application of Most Significant Change (MSC) and annual progress summaries for external communication will be improved.	Annual	PME		
- With allies, Agri-agencies, regional and country offices, learning meetings will be held on methodologies and knowledge management.	Annual	Management, Programs and		



		Knowledge Management Advisor		
<b>Evaluation recommendation or issue 4:</b>				
<p>TRIAS achieved numerous positive results in its programmatic activities, in different intensity according to the characteristics of the MBOs. For the future, it would be important to have a differentiated intervention strategy according to the typology of the organizations (degree of development) and to consider the risks they face. The design of specialized training programs by MBO typology can be successful. It is convenient to see the cases of socio-business development in Tejemujeres and PACAT, which can inspire the future work of TRIAS.</p>				
<b>Management response:</b>				
<p>TRIAS in Ecuador has achieved very good results with the implementation of the training program in business management and the methodology of the roadmap mainstreaming the gender approach. With a view on the new program, considering that we have new partners and with different organizational levels, we will address this recommendation because the need to differentiate our intervention and establish the best working modality to improve the achievement of our interventions is evident.</p>				
Key action(s)	time frame	Responsible unit(s)	Tracking	
			Status	Comments
- Generate exchange of knowledge and experience between the same organizations, but with different degrees of development.	2022-2016	advisers	PDO and POAS 2022	
- There will also be S/S and N/S exchanges between OBM peers to strengthen knowledge.	2022-2026	Programs, Advisor and corporate KM	In 2022, an exchange of experiences was held in Belgium and Ireland with actors from the potato chain.	
- During the monitoring we will get used to reflect on our intervention considering the specific characteristics of the organizations.	2022-2026	PME		
<b>Evaluation recommendation or issue 5:</b>				
<p>An important focus for working on the new program is innovation in all links of the production chain. It has been seen that young people and women are highly motivated by production, transformation and marketing processes with an innovation component. We must take advantage of this motivation to design actions aimed at the use of technology and creativity, which allow us to have innovative products.</p>				
<b>Management response:</b>				

TRIAS Ecuador is convinced of the importance of innovating the processes in which we intervene and that therefore have an impact on organizations; In this plan we find that young people are an important ally with whom we must strengthen our work. We must take advantage of our connection with other actors and the position we have to articulate all this to the organizations. We see ourselves as a bridge to bring technology closer to organizations. In this sense, in the new program we will promote the use of communication technologies and everything that is linked to digitization. We will explore experiences that use new, environmentally friendly and low-cost technologies so that they can take advantage of the MBOs with which we work.

Key action(s)	time frame	Responsible unit(s)	Tracking	
			Status	Comments
- The new program will work on the digitization of processes: Internal control system, traceability, marketing, in the new OBMs,	2022-2026	advisers		
- We will participate in movements or dialogue spaces of young entrepreneurs (start up) among others to link the experiences with the partner MBOs.	2023 -2026	Program and Advisors		
- We will explore the use of technologies for adaptation to climate change	2023 - 2026	Program and Advisors.	We present a project to raise funds from GSTIC in climate action and with a component of technological use (early warning systems).	

**Evaluation recommendation or issue 6: (see recommendation 3 of the meta evaluation)**  
 TRIAS must work with an emphasis on concrete actions in the face of climate change. It is necessary to design and implement climate change mitigation and adaptation measures in all production areas. An adaptation measure of interest to farmers is the modernization of irrigation on the plot, another measure for mitigation is the efficient management of soil fertility and comprehensive management of pests and diseases, which will help reduce the vulnerability of peasant family agriculture to the extreme effects of climate.

**Management response:**  
 Although TRIAS in Ecuador has contributed to agro-ecology production practices, organic certification, diversification and agroforestry and has even implemented the resilience tool generated by AGRICORD, we are aware that this is still not enough to achieve a real impact on the environment. This

will be one of the priorities in the new program and will translate into having a climate change strategy in place and at least one member of the team with solid knowledge on the subject.

Key action(s)	time frame	Responsible unit(s)	Tracking	
			Status	Comments
- Form alliances with CARE, BOS+, MAE and other experts on the subject.	2022-2026	Management, Program and Advisors.	In execution of an agreement with CARE.	
- Construction of a climate change strategy with an inclusion (comprehensive) approach.	2022 - 2023	Management, Program and Advisors.		External support will be available.
- The team will be encouraged to acquire knowledge and experience in the subject.	2022-2026	Program and advisors		
- To the extent that we leverage more funds for the program, or through alliances that allow us to have volunteers in the program, we will incorporate expert professionals in the field who contribute to the design and implementation of our strategy.	2023-2025	Direction and Programs		

## 1.2 Recommendations for MBOs

### Evaluation recommendation or issue 1:

A greater alliance with local actors would help ensure that the programs and initiatives promoted by TRIAS have accurate analyzes of local contexts and factors. It is important that in each MBO an analysis is carried out that considers the associative level and the type of youth participation, to implement strategies that lead to the sustainability of the results. In this sense, it is important to work or pay attention to strategic plans, monitor and evaluate them; in a participatory way.

### Management response:

As we have seen in other recommendations, partnership work is key and we will strengthen it in the new program. In response to the recommendations, we will continue to take into account the contextual conditions to incorporate them into our analysis and with a view to establishing the best strategies. In collaboration with the MBOs, we will also promote this analysis, especially for them to establish more inclusive measures for young people to mitigate their migration or to contribute to the generation of employment and more income.

Key action(s)	time frame	Responsible unit(s)	Tracking	
			Status	Comments
- Elaboration of the Organisational Development Plan (ODP) and POA of each organisation, with its strategic plan. Classify the common needs to be addressed by TRIAS and propose macro actions.	Every year	PME and Advisors	PDO and POAS 2022	
- SPIDER application; it helps analyse the current situation, what you need to improve, and your priorities.	Every year	SMEs and advisors		
- In the monitoring meetings, the context analysis will be incorporated to relate it to its impact on the MBOs	Every six months	SMEs and advisors.		



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**MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**


**EL SALVADOR**

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	<b>Title</b>	Coordination Response El Salvador to DGD Programme Evaluation 2017–2021
	<b>Date</b>	19/09/2022
	<b>State</b>	Planning completed, guidelines in implementation.
	<b>Author</b>	Jacqueline Abrego, Luis Tobar, TRIAS CAM advisors.

## CONTEXT

Between the months of October 2021 to April 2022 the final evaluation of the program was carried out The DGD program 2017-2021 "*Connect, strengthen and change - for a more sustainable and inclusive world*" in the countries of the TRIAS CAM region: Guatemala, Honduras, and El Salvador. The consulting company "SEDC Consulting group" was in charge of the external evaluation. They generated a final document with findings, conclusions, and recommendations for each country.

## COORDINATION RESPONSE AT THE REGIONAL LEVEL

In view of the Final Evaluation reports presented by the evaluators, this document extracts the main recommendations made to the TRIAS CAM team in EL Salvador. This document presents an action plan to integrate the recommendations into the work of the new program, defining for each of them direct approach actions, with the responsible persons, date and implementation, as well as supporting comments that complement the need for action or expand on a broader description of its implementation.

As TRIAS CAM team, the feasibility of implementing each retaken recommendation has been analyzed, taking into account the available resources: personnel, budget, time, and organization. We value positively the recommendations made and important lines of improvement have been identified by each country.

## ACTION PLAN

Based on the recommendations, and an in-depth internal analysis, the following Action Plan is presented for El Salvador:

In El Salvador recommendations were made towards the improvement of inclusive organizational management and future governance, in addition to the coordination of joint dynamics between organizations and the use of ICTs as part of the services.

The recommendations and actions to be taken are the following:

EL SALVADOR							
<b>Recommendation of the evaluation:</b> Continue with the sustainability agenda based on the topics of future governance, gender and generational inclusion considering the dignification of the leadership that has sustained the organization; and, professionalize and qualify inclusive entrepreneurship as a model of social and economic development with a vision for the future.							
Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
1.1	Review and update statutes of cooperative organizations with the vision of incorporating women and young people into formal membership.	Besy Aguilar	Claudia Jimenez, William Estrada	2/1/2023	2/1/2025	TO START	It is also a need identified by the cooperatives of the El Salvador program.
1.2	In youth, promote agricultural diversification, and that cooperatives move from primary production to product transformation (to agribusiness)	Besy Aguilar	Claudia Jimenez, William Estrada	2/1/2023	2/1/2025	TO START	Young people little motivated to join the agricultural work, and high migration.
1.3	Manage complementary projects that support inclusive processes	Besy Aguilar	Chargé d'affaires TRIAS	2/1/2023	2/1/2025	TO START	
<b>Recommendation of the evaluation:</b> The need to make the leap towards technology must be positioned in the membership, regardless of the end of the pandemic, this allowed us to discover a digital world that can entail many benefits for membership.							
Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
2.1	Promote the management in organizations of technological investments such as Drones, agricultural machinery to increase productive performance.	Besy Aguilar	Luis Tobar	2/6/2023	2/6/2026	TO START	As TRIAS does not have a budget for technological equipment, therefore it will seek to support the management.
2.2	Facilitate training in technologies and the creation of marketing clusters in social networks, so that each cooperative offers its products	Besy Aguilar	Esmeralda Cabrera	2/1/2024	2/6/2026	TO START	With support from local partner organisations and Belgian synergies. There are already alliances with Belgian universities and synergies, such as Via Don Bosco.



**Evaluation recommendation:**

Accelerating empowerment processes together with women and men, based on the organizational management of the OBs (diploma in OBS management) makes a difference.

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
3.1	Expand the diploma model of grassroots organizations to link with the environment, so that they can manage their organization and that they can also make beneficial links for them	Besy Aguilar	Esmeralda Cabrera	2/8/2022	2/6/2024	ON THE MOVE	There are already modules of extension to diploma to also generate connectivity skills with the business ecosystem.
3.2	Link co-partner organizations with spaces for marketing opportunities (local and external) and cooperation agencies to exercise their management skills and expand their markets.	Besy Aguilar	Integrated programming (Esmeralda and Luis) and advisory team	2/10/2023	2/2/2025	TO START	Cooperative leaders are formed and applied within their cooperative (a big step), but when they are linked to the environment, it is very difficult for them.

**Evaluation Recommendation:**

The dynamics of JEPs limit the participation of cooperative or grassroots leaders due to centralization in the capital and the amount of time required to participate in all meetings and activities. It must be decentralized and make actions of less amount of time but greater impact.

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
4.1	Promote exchanges and mentoring between organizations, which allows participation, learning, and maximum benefit of actions.	Besy Aguilar	Integrated programming (Esmeralda and Luis) and advisory team	2/8/2022	2/6/2026	ON THE MOVE	It is a practice that facilitates participation and the achievement of results, and was positively valued in the evaluation of the program when it was carried out.
4.2	Creation of a regional JEP (El Salvador, Guatemala, Honduras)	Esmeralda Cabrera	Luis Tobar	2/8/2022	2/6/2026	ON THE MOVE	Fewer annual meetings are held but the exchange of experiences is enriched.



**TRIAS**

TURNING DREAMS INTO  
OPPORTUNITIES

**MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**


**GUATEMALA**

## **Introduction**

Trias had an end-evaluation of the 2017-2021 DGD program in every outcome (country) of the program, conducted by external evaluators. Those 13 country level evaluations have been used as input for a meta-evaluation.

For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations. The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

	<b>Title</b>	Coordination Response to DGD Programme Evaluation 2017–2021 Guatemala
	<b>Date</b>	19/09/2022
	<b>State</b>	Planning completed, guidelines in implementation.
	<b>Author</b>	Jacqueline Abrego, Luis Tobar, TRIAS CAM advisors.

## CONTEXT

Between the months of October 2021 to April 2022 the final evaluation of the program was carried out The DGD program 2017-2021 "*Connect, strengthen and change - for a more sustainable and inclusive world*" in the countries of the TRIAS CAM region: Guatemala, Honduras, and El Salvador. The consulting company "SEDC Consulting group" was in charge of the external evaluation. They generated a final document with findings, conclusions, and recommendations for each country.

## COORDINATION RESPONSE AT THE REGIONAL LEVEL

In view of the Final Evaluation reports presented by the evaluators, this document extracts the main recommendations made to the TRIAS CAM team in Guatemala. This document presents an action plan to integrate the recommendations into the work of the new program, defining for each of them direct approach actions , with the responsible persons, date and implementation, as well as supporting comments that complement the need for action or expand on a broader description of its implementation.

As TRIAS CAM team, the feasibility of implementing each retaken recommendation has been analyzed, taking into account the available resources: personnel, budget, time, and organization. We value positively the recommendations made and important lines of improvement have been identified by each country.

## ACTION PLAN

Based on the recommendations, and an in-depth internal analysis, the following Action Plan is presented for Guatemala:

## GUATEMALA

In Guatemala, the main recommendations are on program management, aspects such as accompanying sustainability strategies, and monitoring implementation and learning. The exact recommendations provided by the consulting team and the actions taken are:

GUATEMALA							
Evaluation recommendation: Adjust advisory strategies according to the weaknesses of the organization (increased attendance).							
Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
1.1	Strategic dialogues with key personnel of organizations for the understanding of the organizational development approach	Regional team	Carlos, Kimberly	2/4/2022	31/12/2026	ON THE MOVE	In previous programs the dialogue was always conducted in a short time, but for the new program the Regional and advisory team has invested in more explanation and negotiation of the approach to work so that the program is in accordance with the culture and strategy of each organization. (has been carried out in all 3 countries)
1.2	Organizational Development Workshop to the 3 organizations that make up the program	Regional team	Carlos, Kimberly	23/5/2022	27/5/2022	FINALIZED	The implications of Organizational Development have been explained so that organizations can get the most out of the program. (has been carried out in all 3 countries)
1.3	Construction of Organizational Development Plans (ODP) based on the strategic vision of organizations	Carlos, Kimberly	Regional team	15/8/2022	0211/2022	ON THE MOVE	Unlike previous years, the starting point of the new program has not only been the diagnostics carried out, but also the strategic plan of each organization, in which TRIAS is joining and complementing the development vision of the co-parties (has been carried out in the 3 countries)

1.4	Adjustment of the advice to the context, methodology, and profile of participants.	Carlos, Kimberly	Esmeralda Cabrera	2/4/2022	31/12/2026	ON THE MOVE	The current program is devoting more time to consensus-building with decision-makers and technical teams to define processes that are relevant to the weaknesses and context of the organizations.
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**Evaluation Recommendation:**  
Close the program process with the accompaniment of a technical and financial sustainability strategy that ensures the maximum use of the potential of the MBOs

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
2.1	Development of processes with a vision of institutionalization	Carlos, Kimberly	Esmeralda Cabrera	2/6/2023	2/6/2026	TO START	From the beginning we are working with the vision of processes and not actions, with which the culture and structure of the organization is permeated, and achieve real transformations.
2.2	Foresee from the beginning sustainability elements, to leave developed capacities in organizations, in which they have tools and methodologies adapted to the local context and its possibilities.	Carlos, Kimberly	Esmeralda Cabrera	2/1/2023	2/6/2026	TO START	There are few resources in the program, but a key strategy is to install internal capacities, so that despite the fact that Trias retires advice and support, organizations have the implementation skills
2.3	Strengthen the commercial and alliance management of organizations.	Carlos Macario	Esmeralda Cabrera	2/6/2023	2/6/2026	TO START	Take advantage of opportunities from the environment and develop organization's skills to maintain market differentiators for good profitability.
2.4	Define in ODP the explicit construction of a strategy for process sustainability in each organization for the program closing	Carlos, Kimberly	Luis Tobar	23/9/2022	27/12/2022	TO START	

**Evaluation Recommendation:**  
Establish in the first two years a biannual monitoring of financial execution and make timely decisions to accompany the strengthening of execution.

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
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3.1	Timely monitoring of Financial compliance and cash flow reporting.	Regional Finance Team	Carlos, Kimberly	2/6/2022	2/6/2026	ON THE MOVE	Organizations are requesting accompaniment and more advice
3.2	Biannual compliance monitoring with programmatic and financial execution of annual planning	Carlos, Kimberly	Luis Tobar	2/6/2023	2/6/2026	TO START	
3.3	To issue, when necessary, recommendations on necessary adjustments in the reprogramming of activities, or reorientation of funds.	Carlos, Kimberly	Esmeralda Cabrera, Luis Tobar.	2/1/2023	2/6/2026	TO START	It is a permanent task that will be incorporated into the card of functions of advisors.

**Recommendation of the evaluation:**

Accompany organizations in the management of their experience, so that they redraw learning, resume good practices according to the cultural context in which they are developed.

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
4.1	Promote among organizations the local adaptation of methodologies and training content, for local appropriation.	Carlos, Kimberly	Luis Tobar	2/1/2023	2/6/2026	TO START	The ownership and empowerment of organizations depends to a large extent on adaptations to context.
4.2	After pilots and processes, implement analysis sessions and collection of lessons learned.	Carlos, Kimberly	Luis Tobar	2/1/2023	2/6/2026	TO START	Knowledge must be managed for subsequent process improvement.
4.3	Structure methodology for dialogues of reflection of implemented processes, which allow structuring and incorporating the learning obtained.	Luis Tobar	Carlos, Kimberly	2/1/2023	2/3/2023	TO START	To have from TRIAS tools that facilitate reflection for learning and knowledge management.



**MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**

**GUINEE**



## **Introduction**

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For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations.

The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

**Mesures à prendre pour donner suite aux recommandations du rapport d'évaluation finale du programme DGD.  
Plan d'action opérationnel de la Guinée (Trias Afrique de l'Ouest)**

<b>Recommandations de l'évaluation 1: Travailler au renforcement des faïtières, en particulier dans la capacité à défendre les intérêts des agriculteurs familiaux et entrepreneurs ruraux et à influencer les décisions au niveau local et les politiques publiques</b>				
<p><b>Réponse de la direction:</b> Notre approche "Renforcement Organisationnel et Développement Institutionnel" révisée cette année pour faciliter l'intégration du principe clé du développement durable (la personne, la planète, le profit), nous servira de base pour un accompagnement solide et durable des organisations de membres partenaires, notamment dans le plaidoyer et le réseautage, dans la diversification des services aux membres. Dans cet esprit, Trias Guinée a identifié comme un des nouveaux partenaires dans le programme 2022-2026, la Confédération Nationale des Organisations Paysannes de Guinée en tant que faitière nationale apte à influencer les politiques sectorielles de l'Etat en usant de son pouvoir de plaidoyer à l'avantage des femmes, des jeunes et des personnes économiquement défavorisées issus des organisations affiliées.</p>				
Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Identification des problèmes prioritaires à défendre par les OM	2023	Chargé de programme		
Organisation des cadres de concertation nationale entre les différentes organisations paysannes partenaires du programme, les acteurs d'accompagnement et les services étatiques	2023- 2024	Chargé de programme		
Elaboration et exécution des plans de plaidoyers	2024-2026	Chargé de programme		
Suivi de la mise en oeuvre des plans d'action de plaidoyers	2024-2026	Chargé de programme		
<b>Recommandations de l'évaluation 2: Prévoir dans le prochain programme une importante composante « suivi et consolidation des acquis du programme 2017-2021 »</b>				

**Réponse de la direction:** Les anciens partenaires OM ont été reconduits pour permettre de rentabiliser et de pérenniser tous les investissements réalisés dans les précédents programmes et pour garantir plus d'autonomie et de professionnalisme de ces derniers. La conduite des différentes actions du programme et leur suivi participe au « suivi et consolidation des acquis du programme 2017-2021 » auprès desdits partenaires.

Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Identifier les actions à consolider par OM	2022-2023	Coordinateur Pays, Conseillers thématiques		
Mise en oeuvre des actions identifiées	2023-2026	Coordinateur Pays, Conseillers thématiques		
Suivre l'exécution des activités	2023-2026	Coordinateur Pays, Conseillers thématiques		

**Recommandations de l'évaluation 3: Inclure entièrement le domaine du genre dans le prochain programme**

**Réponse de la direction:** Il est inclut dans le nouveau programme, le soutien des partenaires dans le développement des politiques/stratégies genre et dans la mise en place des plans d'action genre pour combler les lacunes liées à l'accès aux ressources et à la participation des femmes et des jeunes. Concrètement, le programme poursuit et renforce la dynamique d'accompagnement de chaque partenaire OM de base dans la mise en œuvre d'un plan d'action genre / inclusion dans le but d'institutionnaliser les changements réalisés. Il est également projeté l'appui à la diversification des services économiques au bénéfice des femmes et des jeunes et le renforcement de leur leadership pour faciliter leur accès aux structures de gouvernance, leur participation à la prise de décisions, accroître leur voix et leur influence dans la société.

Actions clés	Calendrier		Suivi	
			Statut	Commentaires
Diagnostic genre	2022-2023	Conseillère Genre/Inclusion	En cours	
Elaboration de plan d'action genre	2023	Conseillère Genre/Inclusion		
Mise en œuvre et suivi des actions identifiées	2023 à 2026	Conseillère Genre/Inclusion		

**Recommandations de l'évaluation 4: Appuyer l'émergence de l'entrepreneuriat agricole rural pour soutenir la dynamique de production**

**Réponse de la direction:** Le développement de l'entrepreneuriat familial est le coeur de métier de Trias, en construisant sur les expériences passées, nous mettrons en place une trajectoire entrepreneuriat qui nous permettra, dans le nouveau programme, de travailler au renforcement des capacités entrepreneuriales des organisations de membres partenaires pour renforcer l'employabilité (emploi et auto-emploi), les capacités d'entreprendre et l'insertion socioéconomique des populations vulnérables (jeunes et femmes) à travers la formation et le développement du dispositif d'insertion dans des filières et métiers porteurs, leur permettant d'améliorer leurs moyens de subsistance. Des actions de mise en œuvre d'un parcours entrepreneurial sont planifiées dans le nouveau programme avec les partenaires.

Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Sensibilisation et sélection de jeunes entrepreneurs aspirant ou actifs	2022-2026	Conseiller en entrepreneuriat		
Mobilisation des jeunes à participer au parcours d'incubation	2023-2025	Conseiller en entrepreneuriat		
Formation en 2 phases sur des thématiques identifiées	2023-2025	Conseiller en entrepreneuriat		
Coaching				

**Recommandations de l'évaluation 5: Impliquer davantage les services déconcentrés de l'État du secteur dans le programme**

**Réponse de la direction:** Le programme veille à impliquer davantage les services déconcentrés de l'Etat. En fonction de leur valeur ajoutée dans la réalisation des actions planifiées, les services déconcentrés de l'État du secteur seront consultés afin de rendre perenne les actions entreprises. A la fin du programme, les services techniques de l'Etat poursuivront toujours leur accompagnement auprès des groupes cibles, et cela participera à la durabilité des investissements.

Actions clés	Calendrier	Responsable	Suivi	
			Statut	Commentaires
Participation des services techniques (agriculture, élevage et environnement) au diagnostic avec l'outil Agricorn Construction de la résilience	2023 à 2024	Chargé de programme et conseillers thématiques		

Invitation des services techniques (agriculture, élevage et environnement) à participer aux ateliers de réflexions thématiques, de restitution et de validation d'études	2022 à 2026	Coordinateur Pays, Conseillers thématiques	En cours	
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**TRIAS**

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**MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**


**HONDURAS**

## **Introduction**

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For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations. The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

	<b>Title</b>	Coordination Response to DGD Programme Evaluation 2017–2021 Honduras
	<b>Date</b>	19/09/2022
	<b>State</b>	Planning completed, guidelines in implementation.
	<b>Author</b>	Jacqueline Abrego, Luis Tobar, TRIAS CAM advisors.

## CONTEXT

Between the months of October 2021 to April 2022 the final evaluation of the program was carried out The DGD program 2017-2021 "*Connect, strengthen and change - for a more sustainable and inclusive world*" in the countries of the TRIAS CAM region: Guatemala, Honduras, and El Salvador. The consulting company "SEDC Consulting group" was in charge of the external evaluation. They generated a final document with findings, conclusions, and recommendations for each country.

## COORDINATION RESPONSE AT THE REGIONAL LEVEL

In view of the Final Evaluation reports presented by the evaluators, this document extracts the main recommendations made to the TRIAS CAM team in Honduras. This document presents an action plan to integrate the recommendations into the work of the new program, defining for each of them direct approach actions , with the responsible persons, date and implementation, as well as supporting comments that complement the need for action or expand on a broader description of its implementation.

As TRIAS CAM team, the feasibility of implementing each retaken recommendation has been analyzed, taking into account the available resources: personnel, budget, time, and organization. We value positively the recommendations made and important lines of improvement have been identified by each country.

## ACTION PLAN

Based on the recommendations, and an in-depth internal analysis, the following Action Plan is presented for Honduras:



## HONDURAS

In Honduras, the recommendations focused on strengthening the attention to the direct target group with tools such as the gender box, regional exchanges, alliances, and internal review of products and services, especially. They also recommended the establishment of a program exit line.

In view of this, the recommendations and response actions proposed are presented:

HONDURAS							
<b>Evaluation recommendation:</b> The exit strategy that the programme has designed should be concretized in the ADVISORY Plan to support the OB with core elements: the strategic framework, transparency and accountability supported by indicators.							
Key Actions	Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS	
1.1	Establish within the consultancy offer the orientation that processes are in accordance with strategic plans, and oriented to institutionalization.	Daisy Mejia	Esmeralda Cabrera	2/9/2022	31/12/2026	ON THE MOVE	Each process should consider how the organization will subsequently follow up with its own resources.
1.2	To include in the processes actions that provide closure with a sustainable approach	Daisy Mejia	Esmeralda Cabrera	2/9/2022	31/12/2026	ON THE MOVE	Within each process in the fourth year especially establish exit and consolidation actions.
1.3	Link monitoring of program indicators to strategic plan indicators of organizations	Luis Tobar	Daisy Mejia	2/10/2022	31/12/2022	TO START	In year one negotiate indicators that measure institutional and program objectives.
1.4	Define in ODP the explicit construction of a process sustainability strategy in each organization for the closing of the program	Daisy Mejia	Luis Tobar	23/9/2022	27/12/2022	TO START	
<b>Evaluation Recommendation:</b> The toolbox for gender inclusion in organizations is a potential tool that can contribute to the motivations and participation of women and young people at risk, thereby contributing to reduce the migratory dynamics of young people in the regions of La Paz and Copán and becomes an opportunity to promote inclusion.							
Key Actions	Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS	

2.1	Establishment and implementation of a gender mainstreaming route in UNIOCAFÉ, and AMUCAFÉ	Daisy Mejia	Kimberly Gutierrez	2/9/2022	31/12/2026	ON THE MOVE	Awareness workshops are under development in order to identify priority aspects of work.
2.2	Implementation of economic empowerment actions for women and young people in CAFESCOR, AMUCAFÉ and UNIOCAFÉ	Daisy Mejia	Besy Aguilar	2/9/2022	31/12/2026	ON THE MOVE	Prioritize axis 2 of the toolbox related to the personal and economic empowerment of women and youth.
2.3	Review of strategic plans for the incorporation of the Gender-generational approach	Daisy Mejia	Luis Tobar	2/2/2023	31/12/2023	TO START	Accompaniment to improve strategic plans to guide them to inclusion.
2.4	Follow-up to the process of mainstreaming inclusion in CAFESCOR	Daisy Mejia	Kimberly Gutierrez	2/9/2022	31/12/2026	ON THE MOVE	This includes gender policy, action plan for mainstreaming the inclusive approach, gender budgeting, among other actions as part of the process.

**Evaluation Recommendation:**

For a greater contribution to the impacts, an internal review of the products and services for the memberships is required so that they are adapted to the existing needs and conditions of inequality.

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
3.1	Analysis of services offered by organizations for the establishment of an improvement plan.	Daisy Mejia	Regional team	2/9/2022	2/9/2024	ON THE MOVE	As a starting point, it is necessary to provide organizations with a reflection on the starting point and its potential for improvement.
3.2	Carry out political dialogues with key leaders of the organizations to incorporate elements of TRIAS strategy linked to the work strategy of the organization.	Daisy Mejia	Regional team	12/4/2022	31/12/2026	ON THE MOVE	It is important that there is political commitment so that the program can really be implemented and institutionalized, otherwise it will be isolated actions with little sustainability.

3.3	Establishment of business pilots aimed at women and young people.	Daisy Mejia	Besy Aguilar	2/2/2023	31/12/2026	TO START	In order for the programme to achieve real changes in the economic empowerment of women and young people, direct entrepreneurial actions must be promoted.
3.4	Perform systematization of learning from the implementation of services and business pilots aimed at women and young people.	Daisy Mejia	Luis Tobar	2/2/2023	31/12/2026	TO START	For continuous improvement, learning, and institutionalization of inclusive services, knowledge management is necessary.

**Recommendation of the evaluation:**

It will be important to approach regional meetings (Central and South America) for knowledge management and identify lines that unite them in public policies and regional frameworks of greater impact.

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
4.1	Exchange in good practices in gender and climate change with organizations from Central America.	Daisy Mejia	Regional team	2/2/2023	2/4/2023	TO START	The aim is to share efforts made for inclusion and to counteract climate change. Extract positive lessons, learnings, improvements, etc.

**Recommendation of the evaluation:**

It is important that the technical mobilization of alliances and their contributions that are usually invisible be quantified.

Key Actions		Responsible	Co-responsible	START DATE	DATE OF COMPLETION	State	SUPPORT COMMENTS
5.1	Follow up on tripartite agreements signed with Rainforest, and Neumann Foundation, and CLUSA.	Daisy Mejia	Jacqueline Abrego	12/4/2022	12/7/2022	ON THE MOVE	Specifically, joint work agreements have been established in the different organizations.
5.2	Management of complementary projects to support organizations and program	Chargé d'affaires TRIAS	Daisy Mejia	2/2/2023	31/12/2026	TO START	



## **MANAGEMENT RESPONSE TO THE END-EVALUATION**

### **DGD PROGRAM 2017-2021**

#### **PERU**


## **Introduction**

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In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

	Title :	Management response from Peru.
	prepared by :	Sam Team
	Date	09/22/2022

## INTRODUCTION. –

At the end of the 2017-2021 DGD program, two types of evaluations were carried out; on the one hand, the evaluations for each country that were entrusted to external consultants, on the other hand, a meta-evaluation at the corporate level. As a result of these evaluations, recommendations were generated that were discussed within the TRIAS team and together with the consultant from Peru, in order to determine how they will be taken into account with a view to the new 2022-2026 DGD program. In this sense, this document presents the recommendations of the evaluation at the country level, which is subdivided into recommendations for Trias Peru and the MBOs themselves.

The management has responded to each of the recommendations and the following is a synthesis and overall assessment of the usefulness of the recommendations given by the consultants.

### General Management Response:

The evaluation process is always enriching to reflect on how our intervention has evolved and what has been achieved. It is even more useful when we receive a feedback from an external perspective. In this sense, we thank Luis Gomero, consultant in Peru, and Nancy Jaspers, responsible for the meta-evaluation, for the precision and objectivity of their analysis. Likewise, we thank all the actors who contributed to the evaluation, giving their points of view and recommendations to improve our work.

In these five years we have managed to implement the program satisfactorily and representative results have been achieved in the MBOs , which have been reported in reports and verified by the evaluation consultants. But this period has also been full of challenges, given the Covid 19 pandemic, which has changed our way of working and serving producer organizations. To this has been added the challenge in personnel management, which, for personal, professional and other reasons, has led to a high turnover in the Peru team.

With a view to the new program, we are taking into account our lessons learned and the recommendations of the consultancies; sense for which in Trias Peru we will pay attention to and improve in the following areas:

- **Expand our network of contacts to achieve synergy and complementarity in our support to OBM producer organizations.** Through our participation in dialogue spaces and through the expansion of our network of allies and collaborators.
- **Continue innovating our intervention practices to achieve better results in the MBOs and their environment .** This includes better integrating Trias' work approaches and advancing in the operationalization of our theory of change. We will not neglect the advances in inclusion; rather we will strengthen them both in gender and generational equity.
- **Invest and prioritize work on the environment and climate change ,** because we are convinced that it is a factor of high incidence for the MBOs . In this sense, we will start from

the design of an intervention strategy on this issue that reinforces what we have been doing, but also allows us to innovate and generate added value for our intervention.

- **We will pay more attention to the management of our human resource.** We will generate mechanisms to promote a work culture, we will facilitate communication and support processes.
- **We will generate and implement mechanisms that will allow us to monitor the MBOs more closely,** especially considering that the work team is reduced. This will also demand the best use of communication technology.
- **We will simplify and improve the implementation of our monitoring tools.** So that this does not become a barrier to our relationship with organizations, quite the contrary. We hope that they become familiar with monitoring and feel motivated to apply similar processes in organizations.
- **promote the exchange between MBOs in Peru and with other regions; mainly Belgium.** To generate more effective learning processes, broaden the perspective and generate new work networks that benefit the MBOs .

**1. Recommendations from country-level evaluations:**

**1.1 Recommendations for TRIAS Peru**

<b>Evaluation recommendation or issue 1:</b> High turnover of the team in Peru, which has altered the programming and implementation of activities and the consequent achievement of results. It is recommended to have an effective selection criteria and working conditions that allow a longer permanence of the team.				
<b>Management response:</b> At Trias Peru we are aware of this high turnover of personnel that affected the implementation of the 2017-2021 program. We will pay attention to this situation to generate more effective processes of selection, recruitment, induction and support processes for personnel . We will work on the awareness and organizational culture that Trias has to promote results-oriented teamwork. We will take preventive measures so that changes do occur, under well-defined transition processes, so that they do not abruptly interrupt Trias's activity in Peru.				
Key action ( s )	time frame	Responsible unit (s)	Tracking	
			Status	Comments
- Closer accompaniment and support to the team in Peru	2022-2026	Address. Coord. of programs FAO.		
- Generation of spaces for dialogue to reflect on the evolution of the program, teamwork and the work environment conditions.	2023 (semi-annual)	Address Program Coordination		
<b>Assessment recommendation or issue 2:</b> The frequency of TRIAS visits to MBOs in the field is sporadic. It is recommended that when defining the areas of intervention, this situation be evaluated in order to establish better support for the organizations.				
<b>Management response:</b>				



Indeed, in the 2017-2021 program, limitations were experienced in order to have a satisfactory frequency of visits to the MBOs . This has been a factor considered for the new program and in this sense, organizations that have better accessibility and proximity were identified. Therefore, we are concentrating our work in the north of Peru; in Cajamarca and Amazonas with three producer organizations. A fourth organization in the central jungle, specifically in Andahuaylas, and two organizations with a work center in Lima.

Key action ( s )	time frame	Responsible unit (s)	Tracking	
			Status	Comments
- No action projected in the short and medium term. This recommendation issue was considered when preparing the 2022-2026 program				

**Assessment recommendation or issue 3:**

The implemented management tools were recognized as useful by the MBOs because they have allowed them to recognize the evolution they have experienced. However, they are not didactic enough for all partners, considering that many of them have learning and literacy limitations.

**Management response:**

In Trias Peru (and Ecuador) attention has been paid to this recommendation, in this regard the management and monitoring tools are being simplified; so that they are also implemented in a participatory manner and this allows the mutual learning of the members of the organization. However, there is a part of the use of SPIDER, which requires a basic knowledge of Excel on the part of the organizations; being this, a point of attention to facilitate the use and understanding of the tool.

Key action ( s )	time frame	Responsible unit (s)	Tracking	
			Status	Comments
- Review and adaptation of the SPIDER tool for capacity assessment.	2022	PME team		The use of digital applications for SMEs will be promoted in order to have up-to-date information available to all.
- Selection of key indicators by MBO, Country and Region	2022	PME team		

**Assessment recommendation or issue 4:**

Allies highlight the work of TRÍAS and the issues addressed as part of the program (inclusiveness, strengthening of enterprises, leadership and advocacy). However, it is recommended that the topics be incorporated into the platforms based on a consensual process and permanently among those involved.

**Management response:**

TRIAS Peru participates in the debate as a member of the Common Strategic Framework (CSF) of Belgian cooperation and the Coordinator of Foreign Entities of International Cooperation (COECCI), among other spaces for dialogue and debate on various issues related to agriculture and rural development . Additionally, we have partners from the private sector ( Ethiquable ), academia (Maria Arguedas University) and other agricultural agencies such as UPADI and INFOCOS with whom we maintain joint projects. In the following years we will strengthen our relationship with various actors that will also allow us to reflect on how we operationalize our theory of change.

- Key action ( s )	time frame	Responsible unit (s)	Tracking	
			Status	Comments
- Active participation in the MEC, COECCI and other stakeholder spaces .	2022-2026	Senior Advisor and Management		
- Permanent dialogue with the AgriAgencies	2022-2026	Management, Coordination and Advisors.		

## 1.2 Recommendations for MBOs

### Assessment recommendation or issue 1:

The first-tier MBOs have shown internal instability at the leadership level, due to problems of transparency and trust with their grassroots members. Additionally, a high dependence on external funds in organizations is identified, which puts their sustainability at risk. Finally , another finding has to do with generating strategies from Trias to promote that organizations do not miss the participation of partners who are trained and who have the potential to contribute to the organization.

### Management response:

The observations issued by the consulting team are consistent with the situation that Trias faces when strengthening producer organizations. Some of the aspects can be considered and taken into account to anticipate the risk in its governance; such as promoting transparency in accountability and raising awareness about the importance of having leaders, partners, women and men who are prepared and contribute to the organization. However, there are internal conditions of the organizations, which are beyond our real possibility of influence. We will look for alternative solutions to these problems, which may require closer work with other institutions that support projects for producer organizations.

Key action ( s )	time frame	Responsible unit (s)	Tracking	
			Status	Comments
- Permanent monitoring to anticipate work risks with organizations.	2022 - 2026	Advisors and SMEs		





**MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**

**PHILIPPINES**

## **Introduction**

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For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations.

The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

## Trias Southeast Asia

### MANAGEMENT RESPONSE TO DGD 2017-2021 END-PROGRAM EVALUATION REPORT

Evaluation Recommendation on Issue 1: <b>Define the Trias program's capacity-building agenda at three levels: individual, institutional and systemic</b>				
<i>Management Response:</i> Trias SEA agrees on need to have a focused approach to its capacity building interventions. To be effective, regional office (RO) shall keep a balanced offering of training courses for the MBOs, plan wisely what resources (in house or otherwise) to tap, invest in staff development based on a learning plan. The capacity building agenda for next 5 years shall be linked closely with efforts by RO to define the M&E framework for the program.				
Key Actions	Time Frame	Responsible Person/Unit	Tracking	
			Status	Comments
1.1 Draw up the capacity-building agenda for the Trias program to be drawn from the OCA workshops and the ensuing ODPs that the MBOs will formulate	Q-3 to Q-4 of 2022 (After 2022, every Q-1 of the year)	Regional Director, Monitoring, Learning & Evaluation (MLE) Manager & Lead for Organizational Strengthening & Institutional Development (OS/ID)	Conduct of OCA workshops completed, all 8 MBO-partners set capacity building targets in their respective ODPs	Capacity-building agenda for next 5 years being identified alongside efforts to finalize DGD program's M&E framework
1.2 Keep a balanced offering of training courses under the program (farming technologies, business management and technical) and develop a blended approach to training delivery. Integrate start-up kit when providing production and livelihood training.	All throughout 2022 to 2026	MLE Team	Capacity building activities so far focused on topics like inclusion, organic farming, DRR & visibility. Method both physical and face-to-face.	Assessment on effectiveness of online training being planned.
1.3 Identify the expertise needed to deliver on this capacity-building agenda, assess the team's learning needs vs. the capacity development support the MBOs need from Trias and form a pool of subject	Q-4 of 2022 (After 2022, every Q-1 of the year)	MLE and OS/ID teams with Human Resources	Potential sources of expert-volunteers identified (but	Next steps include mapping further and reaching out to organizations

<p>matter experts from where to tap resource persons for the capacity building activities to be conducted</p>		<p>&amp; Administrative Officer (HRAO)</p>	<p>not yet pursued actively). Regional team agreed on a learning plan during workshop with KM team. A priority is to build knowledge on environment and climate change.</p>	<p>deploying expert-volunteers and incorporation of priority topics in individual staff development plans of team members.</p>
<p>1.4 Study the absorptive capacity of Trias staff to manage workload/prevent burnout and rationalize structure of the Trias regional office</p>	<p>Q-1 of 2022 (continuing throughout the year, more so in Q-4)</p>	<p>Regional Director and HRAO</p>	<p>Newly revised organizational structure took effect at start of 2022. Annual divisional plan agreed upon early on in 2022, serving as basis for Function Cards of team members. Same plan reviewed mid-year. One session to check workload issue organized in June 2022.</p>	<p>Targets for 2023 divisional plan to be identified in Q-4 of 2022, along with annual functioning and performance review of staff.</p>

**Evaluation Recommendation on Issue 2:**

**Strengthen further the inclusivity goal of the Trias program and make sharper its agenda/focus on the environment and climate change**

*Management Response:* Trias SEA agrees to fully subscribe to an integrated OS/ID strategy where inclusion, environmental sustainability and entrepreneurship interface. Increased capacity building on environment and climate change adaptation and mitigation will be given greater weight. So will be youth targeting to push inclusivity ahead.

Key Actions	Time Frame	Responsible Person/Unit	Tracking	
			Status	Comments
2.1 Nuance the difference, overlap and links of gender and inclusivity	Starting Q-2 of 2022 and thereafter	Inclusivity Adviser	Manual on gender and inclusivity based on RO program experience from 2017-21 launched publicly.	Next steps include further staff internalization of OS/ID integrated approach to program implementation.
2.2 Set the Trias program goal on the environment and how it is fused with efforts to make MBOs more inclusive and sustainable	All throughout 2022 to 2026	Ecological Sustainability Adviser	Opportunities to heighten lens on environment and climate change in implementing ODPs listed down.	The same is targeted for MBO-partners as well.
2.3 Explore a range of possible services responsive to the needs of young people (in relation to social entrepreneurship and leadership formation)	Q-3 of 2022 to Q-1 of 2023	Inclusivity Adviser	MBO-partners with plans to organize more young people singled out. Synergies likewise identified for youth organizing (e.g. KIYO).	Target is to come up with a strategy note on youth organizing in MBOs no later than Q-1 of 2023.
2.4 Elaborate with the MBO-partners the strategic value of lobby, networking and advocacy (LNA) in ODP implementation	Starting Q-3 of 2022 and thereafter	OS/ID Lead	Opportunities for LNA included in ODPs. Several approaches to LNA being studied	Target is to come up with a strategy note on LNA for MBO-partners no



			to find best fit for MBO needs.	later than Q-2 of 2023.
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**Evaluation Recommendation on Issue 3:**

**Simplify the Trias program M&E system and re-think the indicators (less is more)**

*Management Response:* Trias SEA agrees to develop a simple yet robust M&E system and link this to the learning objectives and processes to be adopted.

Key Actions	Time Frame	Responsible Unit	Tracking	
			Status	Comments
3.1 Keep the number of indicators the Trias program shall measure to a manageable level and prioritize the set of metrics for each of these indicators at the 3 levels of aspirations (impact, outcome and results)	Q-3 of 2022 to Q-2 of 2023	MLE Manager	Processes to define the DGD program's M&E framework started with assistance from an external M&E consultant.	Immediate next steps include finalization of indicators at program & MBO levels, formulation of measures profiles, crafting of M&E tools and drafting of a M&E plan for RO.  To make the M&E system in RO fully operational, baselining is targeted to be completed next along with setting plans for data storage, monitoring and analytics.
3.2 Plan out well the baseline generation with the MBOs to facilitate performance tracking throughout the program	Q-4 of 2022 (November 2022)	MLE Manager		
3.3 Design a simple and efficient data capture of pertinent information on key operational activities of Trias and its MBO-partners that are tied to results	Q-4 of 2022 (December 2022)	MLE Manager		

3.4 Link M&E more strongly with the learning objectives and processes of Trias	Q-1 to Q-2 of 2023	MLE Manager and HRAO	Regional team agreed on a learning plan during workshop with KM team.	Cf. 1.3 above
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## **MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**

**R.D. CONGO**


## **Introduction**

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	Titre	Réponse Managériale : Evaluation fin programme DGD 2017-2021 Trias R.D.Congo
	Auteur	Lies Vanmullem – Directrice Régionale Trias Afrique Centrale
	Date	20/09/2022

L'évaluation finale du programme DGD 2017-2021 intitulé « Connecter, Autonomiser et Transformer pour un monde durable et inclusif » en RDC a été exécutée par le bureau de consultance CERDI-BAS. Le programme a été évalué à travers un certain nombre de domaines des critères et 11 recommandations envers Trias ont été formulées. Dans cette lettre, des réponses et/ou des actions seront proposées pour chaque recommandation. Les réponses ont été développées sur base des échanges de l'équipe de Trias en RDC en mai 2022.

**1. Recommandation : Apprendre à documenter/capitaliser tout ce qui se fait pendant le programme**

*Trias devait disposer d'une solide documentation mise par écrit de certaines politiques et activités diffusés via des sites Web, sous forme de CD, films... Ces documents ensemble avec le système de monitoring performant seront une bonne base pour évaluer les forces et faiblesses internes par rapport aux opportunités et contraintes externes.*

*Réponse Managériale :*

Depuis 2018, Trias de manière générale a pris la décision d'investir davantage dans la gestion des connaissances. Elle a pris cette décision, entre autres, à travers la création d'un poste essentiel dans chacun de ses bureaux régionaux qui est orienté majoritairement vers la gestion des connaissances et la capitalisation. En RDC, ceci s'est concrétisé à travers un nouveau recrutement depuis le mois de mars 2021, vers la fin du programme 2017-2021. La personne chargée de la gestion des connaissances et de la capitalisation est appuyée par d'autres experts du Bureaux de Bruxelles et à travers une communauté des pairs – des collègues ayant la même fonction dans d'autres régions. Les échanges ont ainsi été intensifs avec l'Afrique de l'Ouest. Depuis mi-2021, plusieurs processus ont été mis en route, malheureusement ils n'ont pas été finalisés avant la fin du programme 2017-2021. Dans cette optique, trias prend l'engagement de continuer ces processus dans les années à venir.

- C'est ainsi que 12 vidéos ont été produits dans la période de janvier à juillet 2022 sur les réussites capitalisées par Trias dans le cadre des programmes. Progressivement, ces vidéos sont rendus disponible sur le canal Youtube suivant : [https://www.youtube.com/channel/UCLvO7\\_7IjMGpwbeF5pcf-Bw](https://www.youtube.com/channel/UCLvO7_7IjMGpwbeF5pcf-Bw)
- Trias avait commencé un travail de capitalisation de ses expériences et des résultats produits dans la filière de cacao depuis 2019, mais a intensifié le processus depuis mi-2021. Dans ce cadre, plusieurs voyages de travail, échanges et recherches documentaires dans les archives de Trias ont eu lieu et quelques chapitres sont déjà prêts. Il est prévu que le contenu de la capitalisation soit disponible à l'interne chez Trias d'ici fin 2022. Dans la même logique, des différents supports de communication seront préparés et disponibles pour mi-2023.

- Trias, très actif dans l'Alliance AgriCongo ; a pris la décision, depuis fin 2021 ; ensemble avec SOS Faim, de capitaliser également les résultats de la synergie du projet de synergie PASPOR. Ce projet est en cours et devrait être finalisé dans le premier trimestre de 2023.
- Trias prend d'une manière continue en compte la capitalisation dans son fonctionnement. Dans ce cadre la gestion des connaissances et la capitalisation constituent des éléments importants dans toutes les réunions de suivi trimestrielles que Trias organise. Vu la pertinence des thématiques de gestion des connaissances et de capitalisation au sein de Trias, elles constituent le focus d'un membre de l'équipe qui est suivi et soutenu par les services liés à la gestion des connaissances du Bureau de Bruxelles. Au-delà de la personne dédiée à la gestion des connaissances ; d'autres collègues aussi ont une expertise particulière dans des thématiques différentes (toutes liées à la stratégie de Trias) et jouent un rôle important aussi dans la capitalisation.

## **2. Recruter une personne spécifique pour le genre**

*Pour continuer le travail sur l'inclusion, que Trias recrute une personne chargée spécifiquement du genre. Celle-ci devra mettre en place des nouvelles stratégies efficaces, des outils de suivi pour dissiper le complexe de femmes dû aux us et coutumes persistants, l'indifférence de jeunes et de vulnérables ; mais aussi des stratégies d'autofinancement pouvant développer des AGR (activités génératrices des revenus) porteuses pouvant les attirer, les conscientiser afin qu'ils s'y mettent, s'impliquent dans les Organisations des membres. Il s'agit donc de renforcer la sensibilisation sur l'adhésion des femmes, des jeunes et des vulnérables sur le plan surtout économique pour leur autonomie étant donné que le cacao ne l'a pas du tout fait. Par exemple aller voir ailleurs comment cela se passe. Ainsi, les églises sont des alliés dans cette sensibilisation, les exposés et les émissions radios, les publications et diffusion d'articles... car ils ont tous l'avantage d'atteindre les ménages.*

*Le fait que les femmes soient aidées à générer des revenus dont bénéficient leurs familles à travers la transformation du cacao les valorise également. Le programme doit continuer à mettre en œuvre des actions d'appui-conseil réservées aux femmes pour leur donner davantage l'occasion de se regrouper régulièrement.*

### **Réponse Managériale :**

Depuis mars 2022, Trias Afrique centrale dispose au sein de son équipe d'une conseillère genre. Elle est chargée, entre autres, des activités liées à la transformation du genre en monde rural, spécifiquement dans les zones d'intervention des programmes de Trias mais aussi de l'institutionnalisation du genre au sein de Trias RDC. Elle contribue également à la formation continue de l'équipe de Trias et au développement de la sensibilité à cette thématique. La consolidation de cette sensibilité au genre de l'équipe se fait à travers un point continu sur l'ordre du jour aux différentes réunions trimestrielles et à travers la proposition des actions institutionnelles.

La conseillère contribue, ensemble avec l'équipe des conseillers de Trias et des partenaires, à la sensibilisation des communautés, et à la mise en œuvre de la méthodologie RUTA, qui intègre aussi la dimension du renforcement économique. Elle suit également la mise en œuvre des plans d'inclusion élaborés par les partenaires de Trias dont la sensibilisation à l'adhésion des femmes et des jeunes est un élément important. Il ne relève tout de même pas de Trias seul de décider au nom des partenaires sur comment mener les activités de cette sensibilisation. Dans la stratégie d'intervention de Trias, cette décision relève des partenaires. Il est tout de même à mentionner aussi que, dans

plusieurs actions, la sensibilisation à travers les églises et les radios est utilisées par Trias dans le cadre de genre.

Quant au développement des activités économiques pour les femmes et les jeunes, cela ne relève chez Trias pas uniquement de la responsabilité de la conseillère genre, mais de toute l'équipe et spécifiquement aussi des conseillers actifs dans l'agroéconomie et l'entrepreneuriat. Il est à noter qu'au courant du programme 2017-2021 plusieurs activités ont été menées en dehors de la production de cacao afin de pouvoir créer des activités économiques pour les femmes. Dans ce sens, les filières miel et piment ont été développées à la demande des membres (dont des nombreuses femmes). Dans la même perspective une étude sur l'élevage de volaille a été menée (mais malheureusement n'a pas été très concluante) et une formation en transformation de cacao (uniquement réservé aux femmes) a été organisée fin 2021. Par rapport à cette dernière, Trias continu à accompagner les producteurs et productrices à travers leurs organisations dans la commercialisation de leurs produits. Pour consolider les acquis des précédents programmes et garantir la durable des interventions, les actions ci-dessous ont été retenues dans les nouveaux programmes de Trias :

- Continuation avec la méthodologie ERI qui permet à ce que les groupements à la base (des organisations de base) décident eux-mêmes des filières à soutenir. Les femmes et les jeunes sont les principaux participant.e.s principaux.ales dans ces formations à organiser.
- Consolider les filières riz et l'huile de palme dans l'accompagnement aux des OM dans la province Maï Ndombe.
- Appui à la commercialisation des produits transformés sur base de cacao par les femmes.

Pour y parvenir :

- Une étude sur la commercialisation et la campagne de commercialisation à Kinshasa/ Maï Ndombe – en collaboration avec Vlerick Business School – ont eu lieu en avril/mai 2022.
- La mise en relation avec les marchés de niche à Kinshasa (de manière continue) – certains produits sont par exemple disponibles à Kinshasa à Texaf Bilembo et sur [www.jaunecongo.com](http://www.jaunecongo.com)

Au-delà de cela, Trias entamera une étude intersectionnelle dans le Maï Ndombe et le Kongo Central vers fin 2022 dans le but de mieux comprendre les barrières et besoins différenciés des femmes, des jeunes etc. Elle continuera également à mener des actions des sensibilisations et de renforcement des capacités 'soft' des femmes et des jeunes et sur les échanges au sein de la communauté autour de la dimension genre. Trias collabore à cet effet, avec SOFEPADI (Solidarité féminine pour la paix et le développement intégral) et contribue aussi à la mise en place des modules de formations dans les écoles ruraux. Il s'agit tout de même des actions qui produiront des résultats à long terme.

### **3. Recommandation : Trouver un conseiller juridique pour accompagner les MBO partenaires**

*Il est ressorti lors de l'évaluation que les MBO (organisation des membres) ont tenté plus d'une fois à aller jusqu'à Kinshasa pour écouler leurs produits. Malheureusement, ils se sont faits roulés par des commerçants sans scrupule. Pour éviter que ça ne se répète pas, il est important qu'ils soient accompagnés par un juridique.*

*Réponse Managériale :*

Trias, via son accompagnement dans la méthodologie ERI ('Enabling Rural Innovation'), mais aussi à travers sa collaboration avec Vlerick, a mis un accent particulier dans l'accompagnement à la commercialisation des coopératives sur la contractualisation dans le programme 2017-2021. Pour les coopératives de Maï Ndombe, hormis la contractualisation pour l'exportation du cacao, la contractualisation était nouvelle pour le miel et le piment. Mais vu le contexte, les engagements se font encore le plus souvent de manière orale ; et avec la défaillance du système judiciaire, Trias et ses partenaires rencontrent beaucoup des problèmes dans le respect des engagements même écrits et signés. Etant donné les faibles montants (dans la plupart des cas) de transactions d'une part et le coût élevé du système judiciaire (qui se révèle est en plus peu fonctionnelle) d'autre part, Trias n'est pas convaincu sur le fait que le conseil juridique, à ce niveau, apporte un grand changement pour le genre des contrats pour lesquels il a été fait allusion. Parfois les coopératives n'arrivent elles non plus à respecter tous les délais prévus dans le contrat, ce qui affaibli d'avantage leur position de négociation. Trias a, là où c'était possible, joué son rôle d'intermédiaire qui interpelle aussi parfois l'acheteur qui ne respecte pas ses engagements, et a essayé d'utiliser des mesures de pression. Elle a formé aussi les coopératives à le faire. Concrètement par exemple en 2018, les coopératives ont été réunies, préparées dans leur argumentation afin de négocier un meilleur tarif avec un intermédiaire dans la filière cacao, et elles ont réussi. Elles sont aussi accompagnées dans le respect des clauses de contrat pour éviter des problèmes de leur côté et avoir une position de force quand l'autre partie ne les respecte pas.

Tenant compte des éléments ci-haut évoqués, il ne semble pas opportun et justifié pour Trias de recruter un conseiller juridique uniquement pour cela. Cependant, Trias introduira pour certains prochains profils de poste à publier le fait qu'une bonne connaissance juridique ou une formation en droit constituera un atout pour le candidat. Pour l'instant, la conseillère genre, recrutée en 2022 a également une formation académique en droits.

Trias insiste sur le fait qu'elle fait régulièrement appel à l'assistance juridique à travers des consultants en RDC dans son accompagnement des coopératives et continuera à le faire.

#### **4. *Recommandation : Renforcer les OM sur les aspects lobbying et plaidoyer***

*Trias devra renforcer les capacités des membres des MBO en technique de plaidoyer et de lobbying. Ils devraient acquérir assez d'expertise en plaidoyer et réseautage étant donné que le travail en réseau est capital pour au moins trois raisons : (1) On apprend toujours de l'autre. (2) Les échanges avec les autres peuvent aboutir à la définition de bonnes pratiques et normes. (3) Les réseaux sont la voie obligée pour mener certaines activités ensemble avec les autres (relations de travail avec des centres de formation, centres de traitement de cacao, services de semences, services techniques concernées, etc.).*

#### ***Réponse Managériale :***

Dans le cadre d'un nouveau projet mise en exécution dans le Maï Ndombe dans la période 2022-2026, plusieurs formations sur le plaidoyer et la participation dans les concertations public-privé sont prises en compte pour les partenaires dans le Maï Ndombe.

La création de la fédération provinciale facilitera également cette mise en relation et va de plus en plus renforcer les actions de plaidoyer au niveau provincial en faveur des producteurs agricoles.



**5. Recommandation : Accompagner l'autonomisation de la FOPAM, en collaboration avec la CONAPAC**

*La mise en place de la FOPAM (Fédération des Organisations Paysannes du Maï Ndombe) dans la nouvelle province de Maï-Ndombe pourra couvrir et aider les OMB partenaires de Trias à être plus efficaces.*

*Réponse Managériale :*

A l'heure actuelle, la FOPAM n'existe pas (encore). Jusque-là, la fédération provinciale concerne l'ancienne province qui réunit les trois provinces actuelles (Maï Ndombe – Kwilu – Kwango). L'accompagnement et la mise en place de la fédération de l'actuelle province Maï Ndombe, en collaboration avec la fédération de l'ancien province (qui sera donc scindée) et la confédération nationale a été commencé depuis 2021. Trias accorde beaucoup d'attention au processus et à la méthodologie et préfère parfois aller plus lentement pour assurer le 'ownership' de cette nouvelle fédération. L'assemblée générale constituante est prévue au dernier trimestre de 2022. Le nom sera choisi par les membres lors de son assemblée générale. Son accompagnement vers l'autonomisation est également prévu dans ce programme jusqu'à sa fin.

**6. Recommandation : Accompagner les OM dans la mobilisation d'autres partenaires et des fonds**

*Cela va permettre de diversifier les bailleurs ou les sources de financement, diminuer la dépendance à Trias et accroître leur capital.*

*Les MBO devaient réfléchir sur comment avoir les moyens de leurs membres (CONAPAC surtout) en les sensibilisant et en leur informant sur leur travail pour elles.*

*Réponse Managériale :*

Trias y a déjà travaillé dans le programme précédent. CONAPAC a travaillé avec un consultant externe sur les différentes sources de financement et la mobilisation des fonds, COOPEBAS a bénéficié d'un projet subventionné par ENABEL où Trias a accompagné COOPEBAS pour l'obtention de ce financement. Ces activités vont continuer dans le prochain programme. Au niveau du Bureau de Bruxelles, un manuel sur la mobilisation des ressources est en finalisation et les modalités de transmettre la formation devraient être prêtes fin 2023-début 2024. Nous comptons travailler sur cela en RDC avec les partenaires dès que le manuel est disponible. Entretemps, nous continuons le soutien aux partenaires lié à la recherche des subsides lorsque les occasions se présentent. Les coopératives sont accompagnées, de toute manière, dans une diminution progressive des subsides.

**7. Recommandation : Poursuivre avec le renforcement des capacités des MBO**

*Les formations ERI, RUTA, en Leatra, en informatique/ l'utilisation de logiciels, élaboration des projets et recherche de partenaires et négociation des marchés... et autres thèmes va leur permettre de mener à bien leurs activités afin d'atteindre les objectifs assignés.*

*Réponse Managériale :*

La nature des programmes de Trias, en termes de faciliter le développement et l'exécution des plans de développement organisationnels par les partenaires de Trias, n'a pas changé. Les méthodologies

de formations appréciées et demandées par nos partenaires continueront à être mise en œuvre (dont Leatra, ERI, RUTA). Dans ce sens, Trias continuera aussi à renforcer les capacités dans l'utilisation des outils informatiques, dans la gestion financière, et dans la mise en relation commerciale. Cela reste le cœur des activités de Trias concentré autour de l'entrepreneuriat inclusif et durable.

**8. Recommandation : Dans la mesure du possible ramener les abeilles dans les sites à problème**

*Dans certains sites (Ibali), les ruches ne sont toujours pas colonisées, à cause du fait qu'il n'y a plus d'abeilles dans le milieu. Une de solution, c'est d'y ramener les abeilles d'ailleurs.*

*Réponse Managériale :*

La poursuite dans l'accompagnement de la filière apicole est rassurée pour le programme 2022-2026. Les conseillers de Trias, ensemble avec les facilitateurs des coopératives, utilisent surtout les techniques de créer l'environnement propice aux abeilles en vulgarisant l'utilisation et la mise à disposition des plantes mellifères et fruitières autour des ruches et renforcent les capacités des apiculteurs dans le suivi régulier des ruches. Trias évaluera ensemble avec les coopératives sur la possibilité de capturer et de faire déménager les abeilles. La question importante restera toujours comment sédentariser les abeilles dans leur nouvel environnement. Il n'est pas sûr que capturer et déménager les abeilles sera la vraie solution au problème.

**9. Recommandation : Accompagner les femmes dans la transformation du cacao et la production du miel**

*Trias devra continuer à accompagner les femmes dans la transformation du cacao et la production du miel. Voir dans quelle mesure les doter des équipements adéquats (broyeurs adaptés, réfrigérateurs pour la conservation des produits transformés, les tenues appropriées pour l'apiculture/ miel,...).*

*Réponse Managériale :*

La poursuite de l'accompagnement de la transformation de cacao vers des produits finis pour le marché local et leur commercialisation est maintenue dans le nouveau programme, comme décrit aussi sous la recommandation 2. Tout l'accompagnement de la transformation de cacao qui a été donné jusque-là a été uniquement destiné aux femmes. En termes d'investissements liés à cela, pour une meilleure durabilité, Trias est convaincu que les investissements doivent grandir progressivement avec le dynamisme entrepreneurial, les capacités financières des organisations, la demande sur le marché etc., pour éviter des grands investissements non, ou très peu utilisés. Vue l'ampleur que l'activité est en train de prendre actuellement, il y aura des possibilités d'investissements dans la transformation de cacao via un financement UE en 2023-2025. Les groupements des femmes transformatrices dans les coopératives devront tout de même répondre aux critères pour y avoir accès et seront donc mis en concurrence avec d'autres initiatives et besoins d'investissements dans la transformation de cacao, de l'huile de palme et du riz dans la province. Bien évidemment, les initiatives des femmes dans la transformation, vue les grandes inégalités existant dans le milieu, seront favorisées.

En ce qui concerne le miel ; plus d'hommes ont été intéressés dans la production de miel par ruche que de femmes, mais, plusieurs femmes ont démontré déjà des succès avec leur gestion des ruches.

Une d'entre elles a pu témoigner dans une vidéo de capitalisation, qui sera utilisée dans des futurs sensibilisations. Dans le programme actuel 2022-2026, l'accès aux formations dans le cadre des filières soutenues est réservé à 75% aux femmes et jeunes ; ce qui devrait augmenter aussi leur accès à la formation et probablement leur intérêt dans cette filière.

Avec les coopératives, des échanges sont prévus sur l'accès aux tenus de protection pour la récolte de miel fin de 2022 en vue d'une éventuelle intégration dans la planification de 2023.

**10. Recommandation : Disponibiliser un fond d'entretien pour les femmes, les jeunes et les PA**

*Les femmes, les jeunes et les PA sont une catégorie de ceux qui viennent à peine d'intégrer la culture du cacao. Et ce, grâce à la sensibilisation et l'accompagnement de TRIAS. Mais il se fait qu'ils ont du mal à élargir leurs plantations de cacao et les entretenir par manque des moyens. Mettre à leur disposition un fond pour entretenir leurs plantations va pouvoir leur permettre de résoudre ce problème. Bien entendu un fond remboursable dès les premières ventes.*

*Réponse Managériale :*

De manière générale, il y a un risque de dépendance en finançant l'entretien des plantations des femmes, les PA et des jeunes. Le suivi également que ces fonds seront réellement utilisés à cet effet est difficile, tout comme le suivi de son remboursement. Plusieurs fonds de roulement avec un objectif individuel se sont avérés très difficile à gérer en RDC dans plusieurs projets. Trias préfère s'orienter sur toutes les autres facilitations qu'elle peut faire et qu'elle fait déjà dans la plupart des cas, comme :

- Faciliter l'accès à la terre à travers des négociations communautaires
- Faciliter l'accès aux intrants – principalement la semence pour les femmes et jeunes
- Faciliter l'accès à la formation
- Mise en place des pratiques de diversification qui permettent d'avoir rapidement aussi quelques fruits sur la plantation
- Mise en place d'un coaching renforcé

La mise en relation avec les IMF n'est malheureusement pas possible, vue l'indisponibilité (zéro présence) des IMF dans la zone. L'entraide est tout de même stimulée.

**11. Recommandation : Clarifier la stratégie de désengagement**

*La politique de désengagement existe, mais elle n'est pas assez claire et surtout pas vulgarisée auprès des MBO.*

*Réponse Managériale :*

Un échange est prévu autour de la stratégie de sortie dans les échanges avec chaque partenaire autour de l'évaluation 2022 et la planification 2023.

## PLAN D'ACTION - REPONSE MANAGERIALE TRIAS RDC 2022

Evaluation Recommandation 1		Apprendre à documenter/capitaliser tout ce qui se fait pendant le programme		
Réponse Managériale				
Key-actions	time-frame	Responsable	Tracking	
			Statut	Commentaires
1.1 capitalisation des succès du programme DGD 2017-2021 par vidéo	09/21 à 06/22	conseiller KM	finalisé	
1.2 communiquer ces vidéos de capitalisation au large publique (facebook/ youtube)	04/22 à 12/22	conseiller communication	en cours	
1.3 capitaliser sur les succès de la synergie du programme PASPOR de l'Alliance AgriCongo	11/21 à 03/23	conseiller KM	en cours	ensemble avec SOS Faim
1.4 capitaliser sur l'expérience de Trias dans la filière cacao en RDC	03/21 à 12/22	conseiller KM	en cours	
1.5 diffuser la capitalisation à travers des différents outils de communication	01/23 à 06/23	conseiller KM/ conseiller communication	planifié	
1.6 intégration continue de la capitalisation dans le fonctionnement	continue	conseiller KM	continue/ en cours	
Evaluation Recommandation 2		Recruter une personne spécifique pour le genre		
Réponse Managériale				
Key-actions	time-frame	Responsable	Tracking	
			Statut	Commentaires
2.1 recrutement et mise en fonction du conseiller genre	01/22 à 03/22	directrice régionale	finalisé	
2.2 encrage institutionnelle de la thématique genre chez Trias	continue	conseiller genre	en cours	
2.3 renforcement des femmes dans des activités économiques	continue	équipe des conseillers	en cours	cf. explication dans le texte
2.4 renforcement des connaissances sur le genre/ sensibilisation et renforcement sur des capacités soft	continue	conseiller genre	en cours	cf. explication dans le texte
2.5 sensibilisation intensive sur la transformation du genre en milieu rural	01/22 à 12/23	conseiller genre	en cours	cf. explication dans le texte

<b>Evaluation Recommandation 3</b>		<b>Trouver un conseiller juridique pour accompagner les MBO partenaires</b>		
<b>Réponse Managériale</b>				
Key-actions	time-frame	Responsable	Tracking	
			Statut	Commentaires
3.1 intégrer comme atout une formation en droit/ conseil juridique dans les prochains recrutement	continue	directrice régionale	planifié	
<b>Evaluation Recommandation 4</b>		<b>Renforcer les OM sur les aspects lobbying et plaidoyer</b>		
<b>Réponse Managériale</b>				
Key-actions	time-frame	Responsable	Tracking	
			Statut	Commentaires
4.1 formation dans le plaidoyer	2023	coordination des programmes	planifié	programme UE
4.2 participation dans les dialogues multi-acteurs	à partir de 2024	coordination des programmes	planifié	programme UE
<b>Evaluation Recommandation 5</b>		<b>Accompagner l'autonomisation de la FOPAM, en collaboration avec la CONAPAC</b>		
<b>Réponse Managériale</b>				
Key-actions	time-frame	Responsable	Tracking	
			Statut	Commentaires
5.1 préparation de la mise en place de la nouvelle fédération	03/22 à 10/22	coordination des programmes	en cours	
5.2 mise en place des procédures et formation des comités	2023	coordination des programmes	planifié	
5.3 renforcement continue et autonomisation	2023-2026	coordination des programmes	planifié	
<b>Evaluation Recommandation 6</b>		<b>Accompagner les OM dans la mobilisation d'autres partenaires et des fonds</b>		
<b>Réponse Managériale</b>				
Key-actions	time-frame	Responsable	Tracking	
			Statut	Commentaires
6.1 accompagnement à la demande dans l'élaboration des projets	continue	conseiller partenariat	continue/ en cours	
6.2 formation des partenaires en RM	2023-2024	conseiller	planifié	

<b>Evaluation Recommandation 7</b>		<b>Poursuivre avec le renforcement des capacités des MBO</b>		
<b>Réponse Managériale</b>				
<b>Key-actions</b>	<b>time-frame</b>	<b>Responsable</b>	<b>Tracking</b>	
			<b>Statut</b>	<b>Commentaires</b>
7.1 continuer la facilitation dans le processus de renforcement des capacités des partenaires	continue	équipe des conseillers	continue/ en cours	cœur du programme actuel 2022-2026
7.2 renforcer et améliorer notre expertise dans nos modules utilisées et renforcement de nos partenaires (ERI, LEATRA; RUTA)	continue	équipe des conseillers et KM BO	continue/ en cours	cœur du programme actuel 2022-2027
<b>Evaluation Recommandation 8</b>		<b>Dans la mesure du possible ramener les abeilles dans les sites à problème</b>		
<b>Réponse Managériale</b>				
<b>Key-actions</b>	<b>time-frame</b>	<b>Responsable</b>	<b>Tracking</b>	
			<b>Statut</b>	<b>Commentaires</b>
8.1 évaluer avec les partenaires si le déménagement des abeilles est une option et prendre action	10/22 à 12/22	conseiller agroéconomique	planifié	
8.2 continuer à faire le suivi dans les sites avec peu d'abeilles, planter des plantes mellifères et prévoir de l'eau	continue	conseiller agroéconomique	continue/ en cours	
<b>Evaluation Recommandation 9</b>		<b>Accompagner les femmes dans la transformation du cacao et la production du miel</b>		
<b>Réponse Managériale</b>				
<b>Key-actions</b>	<b>time-frame</b>	<b>Responsable</b>	<b>Tracking</b>	
			<b>Statut</b>	<b>Commentaires</b>
9.1 accompagner les femmes transformatrices de cacao à l'accès aux investissements	2023 - 2024	conseiller agroéconomique	planifié	programme UE
9.2 veiller à ce que les formations sur les filières soient réservés au maximum aux femmes, PA et jeunes	continue	coordinate	continue/ en cours	
9.3 échanges sur les tenues de protection et l'éventuelle intégration dans la planification 2023	11/22 à 01/23	conseiller agroéconomique	planifié	

<b>Evaluation Recommandation 10</b>		<b>Disponibiliser un fond d'entretien pour les femmes, les jeunes et les PA</b>		
<b>Réponse Managériale</b>				
<b>Key-actions</b>	<b>time-frame</b>	<b>Responsable</b>	<b>Tracking</b>	
			<b>Statut</b>	<b>Commentaires</b>
10.1 faciliter l'accès aux intrants, à la terre et renforcement des capacités de manière continue des femmes/ jeunes et PA	continue	conseiller agroéconomique	planifié	cf. explication dans le texte
<b>Evaluation Recommandation 11</b>		<b>Clarifier la stratégie de désengagement</b>		
<b>Réponse Managériale</b>				
<b>Key-actions</b>	<b>time-frame</b>	<b>Responsable</b>	<b>Tracking</b>	
			<b>Statut</b>	<b>Commentaires</b>
11.1 intégrer une séance avec les partenaires sur la stratégie de sortie lors de l'évaluation 2022 et planification 2023	11/22 à 01/23	coordinateur des programmes	planifié	



## **MANAGEMENT RESPONSE TO THE END-EVALUATION**

**DGD PROGRAM 2017-2021**

**TANZANIA**



## **Introduction**

Trias had an end-evaluation of the 2017-2021 DGD program in every outcome (country) of the program, conducted by external evaluators. Those 13 country level evaluations have been used as input for a meta-evaluation.

For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations.

The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

In order to have a well-founded and useful management response, the Trias country offices engaged in learning workshops to reflect on the main conclusions and lessons from the country end-evaluation reports. This was a participative process where Trias staff and the partners were involved. The management report will be used to share the findings with colleagues and partners and integrate them in Trias future work. The actions as elaborated in the management response will be integrated into the existing planning documents of the organisation.

**Overall comments:**

The evaluator’s general remarks about the STRONG programme were that the STRONG programme was relevant, as manifested in the participatory nature of its design, the synergies and complementarity of partners, the use of tools to identify and plan capacity needs and gaps, the integration of transversal themes, and the monitoring of learning. The programme was, facilitated by JSF’s synergy and complementarity, flexible (co) funding, Lobbying and Advocacy, digitalization, and the credit fund. All these created values and had a positive impact on the right holders’ income.

The evaluation also acknowledged that, the STRONG programme had a focus on efficiency by focusing on coordination and adhering to clear systems and processes throughout the partnership between Trias and the various partners. Sustainability is promising in terms of institutional skills, technology, local community resources people, and digital literacy, environmental sustainability. On the other hand, the continued participation of women and youth depended on external factors and factors like climate change, and regulatory and policy challenges, COVID-19 paused a challenge during the programme implementation and limited the full potential of the achievements of the programme. The positive impact on complex socio-environmental and socio-cultural issues needs to be further developed and sustained including documenting the lessons which occurred from exchanges and learnings between stakeholders in the programme and their outcomes. We were advised to pay more attention to the financial sustainability of the MBOs to reduce dependency on one/few donors, allow the MBOs to offer diversified services to the members, and enhance the results of the programmes.

The Trias Tanzania team appreciates the evaluation and agrees with most of the findings and recommendations. The main areas of achievement highlighted by the report resonate with us and the factors we consider having been pivotal in bringing about these changes are the programme’s participatory approach built on tools to identify and plan capacity needs and gaps, the synergies and complementarity of partners, integration of transversal themes, and the monitoring of learning. The evaluation also rightly noted that there was always potential for wide learning across/between partners and collaborators, but we need to exploit it more. It’s clear the programme was very successful as a high proportion of targets were reached but there were also specific points raised by the evaluator to improve future programmes. This response serves to outline the team’s reaction to these specific points/recommendations.

**Evaluation recommendation or Issue 1:**  
*Trias, MBOs: Focus on the actual needs of beneficiaries before and during interventions in a consultative manner should be sustained, thereby using appropriate tools, and keeping a close look on the usefulness of the tool used (e.g. SPIDER)*

**Management response:** We agree with the evaluator’s recommendation and this recommendation is already integrated and being implemented in the new programme. This includes mainly developing personalized trajectories for MBOs using the SPIDER results.

Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 Create a tracking file for each MBO’s SPIDER results and corrective action points and integrate the action points in the rolling annual plans.	Annually	Program manager, Advisors	This started, to be scaled up	Keep proper records of the organizational SPIDER meeting minutes, areas of improvement and action points. With the reviewed SPIDER/MBO Scan this is partly addressed.

1.2 Regularly assess and review partners' services and approach to their members	Annually	Knowledge Management, Program Manager	In progress	Trias will support partners in data and learning cases collection (e.g from MSS, SPIDER, Income+, MSC, monitoring visits, etc) which will add to the organizational strategies. Partners are currently preparing different strategies. Trias is currently preparing a learning framework for the selected tools (SPIDER, MSS, MSC)
1.3 Periodically measure the effectiveness and efficiency of different partners' tools and practices used for M&E, training etc.	Annually	Knowledge Management, Program Manager	In progress	
<p>Evaluation recommendation or Issue 2:</p> <p><i>Trias, partners:</i> Collaboration with a wide group of partners should be regularly assessed in terms of ideology, approach, tools and interventions, to timely address differences, align approaches and maximize interaction for learning. Interventions need to ensure that all MBOs receive the appropriate support in balanced manner.</p> <p><b>Management response: Trias Tanzania agrees with the evaluator's recommendation to regularly assess the synergies and collaborating/strategic partners in the programme in terms of ideology, approach, tools, and interventions. We also appreciate diversity in the framework and will continue to streamline and align approaches to enhance the results and cross-learning culture between different actors. We have started with MBO-to-MBO exchanges on lobbying and advocacy, as well as MBO to MBO linkages on service provision. The new program will improve this, and learning and exchange will take place across partners, themes, and cross-cutting issues.</b></p>				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
2.1 To strengthen collaboration, networking, and learning between and among partners in the programme to standardize performance and document outcomes	Continuous	Program Advisors, Knowledge Management	Not started	Exchange visits, peer-to-peer learning, collaboration in similar activities, Creating platforms for learning and experience sharing, Thematic learning in Value Chains VCs, and communicate more success stories. Will commence once partner strategies are complete
<p>Evaluation recommendation or Issue 3:</p> <p><i>Trias, partners, and local government:</i> while sustaining efforts on gender inclusion, explore alternative ways to increase youth inclusion in agri-business and entrepreneurship interventions - learn from each other's approaches to increasing membership, including member segmentation, and retention of members, notably women and youth and targeting specific groups such as women, youth, and other underprivileged</p> <p><b>Management response: We agree with the evaluator's recommendation and it is already integrated and being implemented in the new DGD (INCLUDE) programme.</b></p>				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 To support our member and non-member-based partner organizations to prepare inclusion policies,	2022-2023	Inclusion Advisor, Entrepreneurship Advisors	In progress	Some proposed activities to promote inclusion are; women in leadership forums, property ownership, title deed facilitation, training on leadership, women role

strategies and guidelines that will be used at the institution's level to enhance equal and equitable inclusion in the organizations.				modeling etc . Development of inclusion policies and strategies is ongoing
3.2 Trias to facilitate creativity in the development of specific and practical products and services for different types of members and segmenting depending on gender, age, etc Including linking service types to member contributions	Annually	Inclusion Advisor	In progress	Improving partners member service desks. Refining products and services offered to youth in order to attract and retain youth members, and prepare a member retention strategy. Some partners have started creating specific products for W/Y*&U, MBO- Management Information System to be used.
3.3 Trias will support partners in lobbying and advocacy to address women and youth specific issues facing member groups	Continuous	Inclusion Advisor	Not started	Lobbying and advocacy for women in cross border, women in Small Scale Entrepreneurs ( SSEs) in market areas, property rights, etc to start in 2023
3.4 Trias to support partners to develop communication strategies to improve their communication and visibility to different stakeholders including members, partners, donors, and the public	2022	Knowledge Management, Communication Advisor	In progress	Each partner to develop a communication strategy. Partner to have communication strategies by early 2023
Evaluation recommendation or Issue 4: <i>MBOs</i> : institutionalize strong leadership by continued leadership development, succession planning, and diversified leadership (W&Y).				
Management response: Trias Tanzania agrees with the evaluator's recommendation to institutionalize strong leadership by continued leadership development, succession planning, and diversified leadership (W&Y). This has been accommodated in the new programme, via tool development and creatively setting up learning platforms and opportunities.				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
4.1 Trias will put more effort in the leadership strengthening of the MBOs including developing internal leadership facilitation methodologies e.g LEATRA and conducting the annual assessment.	Annually	Program and Knowledge Management	In progress	Resource mobilization to go beyond MBO leaders, to strengthening SACCOs and supporting MBO business wings. LEATRA training to will begin in 2023. Capacity building of leaders on resources mobilization and learning and exchange of leaders in different concepts/topics

4.2 Trias to create and strengthen different platforms for women and youth for learning, mentoring, and inspiring future leaders	Continuous	Program and Knowledge Management	In progress	Solicit youth groups in agribusiness, Women in Leadership Forums, Interactive sessions, role modeling, leadership skills development, etc	
<p>Evaluation recommendation or Issue 5:</p> <p><i>Trias, partners, MBOs:</i> accelerate FF/SSE capacity covering both sustainable agricultural practices and profitability, taking advantage of emerging opportunities within and outside of Tanzania, and linking producers with the markets.</p>					
<p>Management response: Trias Tanzania agrees with the evaluator's recommendation to accelerate FF/SSE capacity on both sustainable agricultural practices and profitability, taking advantage of emerging opportunities within and outside of Tanzania, and linking producers with the markets.</p>					
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking		
			Status	Comments	
5.1 Trias to support farmer MBOs Organizational capacity in agronomic practices for selected value chains and link with extension services	Annually	Program & Thematic Advisors	Not started	Continuous staff capacity development. To start 2023	
<p>Evaluation recommendation or Issue 6:</p> <p>Further expand the SACCOs to become more profitable, whilst looking for other income-generating activities. Exchange and learn.</p>					
<p>Management response: Trias Tanzania agrees with the evaluator's recommendation to increase support for SACCOs in order for them to become more profitable, while also sourcing for other income generating activities and sources. This recommendation has been integrated into the new programme, looking at strengthening the leadership of the SACCOs, resource mobilization, learning from other well-functioning SACCOs, and member training on different SACCOs related topics. We will also facilitate exchange and learning across the country and region.</p>					
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking		
			Status	Comments	
6.1 Trias will develop tailored Microfinance strategies for the MFIs, SACCOs, and CMGs associated with the partner organizations	2022	Microfinance Advisor	In progress	Capacity building of staff and management of SACCOs and improved monitoring and reporting . To be operationalized from 2023	
<p>Evaluation recommendation or Issue 7:</p> <p><i>Trias:</i> For future monitoring income, assets and well-being, review and expand the suite of tools and standards for assessing impact. Deliberately assess the trend of the income inequality between different groups (especially by gender and age).</p>					

Management response: We agree with the evaluator's recommendation on assessing the income trends aggregated by gender and age.				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
7.1 Trias will update the income + tool to provide a more accurate picture of the income sources of SSE and FF.	2022	Knowledge Management, Inclusion Advisor	In progress	To be done in the next income +, 2023
7.2 Trias will develop specific tools to further assess income and impact trends of different groups.	Annually	Knowledge Management	Not started	The results are to be used to advise partners on the services which they provide. Set realistic indicators. Start in 2023.
Evaluation recommendation or Issue 8:				
<i>Trias:</i> Enhance monitoring of transversal themes to better measure the effect of targeted interventions.				
Management response: We agree with the evaluator's recommendation on improving the monitoring of the transversal themes. This recommendation is already integrated and being implemented in the new DGD programme putting more effort in inclusion, environment and digitalization.				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
8.1 Trias to strengthen environment capacities at both Trias and partner level by facilitating the development of specific strategies for each partner	2022 & 2023	Environmental Advisor	In progress	Development of environment strategy has begun at Trias level. Climate change remains a significant risk to achieving results while also allowing the programme to learn the best ways to adapt and mitigate it.
8.2 Trias to facilitate partners in the development and usage of digital systems and tools to enhance efficiency, productivity, transparency, and communication	Continuous	Knowledge Management	In progress	Development and updating the MIS systems for MBOs, SACCOs, businesses, and further digitalization of tools and practices and connecting data to centralized dashboards. 2 partners already use MIS systems, and 4 SACCOs with MIS systems installed.
Evaluation recommendation or Issue 9:				
<i>Trias, MBOs:</i> The performance reporting should provide clear indicators of what to monitor in terms of efficiency and how, as well as include a target. If fund utilization is an indicator of efficiency, then the target for a specific year should be included. The cost per beneficiary could be adapted for future programming, specifying how to calculate this, including a figure and an explanation/reflection.				
Management response: Trias Tanzania agrees with the evaluator's recommendation providing clarity on the performance indicators at the partner level. To further enhance this, Trias will work to improve the M&E system at the partners' level and will invest in tools and systems to support data collection, analysis, and management. On the part of Trias, we will continue using SPIDER which helps to monitor achievements at the MBO level, income+ tool, and				

Membership satisfaction surveys. We will conduct surveys on annual basis starting from 2022 to 2026 to make visible trends and evolution, and to be able to analyze changes and make the necessary decision to improve performance.				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
9.1 Trias to define the calculation of the efficiency and its scale and indicate a breakdown for MBOs and NGOs depending on the nature of activities and contribution to the programme	Annually	Program Manager	In progress	To be done at the end of the year 2022. This already exists but it needs to be differentiated for MBOs and NGOs and integrated into partners' annual reports
Evaluation recommendation or Issue 10: <i>MBOs: Strengthen institutional and financial sustainability by establishing continuous leadership development and succession planning, on one hand, diversifying MBO income sources, strengthening member contribution and guaranteeing delivery of quality services on the other hand.</i>				
Management response: Trias agrees with the evaluator's recommendation on the financial sustainability of the MBO partners and supporting partners in providing quality services to the their members. This has been going on starting with strengthening the capacity of leaders on leadership, lobbying and advocacy, and resource mobilization skills, to assessing the extent to which members are satisfied with the services. Moving forward, Trias will strengthen the deliberate efforts to support partners to learn from the results of the surveys, improve and track evolution over time.				
Key Action(s)	Timeframe	Responsible Unit(s)	Tracking	
			Status	Comments
10.1 Trias to encourage, support, and promote diversification of MBO income sources i.e. exhibitions, trade fairs, selling services to members and non-members (segmented), etc	Continuous	Program Advisors, Regional Partnerships Manager	In progress	Some partners are already in preparation for some activities to reduce dependency on donors and offer diverse services to the members by instituting a business mindset within the MBOs



**MANAGEMENT RESPONSE TO THE  
TRIAS META END-EVALUATION  
DGD PROGRAM 2017-2021**



## **Introduction**

Trias had an end-evaluation of the 2017-2021 DGD programme in every outcome (country) of the programme, conducted by external evaluators. Those 13 country level evaluations have been used as input for a meta-evaluation.

For each country evaluation and for the meta-evaluation, separate management responses have been developed to give a proper response to the recommendations in the respective evaluations.

The management response explains why certain recommendations from the evaluation are being followed or not and which actions will be taken to meet these recommendations. The management response also contains an operational action plan, which shows the responsibilities and the timeframe in which the actions will be implemented.

## **Context**

Trias designed an approach on evaluation, focusing on impact. A necessary part of this approach is that Trias' Theory of Change, focusing on Member Based Organisations as a pathway to improve the livelihood of the members, being family entrepreneurs and farmers, needed validation and corroboration. The TOC of the strategic plan 2013-2021 is, based upon the midterm evaluation, and aligned with the new strategic priorities of 2022-2031, developed in a more elaborated way, explicating the change which is being proposed at the different levels.

In 2015, a first in depth reflection led to the decision to work on the deployment of some tools and methods for the assessment of impact, a quantitative one and a qualitative one. In 2017, this choice was taken up in a project to develop the qualitative quantitative approach with an adapted method on GDP+ and the qualitative approach, based upon concepts of MsCh<sup>1</sup>.

This was first tested in a midterm evaluation in which an approach was developed of two levels, evaluations of outcome at regional level, and the synthesis of these in a meta evaluation at organisation/institutional level.

The evaluation of the multi-year plan 2017-2021 was organized at the end of the programme, in the beginning of 2022. A concept was developed to involve a dimension of meta evaluation, supporting the process of the end-term evaluation in the programme of DGD. After finalisation, an analysis and synthesis was made of those elements which are important for the organisational and strategic development of Trias, as it was applied during the midterm evaluation.

This management response refers to the Trias wide corporate and strategic response, taking into account the observations and recommendations of the meta evaluation report. Follow up of this commitment will be integrated in Trias existing processes of strategic and operational planning which is covered in the so-called I-V-X cycle<sup>2</sup>.

This document will highlight the strategic outlines of the response of the management of Trias towards the meta evaluation. For each of the evaluations at outcome level, a specific management response will be developed through a dynamic between the Trias team and partners at country level. During the 'yearly executive meeting' (YEM) in June 2022, the meta evaluation was discussed and together with the participants of the YEM, the recommendations of the meta evaluation were discussed and appreciated. This management response document will feed the annual operational planning process, in order to be sure to integrate the recommendations and the commitments made, into the operational planning, in line with the strategic plan 2022-2031

In this document the 10 recommendations are presented in blue, and for each of them, or for each cluster in some cases, a response is being formulated which will guide our action within our I-V-X cycle.

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<sup>1</sup> MsCh = Most significant change

<sup>2</sup> I-V-X cycle ; Trias develops every 10 years a new strategic plan for the coming 10 years, based upon a process of evaluation and participation. Every 5 years the strategic plan is being evaluated and adapted to new circumstances or opportunities. Every year, an operational plan is being prepared in line with the strategic orientations, and this is being monitored by the existing management structures. At this moment Trias is working within the framework of the strategic plan 2022-2031.

## Options taken based on the recommendations in the meta reports.

### 1. **Strengthening of programme components**

- I. If **specific competencies are lacking within MBOs** that are for one or another reason not (sufficiently) covered by the programme but that could hamper the realization of other programme activities, it is recommended to search for additional collaborations with other actors, or to redesign the programme strategy or to downgrade the programme to a lower ambition level.
- II. The transversal programme component of inclusivity should be further strengthened with(in) MBOs.

This core capacity is not yet sufficiently embedded in all partner countries, despite the good progress that has already been made.

In addition, more attention could be paid to some **contexts that hinder inclusion of women and young people**, by focusing more on L&A where needed and possible (e.g. allowing more access to land for women) and by continuing to work on removing cultural barriers (e.g. machismo in Latin-America).

- III. The **embedment of environment** (and climate change) as a transversal theme within professional activities and the **protection, restoration or conservation of natural resources** has received increasing attention in the past programme.

**The integration of these topics in the functioning of MBOs, the professional and daily activities of members, and at the level of L&A should be further strengthened in the future to the extent possible.**

Not only because the consequences of (non)agricultural activities that do not pay attention to the environment are increasingly visible (and unsustainable), but also because it is becoming more and more inevitable to integrate climate adaptation measures within programme interventions if FF and SSE want to become more resilient and to sustain their activities in the future.

**In addition, it is also suggested to better link the desired impact at the level of MBOs, their members and beyond with the programme interventions related to sustainable and resilient environmental and climate change.**

The first three recommendations can be taken together as they are all part of a new field of deployment which was devised during the development of the strategic plan 2022-2031.

Within the deployment of this new strategic plan, a new component is added, focusing on mainstreaming and strengthening the expertise of Trias throughout the decentralised organisation, and focused on inclusivity, sustainability and business development. Within Trias strategy this is being organized in the entity 'knowledge management'. In a close cooperation between the different entities in Trias, and based upon and focused towards our close cooperation with MBO's worldwide, the integrated approach of these elements, will be concretized progressively as described in the strategic priorities, and translated in operational objectives and actions in the annual planning.

In a more concrete way, and as showed in the separate management responses of the countries, a lot of countries are constructing more specific expertise (through specialised advisors for example) on gender and environment in MBO's and are working on special learning plans at the level of Trias but also directly in the work and the plans with the MBO partners. This also integrates the L&A component.

The recommendations taken In the new strategy and ToC is to work on empowerment processes on the individual level, and continue this towards the collective level/institutionalisation.

The OS/ID approach as developed within Trias will be supported and implemented correctly throughout the organisation, together with the MBO's and strengthened through exchange and learning, which is internally facilitated.

In the design of the new program, Trias has included more collaborations with strategic partners than before to work on competencies that the partners need and which Trias cannot (yet) fully provide. One example is the specific cooperation with the Finnish agricultural agency FFD on climate resilience.

- IV. To ensure that **results are better embedded within and widespread** among partners and beyond (members and country level), it is suggested to
- a. Map the **conditions** under which the programme interventions can be embedded sustainably and widespread,
  - b. Identify **what is still needed** to respond to these conditions (and what is currently not present) at the level of the partners and their members, the programme and the context, and
  - c. To identify what is **still hindering** the fulfilment of these conditions.

This recommendation relates to the exercise that is currently ongoing to clarify the narrative of the Theory of Change. An important element of this exercise is the mapping of the underlying assumptions of the ToC. Once the assumptions are clear, it then needs to be determined how these assumptions can be monitored. This is also foreseen in the OSID cycle in which context is fully analysed to developed adequate interventions.

Making the narrative of change explicit in the concrete context of the regions and the specific MBOs, will be taken up by the regional teams supported by M&E advisors in the Brussels office. Indeed, this is an important component in the design of the TOC deployment and the internal causalities envisioned by the MBOs together with Trias, as integrated into the development plans derived from the SPIDER approach.

Through the Trias PLATS SC<sup>3</sup> and the recently established internal peer group of M&E advisors, this topic will be internally discussed, shared and exchanged with the focus of learning and

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<sup>3</sup> PLATS SC = Planning –Learning –Accountability –Trias -System

developing the Trias approach in this. This process is already underway in some countries, such as DRC, where an intersectional study is being conducted.

- V. To bring partners in Belgium and from other countries closer together so they can better benefit from each other's knowledge and expertise, it is suggested, as mentioned in the evaluation report of Belgium, to identify parallel themes and to elaborate this further.

The collaborations between the Belgian and other partners have, since the previous programme, been oriented on learning from each other, be it on personal or technical experiences.

The collaborations are and will be more thematically oriented in the new DGD programme, in line with the core themes of Trias, as described in the Strategic plan 2022-2031.

Peer-to-peer exchange is seen as a powerful tool to develop the competencies and skills, and to boost the institutionalization by formal and informal conversation of the processes, structures and systems in organizations. It also helps to build alliances to develop common action to realise change in the macro-, meso- and micro- societies. The themes addressed may include climate change, gender, scaling, etc., and will often cut across each other, as they often cannot and should not be separated. Trias aims to bring this more peer to peer exchange into practice as soon as possible through the hiring of an advisor on this specific topic.

## 2. Recommendations for the M&E system

### **General response on the recommendations;**

In Trias, a process is ongoing to improve the M&E system. In the note on M&E which was approved by the MT in December 2021, the crucial questions for the further design and improvement of the M&E system and approach in Trias are the following:

*"How and to what extent can we assess and demonstrate the results we want to achieve in our strategy of inclusive sustainable capacity building of member based organisations of family farmers and entrepreneurs? What is the effectiveness of our strategy and what is our impact, linked with the Theory of Change Trias developed? What is the relationship between our actions and approaches and the results we aim to achieve in this narrative of change that is part of the Theory of Change?"*

Based on these central questions, several processes have already been started to improve the current M&E system. In this way, the SPIDER approach has already been evaluated and adapted. A process is ongoing to clarify the narrative of change of the new ToC on the country/regional level. The two impact tools of Trias, Income+ and Most Significant Change, have been evaluated in 2022 and will be adapted to better respond to what Trias needs to know on the impact level. A study was conducted through the quality fund of the NGO-federation which evaluated the link between Trias' M&E system and the OSID approach. The recommendations in this study are similar to some of the recommendations in this meta-evaluation report, and will be progressively

integrated in the overall Trias strategy development and the strengthening of the staff in the regions and in the MBO's.

- I. To learn if MBOs really respond to the livelihood needs of the local population (including their members) and therefore are the most appropriate partners to work with in the programme, it is recommended **to reflect upon how to better integrate the assessment of impact within the Trias PME-cycle.**

It may be more useful to **execute a pre-impact assessment than to try to attribute changes at impact level (zone of interest) to the programme interventions at the end of the programme.** Even though this 2017-'21 programme evaluation showed changes at the impact level with the members, in most cases it is difficult to attribute them to the programme results.

For the current programme, it is not possible to do a pre-impact assessment. For the next DGD-programme, it could be considered to have more extensive dialogues with potential partners to talk about their added value to individual MBO members, as well as to define the vision of change and change paths with them as part of/preceding the SPIDER process.

Trias is in the process of analyzing its impact tools (Income+ and MSC). The current impact tools are being improved. On top of that new ways of monitoring the assumptions between the outcome and the impact level throughout programme implementation will be analyzed on feasibility.

The updated Income+ tool is adapted, based on its evaluation and the strategic intention is to deploy it in its adapted way, focusing on diversified sustainable income, in the regions, first on a voluntary basis, but in the long term in all the regions. The deployment of the income+ will be aligned with the MBO's and their PME needs at a regional level as much as possible, as one of the learning points is exactly that the results of the income+ is instrumental for the MBO to have a better understanding of the livelihood of their members, which gives additional impetus in defining and implementing its strategies towards their members. Both levels are intertwined and this will be strengthened to the extent possible.

Other complementary approaches related to the possibilities of demonstrating impact will be identified and analyzed, in order to decide on potential integration, and strengthening on the overall approach to demonstrate impact related to the TOC as defined in the strategic plan 2022-2031. These approaches will be discussed with, and linkages will be found with the functioning and PME systems of the MBO partners as well.

Together with the MBO's, the updated MsCh approach will be deployed starting in 2023. An M&E peer group is organized to support the MsCh approach implementation, amongst other topics, in a way that the approach can be used to monitor the assumptions between the outcome and impact level and can be used for programme steering purposes in exchange and cooperation with the MBO's.

- II. To learn how the programme interventions contributed to the 'real' changes at partner level, an additional or different way of **'process change' monitoring** is needed, next to or instead of the snapshot picture measurements at result and outcome level.

The latter does not sufficiently illustrate how the partnership between Trias and its partners work and how and with whom changes are induced, embedded and spread throughout the programme interventions.

In addition to the previous recommendation, and to learn more about how the integrated approach of Trias works, it is **recommended to learn from changes and results in a 'cross-result' way**. Changes do not occur in a linear way, less within a programme that contains so many different building blocks in different result areas. It would help **to follow or to monitor more closely the changes induced at partner level during programme implementation, so to analyse and learn from these further at the country level**.

As explained above, Trias has already started a process to better link its interventions to the results, with exactly this purpose, to show how the partnership between Trias and its partners work and how and with whom changes are induced, embedded and speak throughout the programme interventions. One important way of doing this is by introducing process change monitoring. This was also advised in the study of the quality fund on the link between Trias' M&E system and its OSID approach. If process change monitoring is introduced, this will also help to learn from changes in a cross-result way. When introducing process change monitoring, it will be important to involve MBO partners in this. Trias new strategy recognizes the non-linearity and aims to cover this using the relevant tools in the context of process- and outcome monitoring/mapping, together with the partners in the OSID process. To make this happen, Trias is analyzing the different possibilities within its participatory approach of working together with internal teams and MBO's, in order to make a well-founded decision.

- III. **It is recommended to review how outcome monitoring at country programme level should best be done, in such a way that it becomes more useful for Trias to learn from these indicators during monitoring and at the end of the programme. The fact that this is not happening consistently at country level now suggests that the indicators at country and corporate level are not really being used to effectively learn from at programme level.**

**To learn more effectively from the programme results at partner, country and corporate level, it could be more useful to select some indicators at the outcome level from which can be learnt at the three levels, instead of using indicators that may be useful at partner level but not at country or corporate level (which is the case now). This does not mean that indicators should be harmonized across the countries, but that at country level these indicators are selected that add relevant value at the level Trias wants to learn from.**

**"Less is more": in line with the previous recommendation, it is suggested to use less indicators at result and outcome level but to limit to these ones that are most relevant for the acquired results and easy to measure.**

It is indeed important to rethink how performance monitoring at outcome level could be improved to better learn from this. At the moment, most countries do have a country consolidation of the performance indicators they monitor, but there is great diversity between countries in terms of how many performance indicators are monitored and how the follow-up is done.

For the DGD-programme 22-26 it was decided to choose indicators aligned with the specific context of the countries, which means that there will be more diversity in indicators in the new programme. Some performance indicators were already discussed and chosen with the partners during the preparation of the DGD proposals. Additional performance indicators have for the most part already been finalized together with partners. The dialogues that have taken place with the MBO partners is pivotal and important for the spirit of cooperation and mutual respect, which is crucial in the Trias approach.

Brussels Office supports the regions in the process of formulating performance indicators by reviewing indicators and by consolidating them on the corporate level. By means of the M&E peer platform, exchanges between the regions are encouraged to facilitate mutual learning and to discuss challenges that may be encountered in the process.

- IV. To get a complete and clear picture of the changes and results within a country, it is recommended during external evaluations to not only report on changes at the partner level (results and outcomes), but also to consolidate and analyze the results in an integrated way at the programme level within a country. The latter was lacking in several country reports, which hampered the meta-analysis and gave an incomplete view of the results at country level.

The assumption at BO was that the country evaluators would include an analysis and consolidation of the results at the country programme level. Given that this was not always the case, this will be made explicit in the ToR of future evaluations and will be integrated in the methodological support of the regional evaluators.

- V. **Certain country evaluation reports mentioned the complexity of the SPIDER approach for partners. In these reports it was recommended to reflect upon how the SPIDER approach could be simplified since implementation require a strong partner accompaniment and to make adoption by partners easier.**

In 2020, Trias has conducted an internal evaluation of the SPIDER approach. Based on the outcome of this evaluation, a working group was established to reform and simplify the SPIDER approach. In the new SPIDER toolbox there is more emphasis on adaptability to the specific country context and on ownership of the MBO partners. The plan is to send out a survey to ask about the experiences with the new SPIDER toolbox and to see if further



changes need to be made. This is planned for the beginning of 2023 and will focus on the potential for a simplification of the SPIDER approach, stronger linked with TOC in the OS/ID process, which will facilitate a stronger connection.