



Final Evaluation of the DGD2017-2021 Programme of Entraide & Fraternité « *Pour que la Terre tourne juste : Souveraineté alimentaire pour tous* »

(Specific Objective 07, Philippines)

Final Evaluation Report

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ACRONYMS AND ABBREVIATIONS

CARP	Comprehensive Agrarian Land Reform Program
CBOs	Community-Based Organisations
CCA	Climate Change Adaptation
CONZARRD	Convergence of NGOs/POs in Zamboanga del Sur for Agrarian Reform and Rural Development
CSO	Civil Society Organisation
DKMP	Demokratikong Kilusang Magbubukid Philipinas
DRR	Disaster risk reduction (DRR)
EM	Evaluation Matrix
E&F	Entraide et Fraternité
FGDs	Focus Group Discussions
KIIs	key informant Interviews
KILOS KA	Kilusang Maralita sa Kanayunan (Movement of the Rural Poor Population)
LAFCCOD	Lanao Aquatic and Marine Fisheries Center for Community Development
IRR	Implementing Rules and Regulations
NDRMP	National Disaster Risk Management Plan
OECD/DAC	Organization for Economic Cooperation and Development for Development Assistance
POs	People's Organisations
SDGs	Sustainable Development Goals
SO	Specific Objectives
SUMPAY	Sumpay Mindanao, Inc.
ToC	Theory of Change
TOR	Terms of Reference

EXECUTIVE SUMMARY

Introduction

The project named “*Through the enhancement of food sovereignty, farming and fishing communities in Mindanao strengthen the development of resilient and sustainable rural livelihoods*” constitutes the seven specific objectives implemented in the Philippines by five partner organisations, notably, CONZARRD, AGRO-ECO (former DKMP-Lanao), LAFCCOD, SUMPAY, and KILOS KA as part of the 2017-2021 DGD program managed by “Entraide & Fraternité’s called “*To make the Earth run smoothly: food sovereignty for all*”. A total amount of EUR1,044,000 was allocated over five years. Its absorption rate is 98% from 2017 to 2020.

The evaluation covers the entire activities effects and results of the “*Mindanao Tripeople Programme on Food Sovereignty and Peacebuilding*” project according to the current regulatory framework governing the DGD programme. Key analysis criteria include relevance, effectiveness, efficiency, impact and sustainability, COVID-19, as well as cross-cutting themes such as gender, environment, and human rights. A key focus was placed on the promotion of agroecological techniques among farmer organisations, as well as policy support, advocacy, and coordination work. The evaluation covers the period of 2017-2021 and takes stock of the final execution of the program by identifying the strengths and constraints, through an analysis of the predefined criteria. This involves the analysis of the extent to which specific objectives and the results underlying them have been achieved from a quantitative and qualitative point of view for the beneficiary in general and in a differentiated manner regarding women and men. Based on the evidence collected, the evaluation formulates programmatic recommendations and strategic orientations for future interventions.

The evaluation purpose is to support learning in order to draw lessons and improve impact. The main objective is to measure the achievement of results with a view to accountability, monitoring of interventions and improvement. Specific objectives cover: i) Report to all parties involved in the Entraide et Fraternité program (E&F, public and private funders, local and strategic partners, beneficiaries); ii) Guide E&F and partner organizations to adjust the theory of change and implementation of the next five-year program (2022-2026); and iii) Contribute to cross-country learning/results. The main users of the evaluation are EF partner organisations, Entraide & Fraternité and the DGD.

The evaluation used a consultative and participatory approach involving stakeholders throughout the process. Mixed methods (desk review, semi-structured interviews, and group discussions) were used to collect information online from 14 February to 18 March 2022. Ten KIIs and 02 group discussions were conducted with 50% female and 50% male. Evidence gathered was triangulated through different methods and sources.

Findings and conclusion

The project was **relevant** and aligned to the needs and priorities of the target audiences including women and men, through the development of resilient and sustainable rural livelihoods, using agroecological practices. Lobbying mechanism and capacity building were found as relevant tools to manage technical and legal assistance for conflicts related to land access with the authorities and/or landowners. But the project was limited in scope and coverage due to the budget constraints to allow room for other target farmer groups in need. The design of the project had an explicit focus of alignment with the main national agricultural goals and challenges in the Philippines as well as on targeted SDGs.

The project **effectiveness** was fully met given that it has significantly achieved its outputs and outcome (objective). The achieved target indicators were overreached under a strong synergy and complementarity built among partner organisations. Positive factors include capacity building trainings on agroecological topics, a timely support from E&F, the participation of the line agencies from the government, the revitalisation of

environment by strengthening local economy and peace building, strong connection with indigenous organisations, the creation of seed banking for farmers, increase environmental awareness, building trust across political barriers for land ownership, strategic dialogue with the government of the Philippines, and the gender-sensitivity of the project to mostly involve women. But the performance of the project was affected by traditional norms and practices, the political situation of the country regarding land policy, the COVID-19 pandemic, and the climate change challenges coupled with the impact of natural disasters such as typhons and dry spells.

The project was **efficient** in achieving its results given its ability to develop a strong coordination to optimally use available resources and deliver the achieved results on time. Supporting strengths include the use of the revolving fund to maximise the utilisation of available resources. Synergies and complementarity of resources, a harmonized implementation approach and expertise have enhanced the efficiency of the project no matter the limited scale of fundings to cover logistic challenges. Nevertheless, the project provides a power-relation room to partners to adjust expenses along the budget lines mostly during the COVID-19 to consider additional needs from other beneficiaries. However, some delays to deliver the financial resources have impacted the livelihood component of the project as many farmers missed the production timeline.

The **sustainability** and existing exit strategy were useful to promote local ownership for financial sustainability of the intervention with focus on the revolving funds, capital build-up and local saving mechanisms put in place to ease a sustainable access to production assets. But social enterprises still need to be strengthened to ensure financial sustainability. The potential for sustainability of the project in terms of acquisition of skills and ownership was met. The creation of a seed bank reduced farmers' dependence on imported seeds and therefore improved the ownership of achieved results. Building block with local authorities and CSO, building trust and recognition locally are key assets to work collectively on and ensure a social cohesion. Empowerment actions helped people to claim their rights over land acquisition, but this requires substantial and continuous effort to enable a political change in the long run. Finally, at the political level, the sustainability of achieved results remains limited due to constant changes in the political situation in the Philippines.

Positive direct **effects** due to the agroecological practices from an economic standpoint include the ability for farming and fishing households to improve livelihoods through the diversification of their agricultural production. Farmers engaged tree planting at the household level as well as solid waste segregation to cope with environmental challenges. The number of farming households that practiced natural resource management using the DRR-CCA' strategies have increased. The established fora and farming network have consolidated beneficiaries' efforts in the land rights claiming process and improve land tenure for the most vulnerable peoples. Social enterprises have collectively developed an attitude of learning on how to produce quality products. Nevertheless, the reduction of harvest and therefore income loss due to the COVID-19 was recorded. The project provides more emphasis on agro-ecological techniques, and not enough on product marketing of farmers' products. Monitoring tools are used in project implementation but some difficulties in monitoring were experienced and might need further efforts among partners on how to effectively use these tools to achieve the expected results. Nonetheless, the project has significantly contributed to advancing equality between women and men. Gender equality might be affected by the patriarchal nature of the society in the Philippines.

The **COVID-19 pandemic** has negatively impacted the achieved results and outcome due to lockdown. Various meetings including the coordination usually completed by E&F was largely affected by travel restrictions, and field works were limited on a minimum monitoring scale. Most work was done remotely including meetings, but the availability of internet connectivity was very challenging due to very slow internet connection and the limited knowledge of some partners on how to work remotely. The COVID has enabled

the adoption of a new way of working. Success factors in the responses to COVID-19 include the adoption of mobile market by farmers to sell their products, gathering farmers into clusters and platforms. The project used a contingency plan for natural disasters and promote community solidarity among farmer groups to enable them to learn and observe the climate pattern, identifying alternative crops to be planted in case of emergency that can be grown in a short period of time. Furthermore, the contingency plan was also used to communicate with community hit by disasters, to assess the needs during the crisis. This strategy has proven to be effective also in the case of the pandemic to stay in contact with the communities during the period of movement restriction during lockdowns. The pandemic reduces farmers' ability to adapt to disasters and related crisis. Hence, the project's planning could differ during the COVID-19, and therefore, it takes more time than usual to prepare an emergency plan which can help in mitigating its negative impacts. While remote working was never a choice, the new way of working is not sustainable.

Recommendations

A. To partners' organisations

Recommendation 1 – Partners should reinforce their synergies and complementarity of actions, as well as partnership development with national and local organisations by inviting them during joint meetings. Synergies and complementarity will support the interlinkages between development and peace sectors as much as possible given the challenging political context in the Philippines.

Recommendation 2 – Partners should continue with the harmonization of data collection tools and the monitoring process among themselves through a joint M&E framework to better inform the decision-making process. The approach of the project was great but required strong collaboration for data collection so that disaggregated data can be generated to better inform partners in the decision-making process when needed. This will surely reinforce the gender-sensitivity nature of the project.

Recommendation 3 – Partners should provide constant efforts for capacity building trainings to group beneficiaries on how to use the monitoring tools prior to the project implementation. This will ease field monitoring and data collection.

Recommendation 4 – More awareness and sensitization campaigns should be developed to fight against traditional norms and practices so that farmer members who are mostly old can positively adopt agroecological practices. This will continuously support social cohesion and lead to community interactions and social transformation among the targeted beneficiaries.

B. To the Entraide & Fraternité (E&F)

Recommendation 1 - Through an inclusive and participatory approach, E&F should continue to engage its partners in the promotion of agroecological practices with selected livelihoods to cope with beneficiaries' needs as much as possible. Sufficient funds should be allocated with room for flexibility along the budget lines under a suitable timeframe as usual.

Recommendation 2 – E&F should recommend the development of a strong emergency preparedness plan to mitigate impacts of environmental and natural disasters with a working mechanism to be used when needed. Special focus should be devoted to capacity building of partners' staff and farmer organisations to enable the use of this emergency plan.

Recommendation 3 - Future project should allow a strong focus on lobbying and advocacy campaigns to continuously empower people to claim their rights over land acquisition, and therefore enable a political change which can not be achieved in the short run.

I. INTRODUCTION

I.1. Purpose and objectives of the evaluation

1. In accordance with the Terms of Reference (TOR), this evaluation aims to support learning for which the main objective is to draw lessons and improve impact. The main objective is to measure the achievement of results with a view to accountability, monitoring of interventions and improvement. Specific objectives are:

- a) Report to all parties involved in the Entraide et Fraternité program (E&F, public and private funders, local and strategic partners, beneficiaries)
- b) Guide E&F and partner organizations to adjust the theory of change and implementation of the next five-year program (2022-2026).
- c) Contribute to cross-country learning/results.

I.2. Scope of the evaluation

2. The final evaluation covers the entire activities' effects and results of the “*Mindanao Tripeople Programme on Food Sovereignty and Peacebuilding*” project according to the current regulatory framework governing the DGD programme. The analysis of these results was based on the criteria of the Organization for Economic Cooperation and Development for Development Assistance (OECD/DAC): relevance, effectiveness, efficiency, impact and sustainability, and taking into account cross-cutting themes such as gender, environment and human rights.

3. Chronologically, the evaluation covers the period 2017-2021. In addition, it emphasizes synergies with other development actors. Thus, the evaluation takes stock of the final execution of the program by identifying the strengths and constraints, through an analysis of the predefined criteria. This mainly involves assessing to what extent the specific objectives and the results underlying them have been achieved from a quantitative and qualitative point of view for the beneficiary in general and in a differentiated way regarding women and men. Finally, based on the evidence collected, the evaluation formulates programmatic recommendations and strategic orientations for future interventions.

I.3. Evaluation questions

4. The evaluation was focused on 6 criteria (relevance, effectiveness, efficiency, sustainability, impact, and COVID-19 pandemic) as shown in table 1. In addition, vulnerability and equity, gender and human rights issues were integrated into the analysis by highlighting the gender-specific aspects. Desk review of the 2017, 2018, 2019 and 2020 annual reports enabled the team to review the content and form of the evaluation questions. These questions were revised and presented according to each criterion in the evaluation matrix (Annex 4).

Table 1 : Criteria and evaluation questions

Criteria	Evaluation questions
I. Relevance / adaptability	1.1. To what extent has the program responded to the needs and concerns/priorities of beneficiaries and/or target audiences (women and men)?
	1.2. To what extent has the program responded to partners' needs and concerns/priorities?
	1.3. To what extent does the program respond to the national priorities of the host countries and the Sustainable Development Goals (SDGs)?

2. Effectiveness	2.1. To what extent have the strategies implemented contributed to the achievement of results?
	2.2. To what extent is the monitoring and support system, in terms of methodology (tools), organization and human resources, appropriate to achieve the expected results?
	2.3. What are the positive and negative factors that either favored or hindered the achievement of the expected results?
3. Efficiency	3.1. To what extent do the program resources meet the needs of the projects implemented?
	3.2. To what extent have program resources been used optimally and on time to contribute to results?
	3.3. What are the constraints related to the use of resources?
4. Sustainability	4.1. What is the potential for sustainability of the intervention after the end of the program in financial terms (autonomy of partners and beneficiaries)?
	4.2. What is the potential for sustainability of the intervention after the end of the program in terms of acquisition of capacities and skills, and ownership?
	4.3. What is the potential for the sustainability of the intervention after the end of the program in political terms (analytical and influencing capacities)?
5. Impact	5.1. To what extent have the changes achieved generated (or are they likely to generate) positive effects, direct or indirect, on the social, economic, political, and environmental levels in the areas and countries of intervention?
	5.2. To what extent have the changes achieved generated (or are they likely to generate) negative effects, direct or indirect, on the social, economic, political, and environmental levels in the areas and countries of intervention?
	5.3. To what extent has the program contributed to advancing equality between women and men?
6. COVID-19	6.1. To what extent has the COVID-19 crisis had an impact (negative or positive) on the achievement of results and outcomes?
	6.2. What have been the success factors and sticking points in the responses to COVID-19?
	6.3. What can we learn from the COVID-19 crisis in terms of disaster preparedness?

Source: Adapted from the ToRs

1.4. Users of the evaluation and structure of the final report

5. The main users of the evaluation are EF's partner organisations, Entraide & Fraternité and the DGD.

6. In addition to the introductory section, this framework note comprises five sections, such as: i) Introduction; ii) Evaluation object; iii) Methodology; iii) Findings; iv) Conclusion and recommendations; v) Lessons learned.

2. PROJECT DESCRIPTION

2.1. The Agriculture sector in the Philippines

7. The Philippines is an archipelago of several thousand islands where more than half of the population still lives in rural areas and where a quarter works there. Most of these agricultural workers, however, do not own land. And those who own them are divided between a minority of large landowners who concentrate the best land (13% of owners share 60% of the land) and a vast majority (89%) of small owners whose estates do not exceed 3 Ha. This unequal distribution is a legacy of the colonial era that several attempts at agrarian reform have failed to seriously alter. The last – and the most important – to date was spread over thirty years between 1988 and 2014 (with two extensions), but it has still not been completed and it also suffers from many limitations. in its very principle and – even more so – in its implementation.

8. In this context, access to land and more broadly securing their rights as well as support for peasant agriculture are the central and priority concerns of small Filipino farmers. These are threatened both by the unequal structure of land ownership, and by the liberalization policies and measures aimed at attracting foreign investors adopted since the 1980s/90 and continued and reinforced by the Duterte administration.

9. These problems are compounded by a complex political and community situation, particularly on the island of Mindanao, the country's second largest island and the archipelago's supply basket, but also the poorest island which still hosts two armed conflicts, the first linked to a communist guerrilla and the second to an Islamist rebellion. More broadly, it is the cohabitation of the three major communities of the island – Muslims, Christians, and indigenous people – which often proves difficult, against a backdrop of endemic poverty, resource grabbing and state repression.

10. Finally, the Philippines is also one of the most vulnerable countries in the world to the consequences of climate change (multiplication and intensification of hurricanes, rising waters, soil erosion, loss of biodiversity, etc.). In this context, agroecology (in its four dimensions) could constitute an adequate response to the various challenges encountered by small-scale farmers in the Philippines, but it currently comes up against opposing and contradictory policies, as well as the many problems that raises access to land in the country.

2.2. Strategic orientation of the project

11. In line with “Entraide & Fraternité’s 2017-2021 DGD program namely *“To make the Earth run smoothly: food sovereignty for all”*, the specific program objective for the Philippines (SO7) is entitled: *“Through the enhancement of food sovereignty, farming and fishing communities in Mindanao strengthen the development of resilient and sustainable rural livelihoods”*. This program took place in the south of the Philippines, on the island of Mindanao, and aims to strengthen the resilience of fishing and farming communities to face the misdeeds of conventional agriculture, abusive exploitation, as well as climate change, natural disasters, and socio-economic inequalities. It aims to enable the targeted households to create alternative sources of income, better manage natural resources, reduce the risks associated with natural disasters and strengthen the links and networks stemming from civil society.

12. As per the program goal, it was expected that the overall change sought by E&F and its partners in the Philippines is to ensure that fishing and farming communities can have enough opportunities and necessary

resources within them, to withstand the socio-economic and environmental challenges they face¹. To achieve this goal, six lines of action have been identified, which constitute the expected results of the program in the Philippines. These are:

- a) Improving food availability and incomes of farming and fishing households through the continued practice of agroecology.
- b) Improving natural resource management practices and risks related to natural disasters and climate change.
- c) Establishing viable and solidarity social enterprises by community organizations.
- d) Consolidating the efforts of the KILOS KA rural movement (composed of various federations of sectoral organizations of farmers, fishermen, young people, and women) in advocacy work.
- e) Sharing roles and responsibilities between women and men within their households, organizations and communities.
- f) Improving the project and program management capacities of partners and community organizations.

13. The mid-term review completed in 2020 stressed that these results mutually reinforce each other, with however possible overlaps between results which can create confusion between the activities/changes which fall under them (e.g. results 3 and 6). Moreover, the large number of results might have created a certain heaviness in the follow-up, even if each partner only supports some of them. Furthermore, the report revealed that these limitations in the organization of monitoring are also found at the level of the indicators which make it difficult to have a nuanced and above all qualitative view of the changes that have taken place.

14. The strategy of the program is focused on the promotion of agroecology to implement the various activities, complementary to each other. Indeed, various technical trainings, workshops, and conferences, were completed to provide agricultural inputs and capital to create social and solidarity enterprises, as well as to set up demonstration farms and sustainably managed coastal areas. In addition, networking of actors and various advocacy and lobbying campaigns are planned to support these initiatives. Particular attention was paid to the integration of gender, the environment, and young people, in a cross-cutting and integral manner in each of the activities. E&F plans to forge cross-cutting synergies with CSOs, and to work directly with five of its Filipino partners (section 2.3): two specializing in agroecology, one specializing in coastal resource management, one in joint advocacy and, finally, a fifth in coordination, monitoring and awareness.

2.3. Overview of partner organisations

15. Five partner organizations implement the program in the Philippines (Table 2). Three of them (CONZARRD, DKMP-Lanao, LAFCCOD) focus mainly on support work for agroecological techniques. They therefore deal primarily with results 1, 2 and 3. The other two partners (SUMPAY, KILOS KA) offer more policy support, advocacy, and coordination work. They work mainly on results 4, 5 and 6. There was therefore good complementarity between the partners, which works all the better way as they know each other, participate in the same networks and work in the same region. Notwithstanding, they sometimes regret a certain “compartmentalization” of the work according to the results and the fact that there are not enough opportunities to strengthen the team cohesion.

¹ As per the E&F Program document.

Table 2: Overview of partners' organisations involved in the OS7.

Partners' organisations	Location	Board of directors	Resources	Areas of focus
CONZARRD (Convergence of NGOs/POs in Zamboanga del Sur for Agrarian Reform and Rural Development)	Pagadian, province of Zamboanga del Sur	Dozen small NGOs and community organizations	06 employees and 08 volunteers	<ul style="list-style-type: none"> Promotion of agroecology through model farms, training, and economic and material support; Legal aid for conflicts related to access to land; Support to development of social and solidarity enterprises
DKMP-Lanao (Demokratikong Kilusang Magbubukid ng Pilipinas – Lanao)	Lanao del Norte	40 village associations of small farmers	06 employees and 04 community volunteers	<ul style="list-style-type: none"> Sustainable practices in the cultivation of rice and other livelihood crops Small-scale animal husbandry technical and legal assistance in their conflict with the authorities and/or landowners
LAFCCOD (Lanao Aquatic and Marine Fisheries Center for Community Development)	Lanao del Norte (Panguil Bay and Illana Bay)	Partnership dynamic with local authorities and other public bodies; series of government organizations and communities	10 employees and several volunteers	<ul style="list-style-type: none"> Community management of coastal resources, programs for sustainable livelihoods, development of community enterprises, Initiatives for the restoration of peace and equality and integration of gender
SUMPAY (Sumpay Mindanao, Inc.)	Island of Mindanao (TriPeople)	Network of NGOs and CBOs	07 employees and several volunteers	<ul style="list-style-type: none"> Strengthens the organizations for long-term social stability, integrated development, education and lobbying for peace Facilitates capacity building, manages the program locally, oversees the political dimensions and centralizes programmatic and financial reporting, main link with E&F
KILOS KA (Movement of the Rural Poor)	Mindanao	Platform of 39 farmers' organisations; Government structures and youth	03 employees and several volunteers in 07 local clusters	<ul style="list-style-type: none"> Social movements and the strengthening of critical mass to generate political will of decision-makers Food sovereignty and the development of sustainable agriculture Agroecology, environmental conservation, and protection Land tenure system

Source: Mid-term evaluation report, 2020.

2.4. Stakeholders' Mapping

16. The project stakeholders are made up by the five partner organisations, E&F, the members of the Joint Strategic Framework (implementing synergies: CSA, I.I.I.I.I, Trias, Viva Salud, SolidAgro, Kiyo, ETM-KDW), government agencies, beneficiaries' groups made of with men, women, young people, and vulnerable and marginalized groups in 1,379 farming/fishing families. Other categories of stakeholders are made up of the management unit, implementing partners, CSOs composed by 120 Peasant Organisations and Community-Based Organisations (CBOs).

3. METHODOLOGY

3.1. Evaluation approach

17. A theory-based approach consistent with a reconstructed “Theory of Change (ToC)” developed in the inception report to carefully analyse the expected results, activities and contextual factors and their potential to achieve the desired effects was applied to this evaluation. The approach was participatory using a non-experimental research design². Mixed methods (mostly qualitative for primary data collection and quantitative for analysis of secondary data) were applied. They adopted a collaborative process with frequent communication and consultation with the steering committee, and meetings through interviews and group discussions with targeted representatives of beneficiaries to achieve a learning process and evaluation approach that was context-specific and culturally sensitive.

18. The evaluation was done in four phases: i) Inception phase; ii) Data collection; iii) Data analysis and reporting, iv) Debriefing meeting and delivery of final evaluation report to the E&F. Data was collected explicitly to ensure equitable representation of women and men, by purposively selecting them for KIIs and FGDs. Quantitative data have been generated from secondary sources (Project documents such as the progress and monitoring reports, performance score reports) and primary data (KIIs, and FGDs).

19. Cross-cutting themes such as human rights, gender equality and governance were considered. Disaggregated data have been generated at the different levels of data analysis. An Evaluation Matrix (EM), structured around the six evaluation criteria was developed using the evaluation questions (appendix 4), and detailing the sources, tools and approaches that have been used to answer each evaluation question. The matrix helped to ensure that the methodology (from design to data collection to analysis) was consistent and rigorous, with triangulation across different types of data for each category and question. It supported robust comparative analysis across outcomes and outputs areas involving distinctive stakeholders and addressed the full scope of the project at the diverse levels at which it operated (individual, community, and/or National levels).

20. Internationally recognized ethical standards for research and evaluation have been applied. To this end, all KIIs and FGDs have been carried out with the prior, informed, and voluntary consent of respondents. Confidentiality of all participants in the evaluation was protected unless their permission for sharing was granted by them and/or on request.

3.2. Sampling sources and data collection methods

21. The EM summarises the sources for data collection which are: i) the project and E&F documents and files from online search (compiled in a Google Drive); ii) Key informants; iii) Focus Group Discussions with men and women³; and iv) Data from debriefing meetings and communication by electronic mails. Both internal and external documents to the project and E&F were reviewed as indicated in the scope of this evaluation. Annex 3 provides the list of documents reviewed. Additional documents collected during online interviews were added into the drive to ease reference. Information from the desk review was organized by the evaluation questions.

² The evaluation team cannot consider experimental or quasi-experimental design as there is no control group or random assignment of target beneficiaries.

³ The list of people met is available in annex 5.

22. As per the approved work plan, the evaluators met with 07 representatives of partner organisations and two representatives other implementing partners for online interviews. Individual men and women were free to express their opinion. Female count for 50% (5/10) versus 50% of male (5/10).

3.3. Data analysis

23. All data collection tools were codified to ease the data analysis. All analysis consider gender. Qualitative data was analysed using thematic and content analysis⁴. Responses from those interviewed were reviewed and coded by question and each of the evaluation criteria. An analysis rubric was used to analyse the data and capture the emerging themes, based on pattern analysis (convergent/divergent). Qualitative responses were validated with quantitative information from the Project reports, as well as other available findings/data.

24. Quantitative data and statistics collected were analysed with more focus on descriptive statistics such as frequency distribution using Excel. An overall estimate of the project performance was made for both the indicators of the outputs and outcomes, looking at the average score for progress achieved from 2017 to 2020 only. So, the overall outputs and outcomes results were obtained by cross-comparison and validation of each achieved indicator alongside the results' framework to look at the level of achievement as compared to existing targets. Then, four Likert scale was adopted to provide an estimate of the performance level for the outputs and outcomes' indicators, such as: unsatisfactory, less satisfactory, satisfactory, and very satisfactory. However, the reliability and validity of these findings cannot be assured as much of them were not disaggregated. Furthermore, triangulation (between sources, methods, and field information) was used to confirm or disconfirm findings from primary and secondary data sources.

25. The analysis looks at the following questions: Has the project influenced or has made an important contribution to the observed results? and why? On the management side, the analysis assesses whether the project has made a difference and what does the preponderance of evidence say about how well the project team is making a difference, and what conditions are needed to make this type of collaboration successful.

3.4. Challenges and mitigation measures

26. The evaluation work plan was followed as expected. The data collection was completed favorably and no significant limitations were encountered apart from a short delay encountered at the beginning and within the timeline due to the unavailability of some KIs for online interview with no significant impact on the overall process. However, few challenges with limited incidence on the evaluation were identified and summarised in table 3.

Table 3: Risks and mitigating measures

Key Challenges	Measures to mitigate the Challenges
Data availability and quality of data	<ul style="list-style-type: none"> - Virtual meetings with specific KIs were prioritized as much as possible - Available relevant official documents or data set and information were used - Triangulation of data by source and by method was applied
Staff turnover	<ul style="list-style-type: none"> - Interviews Zoom, Teams or by phone (whatsapp).

⁴ Content analysis is an inductive analysis involving the discovering patterns, themes, and categories in the data. Imas and Rist, Road to Results, page 386.

Key Challenges	Measures to mitigate the Challenges
Timing of the field work	<ul style="list-style-type: none"> - Interviews with KIs who can provide secondary information about operations that cannot be observed directly and use available assessments such as individual ad hoc assessments by implementing partners. - Interviews were conducted via phone calls and Teams/Zoom for those key informants who were available.
Lack of counterfactuals	<ul style="list-style-type: none"> - With triangulation, the evaluation used perceptions from key informants about the role and effects of project's interventions in combination with a general judgment to assess the performance and level of outcomes achievement.

4. FINDINGS

27. The findings are organised along the evaluation criteria and key evaluation questions.

4.1. Relevance

To what extent has the program responded to the needs and concerns/priorities of beneficiaries and/or target audiences (women and men)?

28. Desk review as well as interviews with key informants support that the program is aligned with the needs and priorities of the target audience including women and men, most of which are covered through the promotion of food sovereignty, farming and fishing, and the development of resilient and sustainable rural livelihoods of group beneficiaries. Specific attention was given to the involvement and empowerment of stakeholders for a sustainable agriculture through innovative farming; risks management regarding climate change and natural disasters, and revision of land tenure system so as to improve peoples' access to land.

29. Regarding farming and fishing, the project supports subsistence food availability and income through the continued practice of agroecology. The aim was to reinforce the adoption of agroecological practices by beneficiary farming households using the technical and financial support available. It tackles various needs of beneficiaries such as strengthening production capacities, economic support through marketing trainings and business management.

30. Every year, the target communities are heavily affected by natural disasters and climate change issues most of which are related to typhons which occur any time of the year, with the months of June to September being most active periods. Farming and fishing household practices for the management of natural resources and risks related to natural disasters and climate change are therefore largely impacted. By adopting agroecological practices, the project reduces the environmental exposure to climate change and natural disasters' effects.

31. People met as well as desk review stressed that access to land in the Philippines is very challenging due to constant land grabbing practices. The project design has considerably defined its approaches to support farmers in the fight for people's access to arable land. For example, it considers advocacy themes for groups' participation in political campaigns, political conditions conducive to consultations and dialogues. Hence, the project provides land tenure assistance to grassroots organisations, which is needed to reinforce food sovereignty and food safety. In so doing, farmers could have the possibility to manage their land, increase their autonomy through agroecology and therefore be less dependent to external resources.

To what extent has the program responded to partners' needs and concerns/priorities?

32. The project has responded to partners' needs and priorities. Evidence from desk review of the project document confirm that its six expected results are aligned with partner vision and strategic plan to deal with food sovereignty and food security.

33. The five partner organisations work to deal with the same focus areas which include the promotion of agroecology through model farms, training, and economic empowerment of women and men. Specific attention is placed on the development of small-scale farming and business enterprises, most of which are based on sustainable practices in the production of farming livelihood (such as rice, corn, vegetables, cereals and legumes), and livestock production (goat, swine, duck, working animals, and fish). Regarding land tenure system, they adopt lobbying mechanism and capacity building to manage technical and legal assistance for conflicts related to land access with the authorities and/or landowners.

34. The project is aligned with and supports most of their core activities developed around the production of organic fertilizers at both center-based and household based production; plant propagation for fruit trees as part of climate change adaptation including agro-reforestation with nursery care and management, and soil erosion and control measures; and finally, the community management of coastal resources through the rehabilitation of mangrove, and the maintenance and management of the marine sanctuary.

To what extent does the program respond to the national priorities of the host countries and the Sustainable Development Goals (SDGs)?

35. The design of the project had an explicit focus of alignment with the main national agricultural goals and challenges in the Philippines most of which are expressed in the national strategic documents in the areas of gender equality, agriculture and livelihoods, food security, and sustainable development. Special attention was also given to project alignment with the national development agenda such as the Organic Agriculture Act of 2010 and its Implementing Rules and Regulations (IRR), the Philippine Agricultural and Food Policies, Comprehensive Agrarian Land Reform Program (CARP), and the National Disaster Risk Management Plan (NDRMP).

36. Furthermore, evidence from desk review as well as KIIs assert that the project was relevant and is aligned to the SDGs. Its expected outcomes are aligned to targeted SDGs as shown in table 4. The project involved marginalized and vulnerable groups and empower their resilience capabilities by helping them to gain access to justice, the implementation and protection of land rights, providing livelihood activities to women, men and young people and the involvement of these beneficiaries in business development.

Table 4: Alignment of the project’s outcomes to national priorities and corresponding SDGs

Project outcomes/results	National priorities	Corresponding SDGs
Outcome 1 - Farming and fishing households have improved their food availability (subsistence) and income through the continued practice of agroecology.	<ul style="list-style-type: none"> Organic Agriculture Act of 2010 - and its Implementing Rules and Regulations (IRR) Philippine Agricultural and Food Policies 	1 – No poverty 2 - Zero hunger 5 - Gender equality 13 – Climate action 15 – Life on land
Outcome 2 - Farming and fishing households have improved their practices in the management of natural resources and in the management of risks related to natural disasters and climate change	<ul style="list-style-type: none"> National Disaster Risk Management Plan (NDRMP) 	1 – No poverty 2 - Zero hunger 5 - Gender equality 13 – Climate action 14 – Life below water 15 – Life on land
Outcome 3 - Community organizations can set up viable social and solidarity enterprises	<ul style="list-style-type: none"> Philippine Agricultural and Food Policies 	2 - Zero hunger 5 - Gender equality 17 - Partnership for the Goals
Outcome 4 - The rural movement Kilos Ka has consolidated its efforts in advocacy work towards the rural population by organizing campaigns and engaging political leaders.	<ul style="list-style-type: none"> Philippine Agricultural and Food Policies Comprehensive Agrarian Land Reform Program (CARP) 	1 – No poverty 2 - Zero hunger 5 - Gender equality 13 – Climate action 17 - Partnership for the Goals
Outcome 5 - Women and men have a breakdown of shared roles and	<ul style="list-style-type: none"> National Disaster Risk Management Plan (NDRMP) 	5 - Gender equality 13 – Climate action 15 – Life on land

responsibilities within their households, organizations, and communities.		17 - Partnership for the Goals
Outcome 6 - The project and program management capacities of partners and community organizations are improved	<ul style="list-style-type: none"> National Disaster Risk Management Plan (NDRMP) 	13 – Climate action 14 – Life below water 17 - Partnership for the Goals

4.2. Effectiveness

To what extent have the strategies implemented contributed to the achievement of results?

37. Using desk review and mostly the annual performance scoring reports (2017, 2018, 2019, and 2020), the evaluator has conducted an analysis of indicators for both outcomes and outputs targets to guide the estimation process of progress made towards the achievement of its outcomes and outputs. The evaluator found that most of the indicators for both the outcomes and outputs are “smart” with specific targets. This might have eased the measurement and reporting processes. However, there is no evidence control and no means of verification of the achieved indicators. Furthermore, the rationale behind the results indicators in the results framework is not explicit, which makes the output targets rather random.

38. Nevertheless, all outputs were achieved as envisaged and are of good quality (100%). As per the consolidated annual reports (2017, 2018, 2019, 2020), all indicators for the six expected results were achieved above the predictable targets (+100%). Indeed, partner organisations made significant efforts in achieving most of the target indicators as reported for outcomes and outputs. The project largely achieved its intended outcomes and outputs. Partners gain a sense of stakeholdership, responsibility and accountability in managing and sustaining the operation of the project and services to the rural population. Although outputs were met, social enterprise still faces various challenges, such as the lack of expertise for the marketing of products or in the management of the social enterprise, difficulty to meet legal requirements to form as cooperatives or difficulties to access capital for their development. Globally, significant progress was made to achieve this specific objective. Its target indicators were overreached with increased number of farmers and fishermen who have at least three alternative sources of income; and increased number of community RRC/CCA plans available.

39. The achieved results were made possible under a strong synergy and complementarity built among partner organisations. The partnership brought key complementary resources (technical and knowledge) and shared roles in the implementation process of the overall activities. This was greatly supported by joint planning and the participation of E&F in the coordination. People met affirmed that the trainings received greatly affected the performance of the project positively.

To what extent is the monitoring and support system, in terms of methodology (tools), organization and human resources, appropriate to achieve the expected results?

40. Discussions with the stakeholders met as well as desk review revealed that there was effective monthly monitoring and reporting from all field staff. Though there was some delay encountered with feedbacks, no negative impact on the overall process was recorded. Each partner used its monitoring data to review the management process of field activities. But no evidence was found on any shared data between partner organisations to coordinate field activities.

41. In addition, a systematic data collection mechanism to inform decision making was permanently completed by field advisers. Discussions with the KIs stressed that the effective data collection system over

the course of the project as well as monthly and quarterly meetings greatly ease the planning and reporting on progress being made including the annual reports, which always included challenges and recommendations to ease the decision-making process. Furthermore, the completed mid-term evaluation offered a unique occasion for the project team to address challenging factors. The implication of field advisers and local expertise to work closely with farmers using adapted tools, and monitoring staff working in the community with reporting to the partners' offices every month eases the identification of any problem and take appropriate decision on time. Regular gathering, meetings to discuss activities (not much evaluation or monitoring on a regular basis to track challenges and record good practices) were helpful to complete the achieved results. These efforts were complemented by the skills transfer in the same area of operations; invitation to peer organisation to support activities around technology transfer (agroecology, organic agriculture, processing of bioliquid) and advocacy campaign for access to services; provide backstopping to group beneficiaries and partners.

What are the positive and negative factors that either favored or hindered the achievement of the expected results?

42. Desk review as well as KIIs were helpful to identifying positive and negative factors that have affected the performance of the project. Positive factors include training and production support for those involved in the agroecological sector, a timely support from E&F, the participation of the line agencies from the government who support and facilitate field missions (Ex. Water system for water when needed, organic agricultural projects from the government), various sensitisation and food sovereignty campaign in Mindanao as well as the organisation of peace forum of farmers were helpful in supporting the achievement of the project's results. In addition, the platform for peoples involved in sustainable agriculture and those who are not involved has considerably enhanced peoples' motivation and built trust on the project activities. The revitalisation of environment by strengthening local economy and peace building, strong connection with indigenous organisations, the creation of a seed banking for farmers, the gender-sensitivity of the project to mostly involve women has largely improved the socioeconomic capacities of beneficiaries and built community resilience. Most of the lobbying and advocacy activities were helpful to increase the awareness in terms of protection of the environment and households' livelihoods, organisation of peoples for further support to the communities. People met affirm that the project's attention was placed on building trust across political barriers for land ownership, strategic dialogue with the government of Philippines, the organised round-table discussions on the human rights commission have assuredly contributed to the achieved results.

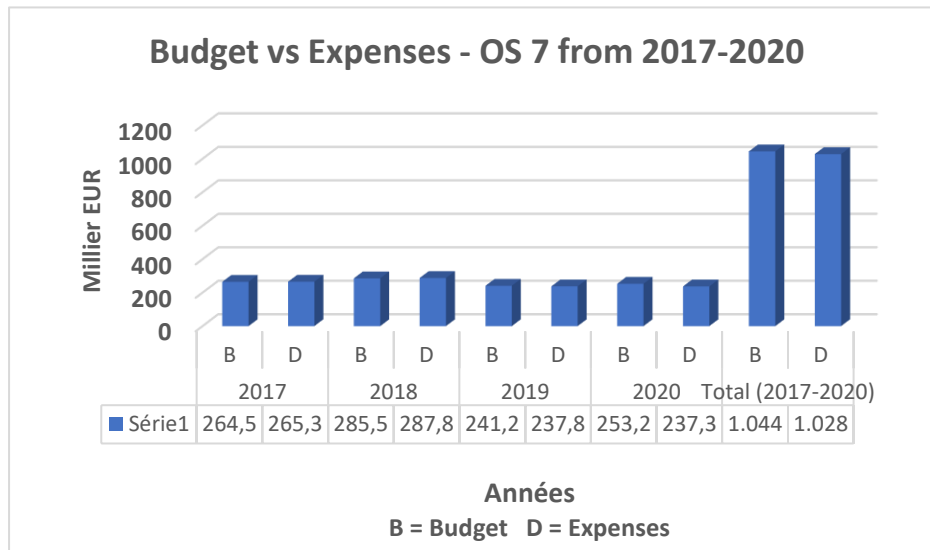
43. However, some negative factors have hindered the performance of the project. These include traditional norms and practices given that changing of the mindset of farmers to adopt agroecology production practices is not easy as they are still reluctant to change and they tried to go back to traditional farming system. Most farmers are very old (+57 years) and less youths are interested in farming. Moreover, the political situation of the country with less attention to the implementation of land policy (most government people are landowners) remains a challenge. Furthermore, the COVID-19 pandemic has hindered substantially the performance of the project. Most of the delays as well as various breaks which occurred during the implementation phase were due to the government restrictions imposed to mitigate the impact of COVID-19. The partner organisations adopted physical distancing as well as online working mode to run the planned activities and meetings. The pandemic caused some changes because of the hurdles that happened in the project implementation. Finally, the climate change issue with the impact of typhons happening frequently and every year causes constant restart of the project activities, mostly the agroecological production. Many farmer organisations have recorded highest harvest loss overtime due to typhons.

4.3. Efficiency

To what extent do the program resources meet the needs of the projects implemented?

44. Discussions with partner organisations reveal that the program resources met the needs of the project implemented without any deviation and no gap. The absorptive capacity of the project (total expenses) is estimated at 98.5% (EUR 1,028,000 over a total budget of EUR 1,044,000) from 2017-2020 (Figure 1).

45. However, in line with the budget estimate, representatives of partner organisations support that only 8% of the total budget was allocated for investment whereas about 52% was devoted to project management and 40% to salaries. But, the financial management of existing resources allow a flexibility within the project's line budget particularly during the COVID-19 to consider additional activities for other beneficiaries in need.



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Figure 1: Budget and expenses from 2017 to 2021 (Thousand EUR).

Source: Adapted from annual reports (2017 - 2020)

To what extent have program resources been used optimally and on time to contribute to results?

46. Desk review and discussions with people met stressed that the program resources were optimally used and were delivered in spite some delays to support the achieved results. The management of financial resources was supported by existing management scheme such as the use of the revolving fund as a mechanism to optimize the utilisation of financial resources. This was very helpful in maximising the utilisation of available resources.

47. Partners used the funds efficiently as 98% of the overall budget was spent. The financial follow-up system calculates exchange rate gains and assures that the partners use these funds. For example, these gains were used to react to the COVID-19 pandemic, through information and education campaigns, to support bio-intensive gardening (back-yard gardening) and to support beneficiary communities with some basic commodities as support from government was lacking. Moreover, the project partners have designated personnel, such as finance officer, bookkeepers, and the project coordinators to monitor the budget. The project partners manage the budget by projecting and looking at the actual expenses and these are reviewed during monthly assessments by the project team. Moreover, the financial resources allow the employment of skilful expertise such as technical staff on a permanent basis. Other staff was recruited based on existing project needs.

48. The efficiency of the project was also supported by the effective collaboration among partners. They learn from each other and are very complementary. This contributes to a harmonized implementation

approach and expertise. Partners share information to access additional products (such as fertilizers and seeds) or regarding government projects and programmes. They often share seeds and other planting materials when possible. Partners also share their expertise but, capacity building is still needed for the development of the social enterprises as partners still lack experience in this specific domain.

What are the constraints related to the use of resources?

49. The evaluation has identified some constraints on the use of available resources. People met assessed that the budget was very limited given the scale of needs which require more funding. For example, logistic challenges due to the limitations on how money should be used were recorded constantly as the project does not provide flexibility on the budget management. Moreover, the project does not have its own vehicle for field monitoring work or for follow-ups and field visits. They rather hire private vehicles (which is more expensive for the safety of the personnel, such as lessen the exposure of the personnel to possible infected persons especially at the time of CCOVID-19).

50. Furthermore, the project does not provide a power-relation room to partners to allow an extension of activities to other needed locations or to adjust expenses along the budget lines (Eg. There is no room for acceptance of additional support to new beneficiary groups.). Finally, some delays to deliver the financial resources were noted. This has impacted the livelihoods component of the project as many farmers missed the production timeline.

51. Finally, some partners do not have resources to hire skilful expertise to run the social enterprises created. For example, a part of CONZARRD who was able to hire a marketing manager and support staff, while AGRO-ECO was not able to get in someone to run their social enterprises.

4.4. Sustainability

What is the potential for the sustainability of the intervention after the end of the program in financial terms (autonomy of partners and beneficiaries)?

52. As planned, the financial sustainability of the intervention was covered in many ways to support the autonomy of partners and beneficiary groups. It follows the exit strategy available in the DGD program framework. People met stressed that most often, partner organisations received limited grants from the government. The project has devoted massive efforts on education and training to allow its beneficiaries not to become independent from the existing networks.

53. Moreover, a revolving fund mechanism was established to help farmers in managing household expenses. This fund allows livestock breeding, access to fertilizers and agricultural production, propagation of mangrove seedlings, food processing through a cooperative system including buying and selling of small products. Program beneficiaries also use their own resources as a contribution to the revolving funds, which in turn increases the resources available to the program. With these commitments, the beneficiaries become sovereign in terms of access to food, while controlling their income-generating activities. The revolving funds appears to be a sustainable mechanism. Beneficiaries are therefore able to duplicate the achieved results. However, their age could be a challenge for the sustainability (of agricultural production). Most farmers have the know-how to run their projects which could help them to sustain their activities. But the age factor is challenging given that most of them are old (above 60).

54. Globally, the revolving funds, capital build-up and local saving mechanisms put in place will ensure a sustainable access to production support for the project beneficiaries. However, people met affirm that the newly established social enterprise managed by farmer organisations still need to be strengthened to ensure

financial sustainability especially in marketing the products. Capacity building and increased synergies with actors working in social enterprise development are assets. Continuous engagement with government agencies will provide access to additional financial and technical support to strengthen the development of social enterprises and the capacities of partner organisations.

What is the potential for sustainability of the intervention after the end of the program in terms of the acquisition of capacities and skills, and ownership?

55. Evidence from desk review and discussions with people met confirm that the potential for the sustainability of the project in terms of the acquisition of skills and ownership was met. This was covered through various tools. First, knowledge transfer over a learning by doing approach developed during extensive trainings support livelihood development with emphasis on agricultural production for the most vulnerable rural households. A focus was given to help them build their own business with the development of their own strategic planning so that they can operate as entrepreneurs and be independent. It is expected that when farmers become more flexible and able to manage their social businesses, this can be translating as an improvement in their living conditions. Most of the knowledge transfer completed through seminars and workshops led to the creation of fora to collectively gather farmer organisations around common goals.

56. Moreover, other assets for ownership include the creation of seeds bank free farmers on imported seeds and therefore improved their ownership over the skills received. Building block with local authorities and CSO, building trust and recognition locally are key assets to work collectively and ensure a social cohesion. For example, in the marine protected area managed by the community, the close link with local leaders helps to have local protection. Empowerment actions help people to claim their rights. Social cohesion under the agricultural projects supports community interactions and social transformation among the targeted beneficiaries. Finally, multiplier effects from local organisations who serve as example locally attract the interest of other communities to work with partners. People are interested more and more in organic agriculture.

57. However, no consistent approach was found to prevent the impact of typhoon which happened frequently in the Philippines, as a part of a contingency plan established to react quickly and have information in case any typhoon arise.

What is the potential for the sustainability of the intervention after the end of the program in political terms (analytical and influencing capacities)?

58. The evaluation found that the potential for the sustainability of the intervention in political terms remains relatively limited. Desk review and people met mentioned that although group beneficiaries received and are equipped with lobbying tools and knowledge to run any upcoming political challenge, it is evident that the political situation in the Philippines changes constantly.

59. Nevertheless, farmer organisations and social enterprises were strengthened in their organizational capacity in coordination with government participation to ensure the sustainability and the benefits of the project in the long run. Partners have become accredited by government agencies which allows them to be recognized as official organizations, and able to seek their rights and change on existing policies. The continuous engagement of the partners and farmer organisations with government authorities like Local Government Units and national government agencies have enabled them to have more visibility and credibility in the light of the shrinking democratic space to mitigate the red-tagging risk. The partners mobilized young people who are involved in family farming, through awareness-raising activities to develop their leadership

given that as local leaders, they have the capacity to influence policies. This experience was useful in the distribution of land certificates using dialogues on land dispute and lobbying to minority groups.

4.5. Impact

To what extent have the changes achieved generated (or are they likely to generate) positive effects, direct or indirect, on the social, economic, political, and environmental levels in the areas and countries of intervention?

60. Evidence from desk review and meetings with key informants reveal that the achieved results have generated a lot of positive direct effects due the agroecological practices at the economic, environmental, and political levels.

61. On the economic side, farming and fishing households improve food availability and incomes through continuous practice of agro-ecology and alternative sources of income generation. The promotion of agroecological principles is largely supported by the seed bank established to free farmers on imported seeds, and therefore will sustain the livelihoods of beneficiaries in the long run. The number of farmers who transitioned to agroecological practices has increased due to the need to produce their own food during the community lockdowns, their appreciation of the notion of local production means easy access to food supplies in times of crisis has increased their attention to producing vegetables and other crops around their home lots or backyards. People met affirm that organic rice seeds are constantly in demand due to the increasing number of farmers transitioning to organic rice production as the effect of the Rice Tariffication Law. Therefore, households have sustained the diversification of their agricultural production, support food availability, and are generating more revenue from farming as well as from the existing revolving funds where they can borrow resources and pay back later with almost no interest.

62. On the environmental side, the beneficiaries learned the importance of environmental protection. That is why they engaged in agro-ecological production activities, processing concoctions and extracts and set aside seeds for the next cropping aside from the seed banking activity which was done at the center-based trial farm. Other farmers engaged in tree planting at the household level as well as solid waste segregation (which are part of the DRR-CCA and NRM). For example, solid waste was generated by separating the biodegradable and non-biodegradable solid waste materials at home. The kitchen waste is transformed into compost while the plastics and other recyclables are used in making planting materials or pots like in vertical gardening. LAFCCOD's practice on the "Scubasurero" where they dive for the waste's plastics from the marine sanctuaries, after this they segregated those waste materials. Even though, there was a limitation on the partner organizations and communities in organizing systematic agro-forestry and mangrove planting activities, the farming and fishing households have continued their efforts based on their own farms and areas. During the lockdowns, it was observed that more farmers have planted trees and other root crops around their farms. The number of farming households that practiced natural resource management and DRR-CCA were increasing as more farmers engaged in tree planting activities, waste segregation and engaged in agroecological production especially in the planting of organic vegetables in order to retain the food shortage which every farmer experienced during the Lockdown/Community Quarantine period. Planting Organic vegetables will help farmers cope with the food shortage as they can eat safe and healthy food unlike those food distributed by the government such as noodles, sardines, and stock NFA rice imported from other countries.

63. People met stressed that by gathering into fora and farming network, farmers and fisherfolks have consolidated their efforts in the rights claiming work of the rural population by campaigning and engaging the

duty bearers. This was very positive on land rights claiming to improve land tenure for the most vulnerable peoples such as indigenous communities. Successful land claims had been an inspiration of some peasants to continue the struggle for land rights.

64. Member producers of the social enterprise who supply the raw materials, have collectively developed an attitude of learning on how to produce quality products that the enterprise requires thereby securing a market and commands a good price for their products. In lobbying of national issues, national organizations with a considerable number of members would change the behavior of some duty bearers from inaction and become more receptive. Given the growing interest of young people to participate in the rural development activities, this is an opportunity to engage them through supporting activities such as awareness raising, media literacy, production support and other initiatives that can increase their interest to engage and continue participating.

To what extent have the changes achieved generated (or are they likely to generate) negative effects, direct or indirect, on the social, economic, political, and environmental levels in the areas and countries of intervention?

65. Number of negative effects were recorded but there were not due to the changes from the achieved results. Evidence from desk review and discussions with partner organisation reveal that harvest have reduced during the COVID heavy times (2020 and early 2021). Therefore, the expected increased income target for the year was not realized for the period since the production activity done by the assisted farmers was more on coping with the food shortage and sustain the food availability while coping with the effect of the pandemic. Other products especially livestock, rice, corn, and vegetables were sold at lower price at farmgate price. This led to great loss of farmers' income for that period. It was very challenging to market the products available to social enterprises before the community quarantines and it has become more difficult to market the existing products immediately after the lockdown due to the restrictions of travel even though food is an essential good. The different protocols and travel documents required in each municipality or provincial borders have become the problem of the merchants including the social enterprises. It was very hard to reach the consumers especially outside the municipality, not to mention, the problem with low price of subsidized imported rice due to the rice tariffication.

66. Furthermore, there was too much emphasis on agro-ecological techniques, and not enough about product marketing which might have supported strong visibility of farmers' products. There is also a hesitation about the form of cooperatives in the Philippines and more broadly on the legal framework to be adopted on the exact meaning of "social enterprises". Farmers lack capital to develop their activity and to diversify by-products (based mainly on rice). Finally, access to markets remains difficult and there are few links with other national "social economy" actors who could share their experience and expertise with the social economy experience and build solidarity.

67. At the environment level, fewer organized activities were conducted regarding agro-forestry and marine protection activities including mangrove reforestation due to the restriction of movements. Only CONZARRD was able to conduct three sessions of DRR-CCA planning. Impounding activity stetted by CONZARRD was not successful since they cannot find water sources during the period due to the long dry season.

68. At the political level, the implementation of the Anti-Terror law and the vocal neglect of the Philippine President to human rights have instilled a chilling effect to local leaders thus they are very careful on how to initiate local activities. This is in the midst of a pandemic where activists and critics are being brutally killed or jailed. In particular, the lives of peasant activists are increasingly under threat and by elsewhere the government

co-opts or creates its own community-based organizations to weaken the existing dynamics. In addition, the entry into force of the Bangsamoro Organic Law also creates new challenges and uncertainties, particularly for the rights of indigenous peoples.

69. Finally, there was a little follow-up on the concrete results of the trainings/activities organized, on capacity building and lobbying interventions which involved all partners and members of the programme. People met raised that there was a mismatch between the skills and knowledge received and the capacity to implement, and there was a reluctance among many beneficiaries to get involved in tasks that are not within the scope of the physical farm work. Monitoring tools are used in program implementation but some difficulties in monitoring were experienced and may need further efforts among partners on ways to effectively use these tools to achieve the expected results.

To what extent has the program contributed to advancing equality between women and men?

70. Evidence from desk review and from key informants met confirm that the project has significantly contributed to advancing equality between women and men. The project ensured a balance of both women and men among farmer groups; share of labor roles in the farming activities (recognition and participation of men for both home and farming work). Farmer groups recorded generally more women in the decision-making positions (about 60% of women participation vs 40% men), but there are more men in the advocacy role than women. The existing legal context protects women and gender rights.

71. Most of the organisation partners are gender organised (largely women organisations). There was the greatest support to gender equality with more participation from women than men. The implementation of the gender framework was useful in supporting gender equality given the patriarchal nature of the society in Philippines. People met reveal that the Gender for Men approach was effective to draw special attention since they can freely voice their ideas, opinions when training was facilitated with men. Furthermore, the gender education for young people has expanded and facilitated the formation of the young infomediaries teams that led the risk communication and community engagement regarding COVID-19 as well as feedbacking and engaging the communities regarding protection issues such as children and gender-based violence.

72. All partners met raised that more people in the communities are more open at communicating their differences in an open group sharing. There was a willingness and openness of the beneficiaries at different age brackets to communicate their differences in public when they were facilitated during trainings and even in an open discussion. Desk review of the mid-term report reveals that there was a growing demand for increasingly specific eco-feminism training courses that reflect a change in consciousness, changes in perceptions and behaviour among men (more openness on sensitive subjects such as violence), increasing acceptance of the economic role of women, and women in politics (more involvement in political and production activities).

73. However, the mid-term evaluation report stressed that the importance of gender equality is slowly inculcated even in young people especially in all members of the family through trainings, family gatherings and even in activities of the partner organizations. Furthermore, there is an uneven appreciation of gender equality especially in the different communities of peoples due to cultures and traditions, religious beliefs and the very patriarchal setup of the whole society which highly influence these appreciations.

4.6. COVID-19

To what extent has the COVID-19 crisis had as impact (negative or positive) on the achievement of results and outcomes?

74. The COVID-19 crisis had positively and negatively affected the achievement of results and outcomes of the project. Since March 2020, the government of the Philippines adopted strong restrictions to prevent and fight against the pandemic such as lockdown, movement restrictions, and the closure of the boarder.

75. Due to these measures, negative impacts on the achieved results and outcomes include no access to market or businesses closedown which caused income losses due to the lockdown, less access of farmers to their farms, frequent cancellation of meetings. Most of the activities stopped or were delayed (agricultural activities). The situation has brought much uncertainty among the farmer organisations not only because of the sickness that caused fatalities among the people but also due to the survival of the population given that movements are limited and most sources for a living has been very dependent on working hours of the people to earn income. This resulted to more problems in terms of loss of income opportunities, accessing food supplies, increasing prices of commodities and transportation cost. In terms of travels from one province to another, there were also confusions in terms of the government policies or protocols since there have been no uniform protocol for every local government unit, hence, it was not easy to get the specified travel documents for municipal or provincial borders.

76. Furthermore, all meetings were cancelled, and field works were limited on a minimum monitoring scale. The coordination usually completed by E&F was largely affected by travel cancelation. The partners tried to apply online meetings to avoid unnecessary exposures to infections during travels and face-to-face meetings. But the availability of internet connectivity was very challenging. Most of the partner areas have very slow internet connection and most of the farmer/fisherfolk members do not have the “gadgets” and knowledge on how to do online meetings.

77. However, the COVID-19 offers an opportunity to adopt a new way of working such as the adoption of online platforms for work even though internet didn't work properly. The project invests in IT technology to enable online services. Although the travel restrictions do not allow physical meeting and coordination on-site, lot of savings was therefore gained, and the money was reinvested in the project field activities. But there is no evidence of the amount of money saved. Both the partner organisations and E&F have adapted collaborations to ensure that the most important processes could be carried on remotely. The organizations have generated ideas by convening a meeting eg. with open videoconference with many participants from different locations which are not possible to afford face-to-face meetings, brainstorming on a physical or digital whiteboard, and assigning staff to refine the resulting ideas. Capacity building was given to all partners as most of them do not have adequate IT skills. They have experienced tremendous challenges because of the very slow internet connections. Most of them really have difficulty is adjusting to virtual meetings/webinars in terms of learning. Nevertheless, the use of modern media like computer graphics, video documentation and social media, among others, have also been integrated to develop even more the promotion of agroecology. Particular attention was paid to strengthening the capacities of local organizations as one of the priorities of the program in order to facilitate their greater empowerment.

What have been the success factors and sticking points in the responses to COVID-19?

78. The evaluation has identified few success factors in the responses to COVID-19. All key informants met are happy with some innovative measures implemented by the project. For example, the adoption of a working technology such as using the mobile market approach to sell their products, gathering farmers into clusters and platforms helps them to mitigate the impact of COVID-19 on their sales. Moreover, online tools and software offer an opportunity to convene meetings with large number of participants.

79. In addition, a contingency plan for natural disasters was used to access the needs of the communities, and for communication with humanitarian organisations for this purpose during CCOVID. Partners were very

aware and develop mitigation measures, such as the maximisation of community solidarity among farmer groups. Partners affirm that there has been an increase of self-realization on the importance of what they have been doing. The transitioning mode of work by practicing agro-ecology and diversification promoted by the partner organizations was very relevant during the economic and health crisis brought about by COVID-19. The changes felt by the adaptation to the climate change, diversification of crops and animals to raise, and adapting the new normal ways to survive during COVID-19 pandemic without relying much on the unhealthy food support can be attributed to the farm planning activities. Farmers learned to observe the climate pattern by reviewing its seasonal calendar, identifying, and sourcing also of alternative crops to be planted in case of emergency that can be grown in a short period of time.

80. Coping mechanism also involve provision of foods through humanitarian organisations (Mindanao Humanitarian Action Network Against Disasters – Mi-HANDs). The size of groups was reduced (working with small groups of about 10 people rather than with large groups). Partners were able to connect farmers to the government subsidies using online lobbying and educational activities.

What can we learn from the COVID-19 crisis in terms of disaster preparedness?

81. Evidence from key informants' interviews stressed that the pandemic was and still is very challenging for everyone. It creates and increases the poverty scale in the country and farmers are the most vulnerable. The pandemic reduces their ability to adapt to disasters and related crisis. Dealing with disasters can cause stress and strong emotions, particularly during the COVID-19 pandemic. For example, they argue that planning and preparing for typhons and other natural disasters can be stressful, even more so during the health pandemic. It is necessary to understand that the project's planning could differ during the COVID because of the need to protect people and others from COVID-19. Therefore, it takes more time than usual to prepare an emergency plan which can help in mitigating its negative impact.

82. Through the pandemic, the overall farmers' businesses switched largely to a remote workforce, virtual service delivery models and more human-machine collaboration to deliver vital services to beneficiary groups. While remote working at this scale was never a choice, it has, for the most part, worked. But partners affirm that the new way of working is not sustainable given the connection of the project to farmers needs such as improvement of livelihoods, reduction of their vulnerability by strengthening their capacities to deal with existing land tenure system, as well as mitigating their exposure to disasters and climate change.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

83. The conclusion is based on findings that emerged from data collected and analysed along the evaluation criteria.

Relevance

84. The project was aligned with the needs and priorities of the target audiences including women and men, most of which are covered through the development of resilient and sustainable rural livelihoods. Emphasis was given to the promotion of a sustainable agriculture through innovative farming with agroecological practices; risk management regarding climate change and natural disasters, and the revision of land tenure systems to improve peoples' access to land. Lobbying mechanism and capacity building were found as relevant tools to manage technical and legal assistance for conflicts related to land access with the authorities and/or landowners. But the project was limited in scope and coverage due to the budget constraints to allow room for other target farmers' groups in need.

85. The design of the project had an explicit focus of alignment with the main national agricultural goals and challenges in the Philippines such as the Organic Agriculture Act of 2010 and its Implementing Rules and Regulations (IRR), the Philippine Agricultural and Food Policies, Comprehensive Agrarian Land Reform Program (CARP), and the National Disaster Risk Management Plan (NDRMP). The project expected outcomes were relevant and aligned to targeted SDGs.

Effectiveness

86. The effectiveness of the project is reflected by its achievement of all outputs and outcomes (objectives). Partner organisations made significant effort in achieving all the target indicators as reported for outcome and outputs. The achieved target indicators were overreached under a strong synergy and complementarity built among partner organisations through shared resources and roles, a joint planning and the participation of E&F in the coordination, effective monthly and quarterly meetings, data collection systems which have eased the planning and reporting progress and the decision-making process.

87. The effectiveness of the project was also facilitated by various factors such as capacity building trainings for those involved in the agroecological sector, a timely support from E&F, the participation of the line agencies from the government who support and facilitate field missions, the revitalisation of environment by strengthening local economy and peace building, strong connection with indigenous organisations, the creation of a seed banking for farmers, increase awareness in terms of protection of environment, building trust across political barriers for land ownership, strategic dialogue with the government of Philippines, and the gender-sensitivity of the project to mostly involve women. Nevertheless, some negative factors have hindered the performance of the project such as traditional norms and practices, the political situation of the country with less attention paid to the implementation of land policy, the COVID-19 pandemic which causes delays as well as various breaks during the implementation phase due to the government restrictions, and the climate change challenges coupled with the impact of typhoons happening frequently and every year.

Efficiency

88. The efficiency of the project is reflected in its ability to develop a strong coordination to optimally use available resources and deliver the achieved results on time. Supporting strengths include the use of the

revolving fund to maximising the utilisation of available resources. Synergies and complementarity of resources, a harmonized implementation approach and expertise have enhanced the efficiency of the project no matter the limited scale of fundings to cover further needs such as logistic challenges. However, the project does not provide a power-relation room to partners so as to allow an extension of activities to other needed locations or to adjust expenses along the budget lines. Some delays to deliver the financial resources have impacted the livelihoods component of the project as many farmers missed the production timeline.

Sustainability

89. The sustainability and existing exit strategy were useful to promote local ownership for the financial sustainability of the intervention with focus on the revolving funds, capital build-up and local saving mechanisms put in place to ease a sustainable access to production assets. But social enterprises still need to be strengthened to ensure financial sustainability especially in the marketing of their products. The potential of the sustainability of the project in terms of the acquisition of skills and ownership was met through various tools such as knowledge transfer, the provision of strategic planning to ease their farmers' businesses.

90. The creation of seed bank free farmers on imported seeds and therefore improved their ownership. Building block with local authorities and CSO, building trust and recognition locally are key assets to work collectively and ensure a social cohesion. Empowerment actions helps people to claim their rights over land acquisition, but this requires substantial and continued efforts to enable a political change in the long run. Social cohesion under the agroecological practices led to community interactions and social transformation among the targeted beneficiaries. Finally, at the political level, the sustainability of achieved results remains limited due to constant changes in the political situation in the Philippines.

Impact

91. Positive direct effects due the agroecological practices at the economic level include the ability for farming and fishing households to improve livelihoods which lead to food availability and income generation through the diversification of their agricultural production. Farmers engaged tree planting at the household level as well as solid waste segregation to cope with environmental challenges no matter the limitation on the partner organizations and communities in organizing systematic agro-forestry and mangrove planting activities. The number of farming households that practiced natural resource management using the Disaster risk reduction and climate change adaptation (DRR-CCA) strategies have increased.

92. The established fora and farming network have consolidated beneficiaries' efforts in the land rights claiming process and improve land tenure for the most vulnerable peoples such as indigenous communities. Social enterprises have collectively developed an attitude of learning how to produce quality products that the enterprise requires thereby securing a market and commands at a good price. Nevertheless, negative effects comprise the reduction of harvests and therefore income loss due to the COVID-19. The project provides more emphasis on agro-ecological techniques, and not enough on product marketing which might support strong visibility of farmers' products. Monitoring tools are used in project implementation but some difficulties in monitoring were experienced and might need further efforts among partners on how to effectively use these tools to achieve the expected results. Moreover, the project has significantly contributed to advancing equality between women and men by ensuring a balance of both women and men among farmer groups; share of labor roles in the farming activities; the economic and political empowerment of women such as in the decision-making powers. The implementation of the gender framework was useful in supporting gender equality whatever the patriarchal nature of the society in the Philippines which highly influence women participation.

COVID-19

93. The COVID-19 pandemic has negatively impacted the achieved results and outcome due to lockdown which caused income losses and loss of income opportunities, no access to food supplies, increasing prices of commodities and transportation costs, less access of farmers to their farms, frequent cancellation of meetings. Various meetings including the coordination usually completed by E&F was largely affected by travels' restrictions, and field works were limited on a minimum monitoring scale. Most work was done remotely including meetings, but the availability of internet connectivity was very challenging due to very slow internet connection and the limited knowledge of some partners on how to work remotely. But the COVID has enable the adoption of a new way of working. The project team moved to online platform for work with increased investment in the IT technology and capacity building of partners to enable online services. Success factors in the response to COVID-19 include the adoption of mobile market to sell their products, gathering farmers into clusters and platforms. The project used a contingency plan for natural disasters and to promote community solidarity among farmers' groups to enable them to learn and observe the climate pattern, identifying alternative crops to be planted in case of emergency that can be grown in a short period of time. Furthermore, the contingency plan was also used to communicate with community hit by disasters, to assess the needs during the crisis. This strategy has proven to be effective also in the case of the pandemic to stay in contact with the communities during the period of movement restriction during lockdowns.

94. The pandemic reduced farmers' ability to adapt to disasters and related crisis as dealing with disasters can cause stress and strong emotions, particularly during the COVID-19 pandemic. Hence, the project's planning could differ during the COVID-19, and therefore, it takes more time than usual to prepare an emergency plan which can help in mitigating its negative impact. While remote working was never a choice, the new way of working is not sustainable.

5.2. Recommendations

95. The proposed recommendations below are based on findings and conclusions of the evaluation as well as on the active consultation with key stakeholders. Each interview verified the perceptions of various stakeholders concerning the main recommendations in assisting E&F and its partners to discourse their needs. To support the upcoming DGD project, these recommendations are addressed to the E&F and its partners' organisations based in Philippines as they have the primary responsibility of formulating, managing, and implementing this intervention.

C. To partners' organisations

Recommendation 1 – Partners should reinforce their synergies and complementarity of actions, as well as partnership development with national and local organisations by inviting them during joint meetings. Synergies and complementarity will support the interlinkages between development and peace sectors as much as possible given the challenging political context in Philippines.

Recommendation 2 – Partners should continue with the harmonization of data collection tools and the monitoring process among themselves through a joint M&E framework to better informed-decision making process. The approach of the project was great but requires strong collaboration for data collection so that disaggregated data can be generated to better inform partners in the decision-making process when needed. This will surely reinforce the gender-sensitivity nature of the project.

Recommendation 3 – Partners should provide constant efforts for capacity building trainings to group beneficiaries on how to use the monitoring tools prior to the project implementation. This will ease field monitoring and data collection.

Recommendation 4 – More awareness and sensitization campaigns should be developed to fight against traditional norms and practices so that farmers’ members who are mostly old can positively adopt agroecological practices. This will continuously support social cohesion and lead to community interactions and social transformation among the targeted beneficiaries.

D. To the Entraide & Fraternité (E&F)

Recommendation 1 - Through an inclusive and participatory approach, E&F should continue to engage its partners in the promotion of agroecological practices with selected livelihoods to cope with beneficiaries’ needs as much as possible. Sufficient funds should be allocated with room for flexibility along the budget lines under a suitable timeframe.

- The design of future projects should be aligned with partners’ priorities, national policies and priorities, as well as with the international development framework including selected SDGs.
- The design should always encourage a strong participation of men and women to promote gender-equality within the project. They should therefore continue to promote a gender-oriented approach in all components of the project.

Recommendation 2 – E&F should recommend the development of a strong emergency preparedness plan to mitigate impacts of environmental and natural disasters with a working mechanism to be used when needed. Special focus should be devoted to capacity building of partners’ staffs and farmers’ organisations to enable the use of this emergency plan.

Recommendation 3 - Future project should allow a strong focus on lobbying and advocacy campaigns to continuously empower people to claim their rights over land acquisition, and therefore enable a political change which can not be achieved on a short run.

6. LESSONS LEARNED

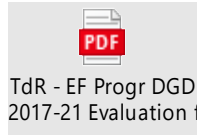
96. Several lessons emerged from the evaluation findings amongst which the followings have been selected.

- (1) Having a consortium of partners on board can help to achieve more results with limited resources and on limited timeline. The implementation of the project is an example of joint efforts towards the achievement of ambitious outputs and collective outcome. The overall project results are attributed to the five partners' organisations and might be not possible to achieve individually.
- (2) Promotion of agroecological practices and resilience building requires joint efforts from grounded actors when working in a fragile country context like Philippines on sensitive topics (E.g Fight for land rights, etc). The instrumental role played by the consortium partners and government entities were essential to leverage peace and development results in resilience, while providing life-saving support to the most vulnerable groups such as farmers' organisations.
- (3) Substantive change in attitude and moral thinking in the adoption of new technology such as agroecological practices can be made possible by empowering the entire community, including women, men, and youth as well as community leaders in a common space. By targeting men, women, and youth, and community leaders, the project allowed an enabling environment for people to learn collectively from their common interests and needs, working together for example by sharing responsibilities on how to handle existing challenges.
- (4) During an emergency period such as the COVID-19 pandemic, diversification of livelihoods is a strategic approach to improve crop production and therefore provide adequate sources of incomes to target beneficiaries. The project was able to provide a real livelihood improvement in terms of availability of food and for the sale of the surplus products.
- (5) Having a seed bank as part of the exit strategy are an effective way to increase resiliency as it frees farmers from imported seeds dependency. The project has therefore targeted a strategic mechanism for financial sustainability. Seed banks largely contribute to food sovereignty, community knowledge, and protection of cultural autonomy for communities.
- (6) Community engagement and participation strongly rely on targeting the key agents for change. The project made it possible by giving more spaces to women and youths which create positive outcomes at the community and household levels.
- (7) Systemic assessment at earlier stages of a project provides a unique opportunity for all community members to get involved in the identification of resilience drivers which are necessary to fostering peace and livelihoods development. For example, participatory methods adopted were helpful to empower social interactions between partners, farmers organisations, and local authorities.

ANNEXES

Annex I: Terms of References

Here attached PDF



Annex 2: Results framework for OS 7 (DGD2017-2021)

	Baseline	An 3	An 5	Sources de vérification
Cibles stratégiques	CS 1, 3, 4, 5			
Outcome/objectif spécifique 7	<i>À travers la valorisation de la souveraineté alimentaire, les communautés d'agriculteurs et de pêcheurs de Mindanao renforcent le développement des conditions de vie rurales résilientes et durables.</i>			
Hypothèses	Implication et responsabilisation des parties prenantes (bénéficiaires, autorités locales), pas de catastrophe naturelle majeure, stabilité politique suffisante			
Indicateur 1 - Nombre d'agriculteurs et pêcheurs qui disposent d'au moins trois sources de revenus alternatives	0	265	510	- Rapports de suivi et d'évaluation des partenaires
Indicateur 2 - Nombre de plans communautaires de RRC/CCA développés	0	18	40	- Plans RRC/CCA
Résultat 1 - Les ménages d'agriculteurs et de pêcheurs ont amélioré leur disponibilité alimentaire (subsistance) et leurs revenus grâce à la pratique continue de l'agroécologie.				
Hypothèses	Adoption des pratiques agroécologiques par les ménages agricoles bénéficiaires, disponibilité des appuis techniques et financiers, respect du chronogramme des activités.			
Indicateur 1 - Nombre de ménages d'agriculteurs et pêcheurs ayant augmenté leur diversité de production alimentaire	478	693	903	- Rapports de suivi et d'évaluation des partenaires
Indicateur 2 - Nombre de ménages ayant amélioré leurs revenus nets d'au moins 20%, grâce à l'agroécologie.	489	714	929	- Rapports de suivi et d'évaluation des partenaires
Résultat 2 - Les ménages d'agriculteurs et de pêcheurs ont amélioré leurs pratiques dans la gestion des ressources naturelles et en gestion des risques liés aux catastrophes naturelles et au changement climatique.				
Hypothèses	Conditions climatiques favorables et calamités maîtrisées, volonté et soutien des autorités locales			
Indicateur 1 - Nombre de ménages agricoles et de pêcheurs pratiquant des activités de protection et conservation environnementale	489	829	1159	- Rapports de suivi et d'évaluation des partenaires
Indicateur 2 - Nombre de bénéficiaires ayant mis en place des mécanismes de préparation aux conséquences des	408	688	958	- Rapports de suivi et d'évaluation des partenaires

désastres au niveau de leurs ménages et fermes.				
Résultat 3 - Les organisations communautaires sont capables de mettre sur pied des entreprises sociales et solidaires viables.				
Hypothèses	Appuis techniques et financiers disponibles, intérêt des populations à se procurer des produits issus de l'agroécologie			
Indicateur 1 - Nombre d'entreprises sociales et solidaires mises sur pied (opérationnelles avec ROI)	0	5	9	- Enregistrement du Nom d'entreprise auprès de la Mairie
Indicateur 2 - Nombre d'entreprises sociales et solidaires capable d'opérer de manière autonome financièrement	0	1	8	- États financiers et bilans comptables
Résultat 4 - Le mouvement rural KilosKa (composé de diverses fédérations d'organisations sectorielles d'agriculteurs, de pêcheurs, de jeunes, de femmes) a consolidé ses efforts dans le travail de plaidoyer envers la population rurale en organisant des campagnes et en engageant les responsables politiques.				
Hypothèses	Thématiques de plaidoyer clairement définies dans les groupes participant aux campagnes politiques, conditions politiques favorables à des consultations et dialogues			
Indicateur 1 - Nombre de campagnes mises en œuvre par KilosKa (ex. : distribution et utilisation des terres ; campagne anti-OGM ; exploitations abusives telles que l'installation de mines, d'usines de charbon ; pêche abusive...)	6	30	48	- Rapports et données des partenaires
Indicateur 2 - Nombre d'organisations ayant participé aux activités de plaidoyer au niveau local au national	89	125	149	- Rapports et données des partenaires
Indicateur 3 - Nombre de résolutions officielles proposées aux décideurs politiques	6	15	21	- Compilation des résolutions soumises
Résultat 5 - Les femmes et hommes ont une répartition des rôles et responsabilités partagés au sein de leurs ménages, organisations et communautés.				
Hypothèses	Capacité des mouvements et des organisations à comprendre et à promouvoir le changement au niveau du genre. Volonté et Implication des hommes			
Indicateur 1 - Nombre de ménages aux rôles domestiques partagés	360	585	820	- Rapports de suivi des partenaires ; - Enquête annuelle exhaustive ; - Fiches de suivi
Indicateur 2 - Nombre de femmes impliquées dans les décisions au niveau des ménages concernant la production des ressources et l'utilisation des revenus	353	573	798	- Rapports de suivi des partenaires - Enquête annuelle exhaustive - Fiches de suivi
Indicateur 3 - Nombre de femmes actives et confiantes dans la participation des actions communautaires et des campagnes politiques (plaidoyer)	533	748	928	- Rapports de suivi des partenaires - Enquête annuelle exhaustive - Fiches de suivi
Résultat 6 - Les capacités en gestion de projet et programme des partenaires et des organisations communautaires sont améliorées.				
Hypothèses	Ouverture des organisations pour des améliorations structurelles			
Indicateur 1 - Nombre de formations organisées par les personnes formées auprès des organisations communautaires et auprès du staff des partenaires	6	20	30	- Rapports d'évaluation des partenaires - Documentation de formation
Indicateur 2 - Nombre de documents de capitalisation partagés	1	8	14	- Documents de capitalisation

Conditions préalables	Les bénéficiaires acceptent les principes et concepts du programme et mettent en application les savoirs et techniques acquis durant le programme ; les ressources (fonds, matériel, formation) sont fournies à temps.
Typologie des activités	Support dans la production agroécologique, stockage de semences, production de fertilisants organiques, formations techniques sur différents systèmes et pratiques agroécologiques, exposition/visibilité (échanges d'agriculteur à agriculteur), certification des produits et des fermes d'exploitation biologique, mise en place de fermes modèles agroécologiques, agroforestation, mise en place d'infrastructures d'irrigation, planification liée à la gestion des conséquences des risques de catastrophes et au changement climatique, mise en place et prévention des sanctuaires marins et forêts de mangroves, provision de capital afin de lancer ou stimuler des activités génératrices de revenus, recherche et documentation, campagnes et plaidoyer sur différentes problématiques, activités de synergies et réseaux, développement organisationnel des structures composant KilosKa, sensibilisation, implication des hommes et jeunes hommes, échanges sur le suivi et les apprentissages en matière de genre, organisation de mouvements ruraux féminins, ateliers, assistance/coaching aux partenaires et organisations communautaires, support dans la formation de jeunes dans l'agroécologie, gestion de l'information et des connaissances.

Annex 3 : List of documents reviewed

- 1) De Vaus D. 2001. Research Design in Social Research. Sage Publication, London (Ltd). 148p.
- 2) CIDSE, 2018. Principes de l'agroécologie : Vers les systèmes alimentaires socialement équitables, résilients et durables. 12p.
- 3) Document de programme DGD 2017-2021
- 4) E&F, 2018. La relation partenariale, une utopie et une action communes pour que la Terre tourne plus JUSTE. Note sur la notion de partenariat à l'Entraide et Fraternité. Juin 2018.
www.entraide.be
- 5) Kelly, M. 1986. « L'analyse de contenu », dans B. Gauthier (dir.), Recherche sociale, de la problématique à la collecte des données, Presses de l'université du Québec, p. 293-315.
- 6) Orientations et cadre stratégiques d'Entraide et Fraternité, et d'Action Vivre Ensemble
- 7) Rapport d'Evaluation à mi-parcours du programme DGD.
- 8) Rapports annuels pays 2017.
- 9) Rapports annuels pays 2018.
- 10) Rapports annuels pays 2019.
- 11) Rapports annuels pays 2020.
- 12) Scores de performance et leçons apprises 2017.
- 13) Scores de performance et leçons apprises 2018.
- 14) Scores de performance et leçons apprises 2019.
- 15) Scores de performance et leçons apprises 2020.
- 16) Termes de Références (TDRs)
- 17) Tri-Council Policy Statement : Ethical conduct for research involving Humans, 1998 (updated in 2000 and 2002).
- 18) <https://www.betterevaluation.org/en/evaluation-options/triangulation> (Consulté le 07 janvier 2022).

Annex 4 : Evaluation Matrix

Questions d'évaluation	Indicateurs de mesure	Sources des données	Méthodes de collecte	Méthodes d'analyse
1. Pertinence / Adaptabilité				
1.1. Dans quelle mesure le programme a-t-il répondu aux besoins et aux préoccupations / priorités des publics cibles/bénéficiaires (femmes et les hommes) ?	Degré de convergence des résultats aux besoins et préoccupations des bénéficiaires	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
1.2. Dans quelle mesure le programme a-t-il répondu aux besoins et aux préoccupations / priorités des partenaires?	Alignement avéré entre les interventions du programme et les priorités des partenaires	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation
1.3. Dans quelle mesure le programme répond-il aux priorités nationales des pays d'accueil et aux Objectifs de Développement Durables (ODDs) ?	Alignement des objectifs du programme aux priorités nationales et aux ODDs	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation
2. Efficacité				
2.1. Dans quelle mesure les stratégies mises en œuvre ont contribué à l'atteinte des résultats ?	Niveau de réalisation des résultats attendus vis-à-vis des stratégies adoptées	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
2.2. Dans quelle mesure le dispositif de suivi et d'accompagnement, sur le plan de l'organisation et des ressources humaines est-il le plus adéquat pour atteindre les résultats escomptés ?	Degré de prise en compte du mécanisme de coordination et d'accompagnement des coordinations locales et des partenaires dans la mise en œuvre des activités	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
2.3. Dans quelle mesure le dispositif de suivi et d'accompagnement, sur le plan méthodologique (outils), est-il le plus adéquat pour atteindre les résultats escomptés ?	Degré de prise en compte du mécanisme de suivi et d'accompagnement méthodologique des coordinations locales et des partenaires dans la mise en œuvre des activités	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation

2.4. Quels sont les facteurs positifs et négatifs ayant soit favorisé ou entravé l'atteinte des résultats escomptés ?	Nombre et nature des facteurs de succès ou inhibiteurs identifiés durant la vie du programme	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
3. Efficience				
3.1. Dans quelle mesure les ressources du programme répondent ou pas aux besoins des projets mis en œuvre ?	Proportion et adéquation des ressources nécessaires à la mise en œuvre des activités	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
3.2. Dans quelle mesure les ressources du programme ont été utilisées de façon optimale et dans les délais prévus pour contribuer aux résultats ?	Taux d'absorption du budget existant Degré de fonctionnement du mécanisme de coordination	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
3.3. Quelles sont les contraintes liées à l'utilisation des ressources ?	Existence ou non des retards dans la livraison des produits et services	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation
4. Durabilité				
4.1. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plan financier (autonomie des partenaires et des bénéficiaires) ?	Mécanisme de durabilité existant et fonctionnel sur le plan financier	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
4.2. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plan technique (acquisition des capacités et des compétences) ?	Mécanisme de durabilité existant et fonctionnel sur le plan technique	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation
4.3. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plan social (appropriation et responsabilisation en vue de la poursuite des résultats) ?	Mécanisme de durabilité existant et fonctionnel sur le plan social	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation

4.4. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plans politique (capacités d'analyse et d'influence) ?	Mécanisme de durabilité existant et fonctionnel sur le plan politique	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation
5. Impact				
5.1. Dans quelle mesure les changements atteints ont-ils engendré (ou sont-ils susceptibles d'engendrer) des effets positifs, directs ou indirects, sur les plans social, économique et politique dans les zones et pays d'intervention ?	Existence des effets indirects associés à la mise en œuvre du programme sur les plans socioéconomique et politique dans les zones ciblées	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
5.2. Dans quelle mesure les changements atteints ont-ils engendré (ou sont-ils susceptibles d'engendrer) des effets négatifs, directs ou indirects, sur le plan environnemental dans les zones et pays d'intervention ?	Existence des effets indirects associés à la mise en œuvre du programme sur le plan environnemental dans les zones ciblées	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation
5.3. Dans quel mesure le programme a contribué à faire évoluer l'égalité entre les femmes et les hommes ?	Degré de considération des principes de droits humains et d'égalité des sexes	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
6. Crise COVID-19				
6.1. Dans quelle mesure la crise du COVID-19 a-t-elle eu un impact (négatif ou positif) sur l'atteinte des résultats et des outcomes ?	Degré d'influence du COVID sur le niveau d'atteinte des résultats escomptés	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires - Groupes de bénéficiaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews - FDG - Exploration/ analyse secondaire 	<ul style="list-style-type: none"> - Analyse de contenu - Statistiques descriptives - Triangulation
6.2. Quels ont été les facteurs de succès et les points d'achoppement dans les réponses apportées à COVID-19 ?	Nombre et nature des facteurs de succès et stratégie de mitigation des effets du COVID sur la vie du projet	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation
6.3. Que pouvons-nous apprendre de la crise de COVID-19 en termes de préparation aux catastrophes ?	Niveau d'appropriation et de préparation des bureaux pays face aux catastrophes	<ul style="list-style-type: none"> - Rapports et documents du projet et Politiques nationales - Equipe de projet et partenaires 	<ul style="list-style-type: none"> - Revue documentaire - Interviews 	<ul style="list-style-type: none"> - Analyse de contenu - Triangulation

Annex 5 : List of peoples met

No	Names	Positions	Organisations	Gender (Male/Female)
1	Federico Didonè	Institutional funds' Officer, Asian Partners' representative	Entraide et Fraternité	M
2	Maria Gittel J. Saquilabon	Programme Cordinator	OSC/ONG SUMPAY	F
3	Jolie Nieves	Finance officer		F
5	Rosemarie "Ging" V. Gahum	Community Enterprise Development Officer	LAFCCOD	M
6	Joel Catipay	Officer in Charge		M
7	Neil Antoque	Volonteer and Program Manager of LAFCCOD		F
8	Neri 'Minmin" Pampilo	Programme coordinator	CONZARRD	F
9	Jamel Ann Caylan	Lobbying manager	KILOS KA	M
10	Gudrun Cartuyvels	Project coordinator	TRIAS	M
11	Valtimore Fenis	Secretary general	MPPM	F

Annex 6: Concern form and primary data collection tools

A - Fiche de consentement pour les entretiens individuels

(Cette fiche doit précéder chaque interview pour obtenir le consentement des personnes à interviewer)

Entraide et Fraternité (E&F) à Bruxelles a recruté une équipe de consultants pour procéder à l'évaluation finale du programme DGD2017-2021 de décembre 2021 à mai 2022 dans huit pays à savoir Belgique, Burundi, Guatemala, Haïti, Madagascar, Nicaragua, Philippines, et RDC. Le but principal de cette évaluation est de tirer les leçons de la mise en œuvre du programme et de voir ce qui a fonctionné le mieux et ce qui a moins bien fonctionné. En d'autres termes, le but est de comprendre et d'apprendre. L'évaluation ne cherche pas à pointer du doigt ni à blâmer les gens. En tant que personne familiarisée avec ce programme et compte tenu de votre expérience et participation à sa conception, et/ou à mise en œuvre, nous apprécierions votre contribution à l'évaluation. L'entretien durera environ une heure. Votre participation est totalement volontaire. Si vous ne voulez pas participer, vous pouvez dire non. Nous souhaiterions enregistrer notre entretien, mais nous vous assurons du respect de l'anonymat et rien de ce que vous dites ne sera attribué à votre nom dans aucun rapport public produit par cette évaluation. En tant qu'évaluateur, mon travail consiste à protéger la confidentialité de cet entretien. Je ne relierai pas ce que vous dites à votre nom lorsque je rédigerai le rapport d'évaluation. Votre nom sera indiqué dans le rapport final dans la liste des personnes rencontrées, mais vos propos ne vous seront pas attribués.

Acceptez-vous de participer à l'entretien et que les informations que vous fournissez puissent être utilisées dans l'évaluation ? OUI / NON

(Si Non - explorez les conditions dans lesquelles la personne serait à l'aise de participer. Si elle / il ne consent toujours pas, remerciez-le/la pour sa considération).

Dans l'affirmative, vérifiez si la personne a participé (phase de conception, mise en œuvre et/ou de suivi) aux interventions du programme en posant la question suivante :

- Avez-vous participé aux interventions du programme DGD 2017 - 2021 ? Oui/Non
- Si oui, procédez à l'entretien. Mais si la réponse est non, demandez la bonne cible.

B - Guide d'entretien

(Liste des participants à insérer en annexe)

Ce questionnaire a été développé pour collecter votre opinion sur l'évaluation finale du programme DGD2017-2021 (objectifs à rappeler aux participants). Vos réponses resteront confidentielles et seront utilisées uniquement pour pousser la réflexion sur l'impact et les leçons apprises du programme afin d'améliorer l'efficacité des interventions futures

Date : _____

Nom & prénom : _____ Fonction : _____

Organisation : _____

(La liste de tous les informateurs clés sera enregistrée et insérée en annexe du rapport global et des rapports pays d'évaluation. La catégorie d'informateurs clés concernée est marquée d'un « x »).

Thèmes de discussions	E&F	Partenaires de mise en oeuvre	Autres partenaires	Représentants de bénéficiaires
1. Pertinence / adaptabilité				
1.1. Dans quelle mesure le programme a-t-il répondu aux besoins et aux préoccupations / priorités des bénéficiaires et/ou publics cibles (femmes et les hommes) ?	X	X	X	X
1.2. Dans quelle mesure le programme a-t-il répondu aux besoins et aux préoccupations / priorités des partenaires?	X	X	X	
1.3. Dans quelle mesure le programme répond-il aux priorités nationales des pays d'accueil et aux Objectifs de Développement Durables (ODDs) ?	X	X		
2. Efficacité				
2.1. Dans quelle mesure les stratégies mises en œuvre ont contribué à l'atteinte des résultats ?	X	X	X	X
2.2. Dans quelle mesure le dispositif de suivi et d'accompagnement, sur le plan de l'organisation et des ressources humaines est-il le plus adéquat pour atteindre les résultats escomptés ?	X	X	X	
2.3. Dans quelle mesure le dispositif de suivi et d'accompagnement, sur le plan méthodologique (outils), est-il le plus adéquat pour atteindre les résultats escomptés ?	X	X		
2.4. Quels sont les facteurs positifs et négatifs ayant soit favorisé ou entravé l'atteinte des résultats escomptés ?	X	X	X	X
3. Efficience				
3.1. Dans quelle mesure les ressources du programme répondent ou pas aux besoins des projets mis en œuvre ?	X	X	X	
3.2. Dans quelle mesure les ressources du programme ont été utilisées de façon optimale et dans les délais prévus pour contribuer aux résultats ?	X	X		
3.3. Quelles sont les contraintes liées à l'utilisation des ressources ?	X	X	X	

4. Durabilité				
4.1. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plans financier (autonomie des partenaires et des bénéficiaires) ?	X	X	X	X
4.2. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plans technique (acquisition des capacités et des compétences) ?	X	X	X	X
4.3. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plans social (appropriation et responsabilisation en vue de la poursuite des résultats) ?	X	X	X	
4.4. Quel est le potentiel de durabilité de l'intervention après la fin du programme sur le plans politique (capacités d'analyse et d'influence) ?	X	X		
5. Impact				
5.1. Dans quelle mesure les changements atteints ont-ils engendré (ou sont-ils susceptibles d'engendrer) des effets positifs, directs ou indirects, sur les plans socioéconomique et politique dans les zones et pays d'intervention ?	X	X	X	X
5.2. Dans quelle mesure les changements atteints ont-ils engendré (ou sont-ils susceptibles d'engendrer) des effets négatifs, directs ou indirects, sur le plan environnemental dans les zones et pays d'intervention ?	X	X		
5.3. Dans quel mesure le programme a contribué à faire évoluer l'égalité entre les femmes et les hommes ?	X	X	X	X
6. Crise de COVID-19				
6.1. Dans quelle mesure la crise du COVID-19 a-t-elle eu un impact (négatif ou positif) sur l'atteinte des résultats et des outcomes ?	X	X	X	X
6.2. Quels ont été les facteurs de succès et les points d'achoppement dans les réponses apportées à COVID-19 ?	X	X	X	X
6.3. Les mesures d'urgence prises étaient-elles les meilleures options ?	X	X		
6.4. Que pouvons-nous apprendre de la crise de COVID-19 en termes de préparation aux catastrophes ?	X	X		

C- Guide d'entretien pour Focus de Groupe (FDGs)

(NB : Ce guide sera également appliqué aux représentants de groupes de bénéficiaires).

Date : _____ Type de groupes (Jeunes/Femmes/Hommes/Mixte) : _____

Localité / Province : _____

NB : Liste des participants à fournir séparément (Nom, affiliation et fonction)

Efficacité/Pertinence/durabilité/Égalité genre et Durabilité

- 1) Compte tenu de votre collaboration avec le programme DGD (l'OS pourrait être identifié), quelles activités ont été les plus efficaces pour atteindre les plus vulnérables ? S'il vous plaît dites-nous comment ? (Participants, contenu/type d'activités, prestataires, etc.)
- 2) Qu'est-ce qui a changé dans votre vie après avoir reçu ces assistances ?
- 3) Pensez-vous que vos besoins primaires ont été améliorés ? Si oui, comment ? Si non, pourquoi ? Quelles pourraient être les nouvelles activités ou amélioration que vous souhaiteriez voir ?
- 4) Quelles activités ont été jugées plus importantes pour vos besoins ?
- 5) Y a-t-il des personnes dans votre communauté qui répondraient aux critères de ciblage du programme qui ont été exclues ?
- 6) Comment collaborez-vous avec le partenaire et/ou le gouvernement pour promouvoir votre bien-être social ?
- 7) Qui d'autre est impliqué et comment cela fonctionne-t-il ?
- 8) Dans quelle mesure le programme a-t-il soutenu et fourni plus d'opportunités économiques basées sur l'agriculture aux femmes par rapport aux hommes ?
- 9) De quelles manières signalez-vous que les relations au sein du ménage ont changé (accès et contrôle des ressources, des services et des installations de commercialisation) ?
- 10) Comment le projet pourrait-il mieux cibler et répondre aux besoins des personnes vulnérables ?

Merci pour votre participation !

Annex 7: Short bio of the Evaluator

Serge Eric Yakeu (CE), Chef d'équipe

Serge Eric est un Évaluateur Accrédité (CE) et parfaitement bilingue (Français et Anglais). Pendant plus de 15 ans, il a mené des évaluations en Afrique, en Europe, en Amérique du Nord, au Moyen-Orient et en Asie, dans divers environnements, notamment les villes, les villages, les forêts, le Sahel et la savane. Il a collaboré avec des parties prenantes à plusieurs niveaux, y compris des organisations communautaires, des donateurs / bailleurs de fonds tels que l'USAID, les Affaires Mondiales Canada, l'UE ; des hauts responsables des missions diplomatiques, des agences gouvernementales, des agences partenaires et des agences du système des Nations Unies telles que le FIDA au Tchad et au Sénégal; La FAO au Tchad, au Cameroun, en RD Congo, au Lesotho et en Tanzanie; l'ONUDI au Tchad et en Autriche; l'OCDE aux Philippines et Allemagne; l'USAID au Mali; l'ILPRI au Mali; l'ICRAF au Cameroun et au Congo; L'UNESCO au Ghana, au Nigeria, en Tanzanie et en France; le BIT au Sénégal et au Cameroun; l'ONU Femmes en RCA et au Cameroun ou encore le PAM en Italie et au Cameroun, et avec l'UNICEF au Burkina Faso, Libéria, Nigeria, Guinée Bissau, Sénégal, et Côte d'Ivoire. Serge Eric a dirigé la conception et la mise en œuvre de plusieurs études et évaluations dans plus de 55 pays dans le monde entier et dans des environnements complexes et humanitaires, individuellement ou en équipe. Il a travaillé dans 24 pays d'Afrique, 7 d'Europe, 3 d'Asie, 3 du Moyen-Orient et 2 pays de l'Amérique du Nord. Il a également partagé des connaissances en matière d'évaluation en Amérique latine (Mexique et Brésil) et dans les Caraïbes (Barbades, Haiti et Trinidad & Tobago). La plupart des travaux nécessitaient une sensibilité culturelle, une éthique et la connaissance des normes pratiques très fortes. Avec sa capacité à gérer les approches participatives en plus de ses connaissances et de ses compétences en leadership, il s'adapte facilement à différents environnements culturels.

En outre, il est très actif en tant que Conseiller pour l'émancipation des jeunes afin de les intégrer dans le domaine de l'évaluation, en particulier au sein de réseaux professionnels tels que l'Association Africaine d'Évaluation (AfrEA) où il a exercé les fonctions de président, l'Association Camerounaise pour le développement de l'Évaluation (CaDEA) où il a animé plusieurs ateliers de formation en évaluation, la Société Canadienne d'Évaluation (SCÉ) où il a offert des webinaires sur l'évaluation participative et sert de Révisseur Scientifique au Journal Canadien d'Évaluation, l'Association International pour le Développement de l'Évaluation (IDEAS) où il est membre à vie et a facilité plusieurs ateliers de formation, l'Association Canadienne pour les Professionnels du Développement International (CAIDP) et le réseau « EvalIndigenous » de l'Initiative EvalPartners où il est le Président depuis janvier 2019 en Nouvelle Zélande.

Son parcours académique couvre un Double Master International en Sciences du Développement Rural en Belgique conjointement avec l'Université de Pise (Italie), Wageningen (Pays-Bas), l'université de Humboldt en Allemagne, et Rennes en France ; une Maîtrise en méthodologie de la recherche et statistiques (Wageningen au Pays-Bas), un Diplôme d'Ingénieur agronome spécialisé en Économie Agricole et Sociologie Rurale, et une License en Biochimie option nutrition humaine (Cameroun). Serge Eric possède une douzaine de certificats internationaux en coopération internationale (coopération Nord / Sud), en méthodologies de recherche en sciences sociales, en planification et évaluation du développement, en genre et équité.

Expertise: planification et projet / gestion de programme, assistance humanitaire, évaluation de la vulnérabilité et renforcement de la résilience, initiatives de consolidation de la paix et de transition, développement communautaire, développement agricole et rural, analyse de la chaîne de valeur, inclusion financière et aide aux petites subventions, évaluation des capacités, initiatives en matière d'éducation et de formation professionnelle, politiques de réduction de la pauvreté, sécurité alimentaire et nutrition, évaluation axée sur le genre et l'équité, économie de l'environnement et gestion des ressources naturelles.

Pour plus de détails sur son profile, références disponibles à : <https://www.linkedin.com/in/serge-eric-yakeu-djiam-lab15140/>