

ICCO Food Security Programme Evaluation – Synthesis report

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Corina Dhaene and Hannelore Beerlandt

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1 Executive summary

Introduction - This report presents the main findings and conclusions of the evaluation of ICCO's programme on Food Security, executed by ACE Europe and a team of 9 independent consultants at the request of ICCO. The evaluation was supported by an external reference group.

This evaluation covers ICCOs' programme on Food Security between 2007 and the first 6 months of 2010. The total ICCO expenditure¹ for food security (under MFS) during the considered period is 28.603.068 euro. The ICCO food security program (MFS and non MFS) presents about 15% of the total program expenditure of ICCO. The food security program is a sub-program of the 'Access to Basic Services' program (and represents 30% of the expenditure of the ABS program, which is the highest portion in this program). With the MFS finances, ICCO has contributed to FS projects in 51 countries and on 4 supra-national levels. In total ICCO has contributed to 419 projects which work at least partly on food security and a total of 278 partners were financed for food security. ICCO selected 20 focus countries for food security in which the organisations of the ICCO alliance together support the food security program. The focus countries for food security are: Afghanistan, Bangladesh, Benin, Bolivia, Burkina Faso, DR Congo, Ecuador, Haïti, India, Madagaskar, Malawi, Mali, Myanmar, Nepal, Pakistan, Paraguay, Peru, Sudan, Uganda and South Africa. An overview of the financial distribution is given in the report: when looking at the continents, Africa and South East Asia take the largest part of the budget with 48% of the budget going to Africa.

The aim of the evaluation is to know what the results of the programme have been, more in particular if intended results for the target group have been reached and to judge the involvement of ICCO (both financial and otherwise). The main target groups are understood to be the most vulnerable groups, e.g. small holders, internally displaced people or IDP's, female headed households, children under 5, ...).

The evaluation was executed in three phases: inception phase (including definition of sample), field missions, reporting phase and ran between June 2010 and December 2010.

Methodology - The evaluation was based on a methodology elaborated during the inception phase. Changes to this methodology and adaptations during field missions are clearly described in this report. Main elements of the methodology are the following:

- ACE Europe choose to apply a methodology which is essentially qualitative in nature, taking into account different perceptions of various stakeholders (triangulated), quantitative

¹ Based on the monitoring database of ICCO ('Dynamics'). In this database contracts (projects) are entered. For each project, the percentage of the expenditure that is used for food security is indicated, based on the content of the activities and strategies. This judgement is not based on objective criteria but on human judgement by ICCO staff, closely positioned to the different partners and projects. Only the expenditure for food security, based on these percentages for the time period 2007-July 2010, is considered and calculated under the FS program.



data in supporting documents (such as reports of partner organisations) and national statistics (when available and reliable).

- ACE Europe formulated 8 evaluation questions with judgement criteria and indicators (based on the evaluation questions mentioned in the ToR drafted by ICCO), which are related to the traditional evaluation criteria (but with less attention to efficiency). The questions are related to the strategy of ICCO (and assessing its clarity, relevance and coherence when looking at implementation through partners), the changes in the food security situation of vulnerable groups in a structural and gender sensitive way and with regards changes in food availability, access to food and utilisation of food, the position of ICCO's partners and their lobby efforts and the contribution of ICCO (roles played). For reasons explained in this report, questions have been combined or reformulated (when compared to the inception report and the country reports).

Overview of evaluation questions
EQ 1 - To what extent have the policy and strategies of ICCO offered a specific framework to address the rights and needs related to food security of the most vulnerable groups? (clarity and relevance)
EQ 2 - To what extent are the ICCO strategies and policies translated into the cooperation and to what extent have possible synergies in the strategies been used optimally (coherence)?
EQ 3-5: to what extent have the interventions allowed to influence food availability, access to food and improved utilisation of food for vulnerable households in a structural and gender sensitive way?
EQ 6-7: how are ICCO's partners positioned (towards their target groups, other NGOs and the lobby targets), what lobby actions have been undertaken and what are the results thereof?
EQ 8: what has been the contribution of ICCO?

- Combination of desk study, e-questionnaires and field missions (semi-structured interviews, focus group discussions, workshops with partner organisations and indepth work sessions in villages). Through these different instruments, it was possible to triangulate findings. Each country visit was executed by a local/regional consultant and an international consultant.
- Application of the PADEV methodology: central in the approach were the sessions with beneficiaries, in which the consultants applied a recently developed method for impact assessment, the PADEV method (Ton Dietz, 2010). to which ICCO has contributed. The PADEV method has been designed to get a bottom-up assessment of development and change in a particular area/community and to get a valuation of the usefulness and impact of specific interventions or initiatives by people from the community. The evaluators have adapted this methodology prior to the field missions and again during the field missions (depending on the availability of beneficiaries and logistic constraints).

Object of evaluation - ACE Europe initially planned to cover at least 40% of the FS budget to capture the expected diversity of approaches and contexts. This was almost fully realised by the selection of the 7 countries: Bangladesh, Benin, Bolivia, Malawi, Madagascar, Mali and RD Congo. The sample of countries (4 covered by field visits and 3 through e-questionnaires and skype interviews) covers 36,8% of the expenditure for FS (MFS, 2007-July 2010) or a total of 10.406.807 euro. Within each country a number of partners were selected upon clearly specified criteria to be directly involved; the budget and time frame of this evaluation did not make it possible to visit/include all ICCO partners. This sample of partners represented 21,52% of the total expenditure for FS (6.156.652 euro), The findings of the evaluation in the visited countries however have been validated by all ICCO partners in the respective countries through national validation workshops. The evaluators conclude therefor that the sample allowed them to appreciate the variety in ICCO programmes, to highlight some general tendencies and to be conclusive on the whole FS programme. Generally, it can be concluded that variation was less than originally assumed by the evaluators. Congo, Madagascar en Bangladesh differ, but other approaches are quite similar though implemented in a different context.

For each partner at least two different villages were included in the field visits: one village for the PADEV methodology and another village for a focus group discussion.

Highlights of context – The following aspects of contexts have been taken into account when answering the evaluation questions (most important in relation to conclusions and recommendations are mentioned here):

- Agriculture and the rural economy are key sectors for supporting food security
- The already fragile situation has come under more pressure since the food and financial crisis, with climate changed and sustained high population growth
- Political economy of food needs to be better taken into account because investments in agriculture by developing countries remain low
- Food and agricultural governance systems need to be reformed and new players are needed to be involved in the global and local food system, including the private sector and civil society

Description of policy theory - For ICCO food security exists “*when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active, healthy life.*” The mission of food security for ICCO is: “*to assist poor and food-insecure populations in claiming and upholding their human right to food*”. In the 2007-2010 operation plan, the following food security objectives are set forth:

- Improved food security of the most vulnerable groups;
- The voice of vulnerable people is heard in policy making;



- Governments assume their responsibility in the realisation of the right to food for all.

To realise these objectives, ICCO finances programmes and projects of partner organisations under three intervention strategies: (i) direct poverty alleviation; (ii) civil society strengthening; (iii) lobby and advocacy. For ICCO, the focus on the second and especially the third intervention strategy became more important under the current food security program (2007-2010). ICCO's intervention strategies are based on its 4 core roles (which do apply for all ICCO programmes): (i) strategic financing partners and programs; (ii) capacity development of partners and allies (offering knowledge, instruments, services); (iii) broker between public, private and civil society organizations and (iv) lobby and communication activities. ICCO does not have an operational role on the field, except in some lobby trajectories, but supports its partners in their strategies. Since 2006, this support is increasingly done through regional offices (decentralisation).

The main type of partners in the food security program are NGOs and networks of civil society organisations (characterised by high diversity) which are expected to guarantee accountability towards their target group. Partner organisations are increasingly stimulated to complement each other's activities and to collaborate in programmatic coalitions and share experience and knowledge wherever and whenever possible amongst each other and with other stakeholders (programmatic approach).

Overall, agrarian activities receive a central place in the ICCO FS program and policy, including interventions addressing root causes as access to land and water. The vulnerability and stability of the food security systems and resilience against crop failures and climate variability are considered to be an important focus. Issues regarding distribution of food within the household are found important and women are put forward by ICCO as important target group.

At grassroots, usually informal groups of farmers or community groups are supposed to be involved in the activities of the ICCO partners, rather than formalised producer organisations. Vulnerable groups are specifically envisioned; exact target groups depend on the context and the exact food security approaches in the countries but transversally ICCO finds it important to include women, children and HIV+ people in the programme, but also landless people and ethnic minorities belong to the target groups.

Central element in ICCOs' theory of change is the notion of the 'right to food', which means that food security is not seen within a linear development paradigm, in which food security disappears from the agenda of countries in more progressed development stages, but as a right and as a responsibility of governments that needs to be monitored and supported through all development stages and specifically for vulnerable groups. ICCO finds that the most effective way is to work through partners and their programmes but efforts to realise an integrated approach in the countries of intervention through the three pillars of FS: availability, access to food and utilisation of food.

Within the three pillars of FS, the focus is on:

- Pillar of availability: diversified and adapted food production, increased food productivity and risk management (including adaptation of programmes to climate variability).
- Pillar of access to food: income generation for households to have better access to food markets and to pay for specific food ingredients and basic goods (health care, water, education). Focus on improved and more diversified agricultural productivity and on improved sales of surpluses of food crops in first instance, by a better local market negotiation position. Other aspects that have been important for ICCO are the stability of access to food, often supported by improved saving behavior, improved access to cereal banks and better control of income sources and food stocks by women and vulnerable groups.
- Pillar of utilisation: even when food and food ingredients are available in the households or on the local markets, even when households can acquire food and once vulnerable persons and even when women do have access to this food, it is not guaranteed yet that each household member will actually be able to utilize sufficient food. The question remains also whether the quality of the food is sufficient and whether the food will be absorbed well in the body. Therefore focus is on the availability of diversified food and ingredients for meals, on cultural aspects (often habits or taboos related to food consumption), on the hygiene and sanitation situation and on a certain level of awareness and knowledge of utilization of food and of needs of different groups. A typical feature of these changes is that they need to be permanently addressed to sustain the changes.

The aspect of utilization of food has been explicitly added in the FS program by ICCO to consolidate the effects of increased agricultural productivity and marketing of food crops on the nutritional status, especially of women, children and vulnerable groups (e.g. HIV+).

The ICCO theory of change accentuates the importance of emergence of local solutions and visions and for vulnerable groups to claim their right to food. To achieve this, (i) the organizational and institutional capacity of their partner organizations are strengthened with attention for improved accountability towards their target groups, governance, management and contribution to gender balance; (ii) partners and other stakeholders are linked in a programmatic approach to learn together, to harmonize visions and approaches and to be stronger in their search for diversification of financial resources.(iii) Finally, networks of partners and other stakeholders are supported in their capacity to lobby and advocate together, while increasing together their recognition by policy makers.

Conclusions - The conclusions per evaluation question are the following:

EQ 1 - To what extent have the policy and strategies of ICCO offered a specific framework to address the rights and needs related to food security of the most vulnerable groups? (clarity and relevance)

Answer: the ICCO policy in general offers clear choices, but for some aspects the choices are less clear/weakly underpinned or not sufficiently elaborated and the policy is weaker in terms of



operationalisation (guidelines for implementation). As such, regional offices of ICCO lack the tools to use the policy (as an internal reference framework) in their dialogue with partners upon their programme proposals and to ensure that specific aspects of the policy will receive sufficient and effective attention from the partners (for e.g. on inclusion of vulnerable groups).

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EQ 2 - To what extent are the ICCO strategies and policies translated into the cooperation and to what extent have possible synergies in the strategies been used optimally (coherence)?

Answer: few partners submit programmes that are 100% dedicated to FS: 52% of the budget of MFS funded projects is effectively used for FS and about 1/3 of projects and partners spends more than 70% on specific FS interventions. According to the ICCO database there are clear links between typical FS interventions and other domains (such as democratization, water, local market development and health) but these links did not appear that clear from the evaluation (except for Bolivia and Madagascar). The ICCO policy is not purposely translated into the partner portfolio (which remained more or less the same in the countries of the sample for the evaluation except for Madagascar). Generally, ICCO did not execute a prior analysis of the risks and opportunities related to the existent partner portfolio with the introduction of the 2007-2009 Food Security Policy. However, it is a work in progress and the coalition approach has proven to support efforts to ensure coherence of interventions of separate partners. The current partner portfolio is not automatically ensuring specific attention for vulnerable groups and their needs or attention for intra-household relations. The overall partner portfolio is however allowing ICCO to increase attention to strengthening civil society and lobby (emerging but challenges related to downward accountability and a vision on how to strengthen groups).

EQ 3-5: to what extent have the interventions allowed to influence food availability, access to food and improved utilisation of food for vulnerable households in a structural and gender sensitive way?

Answer: except for Madagascar, the food security interventions have demonstrated a focus on food availability and on utilization of food and less on access to food. In Madagascar, Bangladesh and Malawi, interventions are more clearly and increasingly linked with climate risk management. Most clear effects of interventions are found for improved food utilization (and the attribution to ICCO partners is clear). Effects for improved (agricultural) production remain

limited, but were clear when aspects of water management and diversification have entered. From the data available on the interventions, it is not clear how effects are distributed intra household. Inclusion of vulnerable groups was best guaranteed with activities related to food utilization or when nutritional interventions were used as entry-point for other activities. The evaluators find that most of the other interventions do not take sufficiently into account the existence and specific needs of the vulnerable groups in their areas of intervention. The evaluators also note however that the NGO partners are gender sensitive although systematic follow-up on the effects of activities on women and their position is not guaranteed.

Concerning the structural character of interventions: the projects and programmes have not really succeeded in making links with important agricultural programs or with existing (or emerging) mechanisms to finance agriculture (although evaluators acknowledge that linking is not easy because of the target group of small producers) Therefore the leverage effect of changes to eradicate the basic causes of food security and poverty of the concerned population is limited. Except for Madagascar and Bolivia, the effects also remain quite local and/or isolated. Partners expect that further developed learning and lobby might improve the leverage of their interventions (which are additional ways to ensure upscaling).

Financial sustainability of the initiatives remains a challenge. Initiatives require continuous support from partners (which is expected by ICCO in the pillar of utilization). This is less pronounced for activities in the public area of health and water where partners manage to link them to specific sector programs. In all countries a search to access (micro)finance for agricultural or other productive activities has been very central with initial success in Malawi and Mali and with an exception in Madagascar where a microfinance institute is a partner of ICCO. Even these arrangements demonstrate weaknesses related to access by vulnerable groups, deviation to consumption credits (although useful but insufficient to promote sustainable changes in the pillar of availability and accessibility) and lack of mid term credit products.

EQ 6-7: how are ICCO's partners positioned (towards their target groups, other NGOs and the lobby targets), what lobby actions have been undertaken and what are the results thereof?

Answer: the ICCO partners are working close to their target groups but in general portray weak downward accountability mechanisms (with a certain variability in experiences from weaker to stronger). Local cooperation and interaction with other NGOs in their region (non-ICCO partners) is not always present. If present this cooperation focuses on operational issues. ICCO partners are present at the national level. A good positioning at national level of partners/their coalition is often influenced by one ICCO partner having more specific expertise in advocacy and lobby. There are different examples of successful lobby activities, mainly at local level. Most often (with Bolivia as an exception), this lobby is punctual, technically oriented and aimed at solving problems (or distributing benefits) rather than at orienting future strategies (with Bangladesh as weakest case, but evolving in Benin, Mali and Madagascar). There exists a general trend towards governments showing more openness towards assuming their responsibility regarding FS. However, statements and funding programmes are not the issue; the effective commitments and modalities are more problematic and remain so.



EQ 8: what has been the contribution of ICCO?

Answer: ICCO has clearly played the role of strategic financier, broker and capacity builder. The role of broker was mainly operationalised through ICCO's support to coalition building (bringing partners together, stimulating reflection, elaborating the type of coalition, supporting the elaboration of a contextualized FS strategy, etc). As a funder (and main funder for most of the partners except in Bolivia), ICCO indirectly influenced a lot on the FS programmes of partners. The latter most easily recognized the role of ICCO as a funder and capacity builder (less in Bolivia). In general, partners appreciated the fact that ICCO leaves sufficient space for partners to develop their own programmes, because this helps them to preserve their identity. In this respect, the coalition building is accepted by them both as an opportunity and a risk. Partners were also critical, more in particular about the lack of clarity about the long term policies of ICCO and the artificial separation between FS strategy and the programme related to access to markets (FED). The evaluators found that reflection upon replication and innovation is not yet strongly developed in the countries/programmes.

Recommendations - The evaluators conclude that ICCO has been able to contribute to impact at household level, but that there are certain challenges to ensure a larger impact and sustainability. The evaluators do not have a blue print – changes are depending a lot on the history and identity of ICCO and its partners – but can propose some avenues for improvement (things to be thought over, directions to reflect upon).

The recommendations are related to conclusions on ICCO's strategy (recommendations 1 and 2), the changes in the food security situation (inclusion and structural approaches) (recommendations 3-5), lobby (recommendation 6) and the roles of ICCO (recommendation 7):

1. Partner mix in relation to the three FS pillars and three ICCO objectives: need for more strategic choices within a given context (challenging the historical partner portfolio);
2. Decentralisation: reflection on how to interact with aspects of service delivery within a decentralised context (without substituting government responsibilities);
3. Identification and inclusion of specific vulnerable groups: more attention for identification of groups and their needs and effective follow-up of changes;
4. Access of beneficiaries to micro-credit and micro-finance: need to structurally link FS interventions with systems (for e.g. for micro-finance);
5. Linking beneficiaries with value chains/access to markets for the poor: reflection upon a structural approach to integrate the poor in value chains;
6. Going beyond the lobby to increase the interest for the right to food;

7. Developing ICCO's role (regional offices) in stimulating innovation at the level of its partners.



2 Introduction

2.1. CONTEXT AND PURPOSE OF THE EVALUATION

The programme on Food Security (2007-2009) has its roots in the work of the former Dutch Interchurch Aid (DIA) in which food assistance was part of emergency relief. After the merger of DIA with ICCO the programme went through a series of transitions: (i) from emergency relieve and food aid the focus shifted to food and food security and (ii) after that from food security towards marketing of agricultural produce and access to markets (for small producers), lobby and advocacy at national government levels and towards international organizations. The current programme is a sub programme under the Access to Basic Social Services Programme of ICCO/Kerk in Actie; it is based on the principle of the 'right to food'², proposes an integrated approach and is directed towards household level in three continents (Asia, Africa and Latin-America).

2.2. OBJECTIVES³

The aim of the evaluation is to know what the results of the programme have been, more in particular if intended results for the target group have been reached and to judge the involvement of ICCO (both financial and otherwise). The main target groups are the most vulnerable groups, e.g. small holders, internally displaced people or IDP's, female headed households, children under 5, ...). The conclusions of the evaluation should serve accountability, learning and policy development. ICCO will use them to show and account for the results of ICCO's involvement in food security, to weigh, judge and assess this engagement and to draw lessons for future activities with respect to food security.

The focus is on the subsidy period under the so-called MFS I (2007 – up till the first trimester of 2010). The evaluation should allow the evaluators to pronounce themselves on the work of ICCO/Kerk in Actie in terms of efficiency and effectiveness and to identify/formulate lessons

² The right to sufficient food of good quality for every woman, man and child.

³ More information can be found in the ToR, in annex.

learnt from case studies to enhance positive outcomes and effectively support partner organizations.

The evaluation question is :*"To what extent have ICCO/Kerk in Actie's policy, strategy, procedures and programmes over the period 2007-2010 contributed to an improvement in the food security situation of the intended target groups in the countries where this programme is implemented?"*⁴ More specifically: "to what extent have the policy and programme contributed to (i) an improved situation in food security of the target groups, (ii) making the voice of the vulnerable people heard in policy making and (iii) governments assuming their responsibilities in the realisation of the right to food for all?"

2.3. EVALUATION QUESTIONS

During the inception phase, a final evaluation framework was developed. The full overview of evaluation questions including indicators can be found in the inception report.⁵

EVALUATION QUESTION	DESCRIPTION CENTRAL QUESTION	JUDGEMENT CRITERIA
EQ 1: relevance of the underlying policy and strategy of the program	To what extent have the ICCO policy and strategies offered a specific framework to address the rights and needs related to food security of the most vulnerable?	1.1 ICCO has developed clear and useful strategies and policies 1.2 The strategies and policies are relevant with view to current context and policies regarding the right to food
EQ 2: Coherence of the implementation of the strategy	To what extent are the ICCO strategies and policies translated into the cooperation and to what extent have possible synergies in the strategies been used optimally ?	2.1. The ambitions and theory of change of the ICCO food security strategies are translated into partner selection and in the budget allocation 2.2. ICCO can guarantee that translation of strategies in the field are adapted to local context 2.3. Complementarities between objectives, partners, country strategies have been optimally used
EQ 3: Improved food availability at the household level	To what extent have the interventions allowed to influence food availability for vulnerable households in a structural and gender sensitive way and why ?	3.1. Availability of food for vulnerable households has changed 3.2. The changes are stable and sustainable for vulnerable households 3.3 Partner organizations have contributed to these changes at the household level
EQ 4: Improved access to food by vulnerable households and individuals	To what extent have the interventions contributed to a changed access to food for households and individuals in a structural and gender sensitive way and why?	4.1. Access to food and food ingredients for vulnerable households and individuals has changed (in a gender sensitive way) 4.2 The changes are stable and sustainable for vulnerable households and individuals 4.3 Partner organizations have contributed to these changes at the household and individual level
EQ 5: Improved (proper) utilization by food by vulnerable households and individuals	To what extent have the interventions allowed to influence households' and individuals' utilization of food in a structural and gender sensitive way	5.1. Proper utilization of food has structurally changed 5.2 The changes are stable and sustainable for vulnerable households and

⁴ See the ToR, page 4.

⁵ See inception report, pages 25-48.



	and why?	individuals 5.3 Partner organizations have contributed to these changes at the household and individual level
EQ 6: Improved position and capacity of organizations to influence policy making (reformulated, see further)	To what extent have partner organizations improved their organizational capacity and accountability, to what extent are they part of structural networks (i) to learn about the right to food and (ii) to represent together the target group towards other local and national stakeholders	6.1. Organizational capacity and accountability of partner organizations has changed 6.2 Cooperation of partner organizations with other relevant organizations develops into legitimate networks 6.3. Changed recognition and capabilities of the network and of the partner organizations to claim right to food 6.4 Partner organizations have contributed to improved positions of networks to influence policy making
EQ 7: National and international policy makers demonstrate more interest in the right to food (reformulated, see further)	To what extent have partner organizations and/or their networks changed their lobby and advocacy activities and to what extent have they been able to influence the interest of the policy makers to promote the right to food for all?	7.1 The national and international lobby strategies of partner organizations address relevant issues 7.2. Interest of national and international policy makers in the right to adequate food has changed
EQ 8: Assessment of the contribution of ICCO/KIA	To what extent has ICCO applied different roles and how have these been appreciated by ICCO's partners? To what extent have ICCO and its partners developed adequate partnership relations to reach their objectives? To what extent does ICCO add specific value compared to other programs and stakeholders? How efficient have the contribution of ICCO and partners been ?	8.1 Extent to which ICCO has played different roles 8.2 Partners appreciate the role of ICCO and the partnership relation supports the objectives of the partners and ICCO 8.3 Possibility to verify and support the efficiency of the program

Evaluation questions 3-5 are referring to the three pillars of food security: availability, accessibility and utilisation, which constitute the essence of ICCOs FS policy. The evaluators focused on the following for:

- Availability: stable food availability on the household level by diversified and adapted food production, installation of storage facilities, increased food productivity and by risk management (including adaptation to climate change);
- Access to food: improved sales of surpluses of food crops in first instance, by a better local market negotiation position. Stability of access to food, often supported by improved saving behavior, improved access to cereal banks, income generating activities and better control of income sources and food stocks by women and vulnerable groups.
- Utilisation: aspects related to nutrition (quality of food ingredients and preparation of food), cultural aspects (often habits or taboos related to food consumption), hygiene and sanitation situation and awareness and knowledge of utilization of food and of needs of different groups.

The evaluators note that it was difficult to maintain the difference between availability and access when assessing the interventions in the field: partners have implemented activities that can have effects both on availability and access. This is explained by the fact that partners did not link their activities with specific indicators allowing to conclude on the purpose of the activity

(was it aimed at improving availability or access?). Therefore, the evaluators tried to focus on the above mentioned aspects under each of the three pillars.

The formulation of evaluation question 6 and 7 appeared too sophisticated to answer taking into account the reality in the field. For the synthesis and analysis of findings in this report, the evaluators have therefore changed the two evaluation questions and formulated a single new evaluation question: “how are ICCO’s partners positioned (towards their target groups, other NGOs and the lobby targets), what lobby actions have been undertaken and what are the results thereof?”

The 5 evaluation criteria: relevance, effectiveness, efficiency, impact and durability are addressed by this evaluation framework. In defining these concepts the evaluators followed the definitions as formulated by the Development Assistance Committee (DAC) van de OESO⁶. The ToR requested specific attention for the assessment of results in relation to food security at outcome level. If possible the evaluators were requested to assess efficiency.

- Relevance: see EQ 1;
- Effectiveness, impact and durability related to results at the level of households: EQ 3-5;
- Efficiency: EQ 3-5 (see judgement criteria on the specific contribution of the NGOs and their choice of interventions) and EQ 8 (JC, possibility to verify efficiency);
- Effectiveness and impact related to results at the level of the partners (capacity to give voice): EQ 6 and 7.

2.4. METHODS OF DATA COLLECTION AND LIMITATIONS OF THE EVALUATION

The inception report contains a detailed description of the proposed methodology. In the table below, the evaluators have summarized the main instruments for data collection, the adaptations of the methodology during the mission and the output. This chapter will conclude with a number of limitations of the evaluation.

The evaluation consisted of three phases: inception phase, field mission and analysis and reporting. During the inception and reporting phases, there have been meetings with the ICCO reference group to discuss the main findings. The findings of field missions have been discussed with NGO partners visited and other partners of ICCO involved in FS in that particular country. Reports of the field missions have been commented by the Programme officers of the respective ICCO regional offices (Latin-America, West-Africa, South-Africa and South-East Asia), ICCO officer responsible for M&E, the ICCO FS expert and members of the

⁶ <http://www.oecd.org/dataoecd/29/21/2754804.pdf>; p33



reference group. The comments have been processed in the final versions of the country reports.

Following instruments for data collection were used: desk study, semi-structured interviews (with NGO staff and external stakeholders), e-questionnaires (and additional skype/telephone interviews), workshops with NGO partners, workshops with villagers (applying an adapted version of the PADEV methodology) and focus groups discussions with villagers.

Table 1: Overview of methods for data collection (including adaptations)

Method	Involving	Related EQ	Execution (period)	Adaptations (regarding methodology)	Output
Inception phase					
Desk study	ICCO staff Utrecht (FS expert)	All	July 2010- August 2010	Reformulation of evaluation questions (compared to original ToR)	Inception report with evaluation framework
Interviews ICCO HQ (face to face and skype)	ICCO staff in the Netherlands and regional offices	All		/	Inception report with evaluation framework
E-questionnaires					
e-questionnaire (including skype interviews)	Mali: 3 partners and 1 programme officer Malawi: 3 partners and 1 programme officer RDC: 3 partners and 1 programme officer	EQ 2 - 8	October 2010- December 2010	Three of the total of selected partners did not respond (Malawi and 2 in RDC, we received responses though from a partner that was not selected APIDE and who is managing a new ICCO FS programme). It was possible to conduct skype interviews with the 4 respondents from Mali, 2 respondents for Malawi (Programme officer and 1 partner)	Filled out questionnaires (including comments from interviews when conducted), in total 10 questionnaires were collected
Field missions:					
Bolivia: September 15th – October 5th 2010 Benin: October 10th – October 26th 2010 Bangladesh: October 25th – November 5th 2010 Madagascar: November 1st – November 14th 2010					
Desk study (programmes, evaluations and O-scans)	Local and international consultant	All	Prior to field missions		Processed in country report (with comments on existing O-scans)



Contextualising evaluation framework	Local consultant identified for field missions	All	Prior to field missions	/	Comments on the evaluation framework (see annex in country reports)
Bilateral workshops with NGO staff	International consultant and team of NGO (usually coördinator, finance officer, M&E officer, animators)	EQ 3-6 and EQ 8	During field missions	<p>Bilateral workshops organised as planned in Benin and in Madagascar (at least half a day) with focus on timeline, self-assessment of results, relations with ICCO, theory of change.</p> <p>Bangladesh and Bolivia: time frame of mission, location of villages and of the NGO teams made it difficult to spend half a day with the full NGO team for the workshop.</p> <p>Changes in Bolivia: different shorter sessions with the NGOs instead of 1 bilateral workshop, sometimes involving other people</p> <p>Changes in Bangladesh: e-questionnaire for partners and discussion during the joint workshop at the end of the mission</p>	Processed in the country report
Structured interviews with NGO staff	International consultant with a number of identified staff members	EQ 3-5 (animators) EQ 6-8 other staff	During field missions	/	Processed in country report
Structured interviews with stakeholders at local level	International consultant	EQ 3-6	During field missions	Bolivia and Bangladesh: it was difficult to get appointments with local stakeholders due to distances (Bolivia and Bangladesh) and lack of interest of stakeholders to fix appointments (Bolivia) ⁷	Processed in country report
Structured interviews with stakeholders at	International consultant	EQ 7	During field mission	Benin: additional interviews by local consultant after the mission Madagascar: main interviews were held, but several	Processed in country report

⁷ Local stakeholders in Bolivia do not feel obliged to have meetings with evaluation teams passing in their region.

national level				<p>interviews were last minute cancelled.</p> <p>Bolivia: the local consultant conducted additional interviews after the mission (because of time constraints)</p> <p>Bangladesh: time constraints made it impossible to conduct interviews in Dhaka with external national stakeholders. Partners of ICCO involved in FS (and not visited) have all been involved however through the feedback workshop) It was not possible to conduct interviews in Dhaka after the mission since the local consultant is not living in Bangladesh and had other assignments.</p>	
Workshops with villagers	Local consultant	EQ 3-5	During field mission	<p>Only in Benin it has been possible to mobilise the group of villagers for 2 days as planned during inception phase. In other countries the modules were shortened but with main focus on: changes reported by villagers, link with categories of poverty and assessment of interventions (effects and impact) in the village.</p> <p>Bolivia: international consultant participated in most of the workshops with the villagers; there was little opportunity to split up the team</p> <p>Bangladesh: international consultant participated in the plenary sessions of the first village workshop (day 1)</p> <p>Madagascar: the module topics were maintained but organised in a different way: 2-days workshops were not possible given the distances between locations</p>	Reports with main findings and conclusions of the local consultant per module (see annex of country reports)
Focus group discussions with	Local consultant and international	EQ 3-5	During field missions	Bangladesh: the international consultant conducted the focus group discussions separately to allow more	Processed in country report



villagers	consultant			efficient work division	
Joint workshop with FS partners (feedback on main findings and self-assessment of cooperation)	Local consultant and international consultant	EQ 2, 7 and 8	End of the field mission	Bangladesh: since the consultants could not collect significant information on the capacity building and lobbying activities of the NGO partners while in the field (relevant people were not present in the field), they included a specific questioning on these topics which was discussed during the workshop.	Figures on the self-assessment of cooperation in coalition in country reports Questionnaire included in annex of the country report

From the table in the above, the evaluators would like to highlight some limitations to the evaluation and indicate their implications for the results of the evaluation:

- On triangulation: triangulation was weaker for the field missions in Bolivia and in Bangladesh because less local external stakeholders could be interviewed. Triangulation therefore was based on comparing findings of workshops and focus group discussions with villagers and interviews with NGO staff. Villagers were explicitly asked to refer to overall changes and interventions and this allowed the consultants to remain critical upon attribution of changes to the partner NGOs. This was further compensated by including findings from O-scans (executed by ICCO staff) and external evaluations.
- Isolated location of the villages and budgetary limits (high costs for transport and missions limited to a maximum of 15 days). It has put a lot of stress on the evaluation teams to execute all the tasks demanded by the methodology which required sufficient attention for the changes at the level of households. The consultants were explicitly requested by the team leader to prioritize on meetings with villagers (in different villages per NGO) over meetings with other stakeholders in case a choice had to be made. This made it possible to have a rapid screening of effects and impact at village level (which was also a priority in the ToR for this evaluation), with less interviews with external stakeholders (see in the above under triangulation).
- Attribution: attributing results to the input of NGO partners is always difficult when assessing processes and changes (general remark, not only for ICCO). Moreover, field missions within programme evaluations only offer limited space for comprehensive assessments of the effectiveness of the programmes of the partners and this cannot be fully compensated by using the reports of the partners: generally the quality of monitoring data at the level of partners was low. Most organisations monitor mainly at activity level. Monitoring output is mainly limited to quantitative data regarding participation/involvement of beneficiaries. This means it was not possible to confirm the result indicators as formulated by ICCO on the outcome level (see further below) or to use these indicators. Further: little reliable regional or national statistics were available informing the evaluators upon changes in the region of intervention (for e.g. deconcentrated state services in Benin used to refer to the NGO partners as their main source of statistics). Attribution was therefore strongly based on discussions with villagers. In case ICCO partners were the main actors in the areas visited, this eased the conclusions (for e.g. certain villages in Benin and Bolivia). Finally, when ICCO provides institutional funding and contributes to large comprehensive programmes, such as in Bangladesh (for RDRS and CCDB), it is hard to evaluate to what extent positive effects are a result of the financial contribution of ICCO. Evaluating the effect of ICCO's partnership on the quality of the programme can thus mainly be assessed through the opinion of the ICCO contact persons in these organizations (and ICCO, regional office).
- Translation: all teams needed a translator. The best solution was found in Madagascar where the team identified and hired a translator to join the team for all meetings. This was



possible because all visits were situated/concentrated in one region. For other field missions, translation was not always optimum: translators had to be identified on the spot

- Mobilisation of respondents: clearly the mobilisation of villagers for a number of days appeared very difficult and only fully succeeded in Benin. In Bolivia and in Bangladesh, consultants experienced difficulties in fixing appointments with local stakeholders. The changes on the final selection of countries to be visited (see further under point 2.6.1.) have put some stress on the preparation of the field missions, particularly in Bangladesh since partners were informed quite late about the changes choice for their country and organisation, the preparation of the mission was much delayed and the regional consultant was sent a few days prior to the mission to Dhaka to ensure that the mission could take place.
- Remarks in relation to the PADEV methodology: the evaluators have adapted this methodology which was extensively described in the inception report. On the positive side: the attribution issue is included and can be addressed, inclusion aspects (vulnerable groups) can be well discussed just as reasons behind the degree of inclusion, different perspectives (young and old people, men and women) can be identified more precisely for e.g. when compared to focus group discussions, adaptation is easy and possible (and was needed to limit the time investment). One of the more difficult points: this method requires a lot of input and time from the beneficiaries and requires sufficient analytical capacity from the side of the consultant, translation should be optimal and findings should be sufficiently discussed in other focus groups (to improve representativeness). Therefore, it would have been better to allow more time for this within the evaluation but budget constraints did not allow for this.
- Added value of e-questionnaires: their main added value is to confirm findings under questions 3-8 or to nuance them. This allows to strengthen the representativeness of the sample for this evaluation.
- ICCOs' activities on lobby in the North: because of budget constraints, some assessment activities could not be planned. For example, the evaluation team did not analyze the involvement of ICCO in international and regional advocacy and lobby. It was not possible to assess the effectiveness of regional and international networks. These topics were also not part of the ToR but could have completed the overall picture of the effectiveness of ICCOs' FS programme. Therefore, evaluation question 7 on regional and international lobby was difficult to answer. The evaluators decided to answer evaluation question 6 and 7 together and reformulated the question: 'What is the capacity of ICCOs' partners to give voice to beneficiaries and to influence on policy in relation to the 'right to food'. When talking about capacity, we will mainly look at positioning of the partners vis à vis other NGOs, lobby targets/government and the beneficiaries.

2.5. EVALUATION TEAM AND REFERENCE GROUP

The evaluation has been carried out by ACE Europe in collaboration with different independent consultants. Corina Dhaene (ACE Europe) and Hannelore Beerlandt (IDIS) have been involved in all phases of the evaluation. Lina Neeb (ACE Europe) has been involved in the inception phase for the analysis of data (ICCO database). The field missions have been executed between the end of September 2010 and half of November 2010 by the following teams:

- Bangladesh: Gerda Heyde and Sashank Grahachariya (regional, Indian consultant)
- Benin: Corina Dhaene and Eustache Wankpo (local consultant)
- Bolivia: Bruno Kervyn and Maria Del Carmen Camacho (local consultant)
- Madagascar: Hannelore Beerlandt and Ramy Razafindralambo (local consultant)

At ICCO, an external reference group was responsible for the quality control of the evaluation. This reference group has met twice (September and December 2010) to discuss the inception report and to discuss the first findings and preliminary conclusions of the evaluation.

2.6. OBJECT OF EVALUATION:

2.6.1. SAMPLE OF COUNTRIES AND NGOS AND REPRESENTATIVENESS

Criteria for the selection - During the inception phase a sample of countries for field missions and countries to be included in e-questionnaires was proposed. The selection process of countries for the evaluation has gone through different stages which are explained in the inception report. Below, we will refer again to the selection criteria, the weighing of these and the final selection of partners:

Criteria related to the strategy and budget	Criteria related to context	Practical criteria (feasibility)
<ul style="list-style-type: none"> – Expenditure for food security (MFS) in this country, and % of the total expenditure for MFS FS for this country and subcontinent – Focus of the budget for food security projects on food security – Variation in maturity of 	<ul style="list-style-type: none"> – Continent (variation; at least one country per continent) – Potential of area for agriculture (variation) and vulnerability of potential by climate changes (variation) – Prevalence of malnutrition of children under 5 (especially height for age) (variation) 	<ul style="list-style-type: none"> – Presence of thematic assessments (India, Madagascar) – Presence of impact evaluations (Mali, Malawi The Hunger Projects, Burkina F.). – Feasibility to reach different partners (distance, season)



<p>programmatic approach between selected countries⁸</p> <ul style="list-style-type: none"> - Variation in investments for the 3 objectives over the selected countries - FS programs in some selected countries have focused on nutrition - FS programs in some selected countries explicitly address climate changes and land issues - Variation in combination with other ICCO programs (especially access to HECA, water, and FED local markets) - FS programs in some selected countries have strong national and international linkages 	<ul style="list-style-type: none"> - (post)conflict or post disaster (variation) - Fragile states (variation) - Level of HIV infection (variation) - Poverty head count at national poverty line (variation) - Agriculture value added (annual % growth) (variation) - GDP growth (annual %) (variation) - Population growth (annual %) (variation) 	<ul style="list-style-type: none"> - Feasibility for the partners (FS) to join for a collective session and for debriefing - Feasibility to interview target group (rainy season) - Feasibility of the ICCO regional office staff to attend debriefing - Availability of ICCO resource persons to respond to the email questionnaire. - ICCO manages relations with partners. - RO and partners have not participated in many other evaluations lately
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Partners for individual assessments

The criteria below are only used to select partners for an individual assessment by the evaluation team, including an assessment at target group level. Apart from these individual assessments, the evaluation will have collective sessions with more partners together to capture the diversity of partners and their experiences with the programmatic approach for food security.

- Expenditure for food security and % of expenditure for FS in the respective country (MFS, 2007-July 2010)
- Focus on food security in the food security projects, estimated by the % of expenditure for food security within their projects.
- Majority of partners involved in objective 1

The different criteria have been weighed against each other. The continent, expenses of MFS for FS (MFS, 2007-july 2010) attributed to the countries and to sub continents, the level of representation of the approach, and whether ICCO manages direct the relations with partners have been important criteria, just as possible available evaluations of the ICCO FS program on the country level. Furthermore, the coverage of a variation of countries in terms of economic growth, the agricultural potential and the vulnerability of this potential have played a role in the final ranking of countries.

⁸ This process was initiated a couple of years ago by ICCO within the so-called ProCoDe approach: this demonstrates ICCOs' ambition of working with a Programmatic Approach, in a Co-responsible way and in a Decentralised structure. The programmatic approach was introduced in all countries in 2006. Within this approach, ICCO wants to cooperate with coalitions of several actors who have decided to cooperate in order to realise joint objectives. Strategic coalitions are supported around a particular theme (programme) in a specific geographic setting (country, region, continent). Together they are in a better position to make a profound analysis of the causes of the problems, to develop a joint vision and strategy etc.

Pre-selection of countries - In a first selection 4 countries have been selected for the field visits, based on the balance between the criteria as described.

- India, Bolivia, Burkina Faso and Madagascar were preselected to be studied during field visits. They represent 23% of the total MFS expenditure on food security⁹, represent the 4 continents and the subcontinents in Africa in which most important expenditures for food security have been concentrated.
- For Madagascar and India appreciations of ICCO's programmatic approach are available.
- All selected countries demonstrate a sufficient number of active partners directly involved in food security, only Burkina Faso shows a relatively low number of partners (2). In all countries at least 50% of the expenditures within the food security projects is really spent on food security.
- Alternatively proposed (in case other arguments come up to replace these countries) was the following: Bolivia, Bangladesh, Benin and Malawi (representing together 22,07% of the expenditure envelope MFS FS, 2007-July 2010).
- Remark that the present selection of countries does not include the countries with the highest expenditure in West Africa and Southern Africa, for the following reasons:
 - o In Mali (7,92% of total envelope of expenditures) an evaluation of the impact of the FS program has already been done in 2007 and is continued in 2010. The results of the evaluation are comprehensive and could be used for this evaluation. It is thus suggested to use the results of these evaluations within this evaluation and not to visit Mali again.
 - o In Malawi (7,57% of total envelope FS MFS), ICCO finances Christian Aid to coordinate and support the FS program and partner relations, which forms an exception within ICCO and which complicates data collection and facilitation of field visits.
 - o In South Africa (6,11% of total envelope FS MFS), the program has a strong focus on democratization and land issues, which is obviously interesting but less representative for the approach in other countries. South Africa is as a state and in its agricultural system in any way less representative for the other countries, seen its enormous annual agricultural growth and large scale agriculture and its relatively low poverty degree.
- Weakness of the selections for the field visits, is the absence of post conflict countries or fragile states. (About 10% of the MFS FS expenditure (2007-July 2010) is spent in fragile states). Also the HIV prevalence is relatively low in the selected countries for field visits. Typical focus countries (ICCO FS) with higher HIV prevalence would be: South Africa, Uganda, Malawi).

⁹ Including expenditures in Europe, without overhead implementation costs (2007- July 2010).



Final selection of countries – It was decided to drop India, because this country was recently involved in many different evaluations and this put too much pressure on the partners (for e.g. the Partos programme evaluation on indigenous people and the ICCO programme evaluation of the Local Market Development Programme). The choice was made for another country in the region, Bangladesh. Because of this choice, a country with extensive experience in the programmatic approach (see criteria in the above) fell out of the sample, therefore it was decided to replace Burkina Faso by Benin; the advantage was that in Benin more partners were active in the field of FS.

To overcome the above mentioned weaknesses it was suggested:

- to use an email questionnaire for Malawi and for RDCongo, to be complemented with skype discussions (representing 7,57% and 2,22% of the MFS FS envelope respectively). Malawi has a strong focus on stability of the food production (climate variability). RDCongo is considered in the sample as a fragile state and the FS programme is carried out within a post conflict situation.
- Furthermore, it is suggested to study the FS program in Mali (7,92% of the MFS FS expenditure envelope) (using the e-mail questionnaire) based on the impact evaluations and documents available, and with additional skype interviews.

Other countries with relatively high envelopes will not be considered given the time constraint and the similarity in approaches and contexts found in the selected countries or seen their exceptional approach compared with approaches in other countries.

Selection of partners - Within the countries selected for field visits, partners to be involved in individual assessment (during the field visits and in email questionnaires) have been selected. This selection is based on the size of their expenditure for food security (MFS, 2007-July 2010) in absolute terms and as % of the total FS expenditure envelope in the respective country (2007-July 2010). A second criterion is the percentage of the expenses for food security projects that is spent effectively on food security. The latter criterion has been added to get an impression of the concentration of means for and the relative importance of food security for the partner in its projects. A third criterion has been added in terms of expenditure for the first intervention strategy (which is direct poverty alleviation), to make sure sufficient partners with direct impact on food security are included. See overview of the sample (in the table below). The partner selection in Madagascar was differently done: two partners were selected for their relative part in the MFS/FS budget, but a third partner was added which was formally budgeted under the MFS/FED programme: it appeared that this partner was directly linked to FS in the field with a considerable budget spent.

Based on these criteria, 3 partners have been selected per country to be assessed individually, including assessment of effects on the target group level. The importance given to the expenditure of the partners (to cover sufficient expenditure in the country) has automatically lead to the selection of rather established partners working on a larger scale and (often) with a

longtime involvement with ICCO. Seen the importance of the diversity of partners for ICCO, the other (younger, smaller partners and partners focusing on the third intervention strategy of policy influencing) will be included in collective sessions to make sure that they can give feedback on the first findings of the visits and to ensure that alternative experiences and points of view could be taken along.

The selection of countries and partners was discussed with ICCO and their feedback and additions in terms of feasibility of the field visits was taken into account (see in the above on the final selection of countries). Once the selection of countries was validated (taking into account the weighing of different criteria and feasibility), the partner selection was discussed with ICCO and the regional offices involved.

Conclusion on the sample: ACE Europe initially planned to cover at least 40% of the FS budget to capture the expected diversity of approaches and contexts. This was almost fully realised by the selection of the 7 countries: Bangladesh, Benin, Bolivia, Malawi, Madagascar, Mali and RD Congo. The sample of countries (4 covered by field visits and 3 through e-questionnaires and skype interviews) covers 36,8% of the expenditure for FS (MFS, 2007-July 2010) or a total of 10.406.807 euro. Within each country a number of partners were selected upon clearly specified criteria to be directly involved; the budget and time frame of this evaluation did not make it possible to visit/include all ICCO partners. This sample of partners represented 21,52% of the total expenditure for FS (6.156.652 euro), The findings of the evaluation in the visited countries however have been validated by all ICCO partners in the respective countries through national validation workshops.

The evaluators conclude that the sample allowed them to appreciate the variety in ICCO programmes, to highlight some general tendencies and to be conclusive on the whole FS programme. Generally, it can be concluded that variation was less than originally assumed by the evaluators. Congo, Madagascar en Bangladesh differ, but other approaches are quite similar though implemented in a different context.

Overview of the sample and short description of the FS programmes in the countries involved in the sample - Below, the evaluators give an overview of the selected countries and partners and their share in the MFS budget for FS and summarize the main elements of the FS programme in each country.



Table 3: overview of selected countries and selected partners

Country	Selected partner ¹⁰	MFS budget for food security specifically (in euro during 2007-July 2010)	% spent on FS specifically (of FS projects)	% of MFS expenditure for FS projects for intervention strategy 1 (2007-July 2010)	% of the MFS FS expenditure of this country for this partner (2007-July 2010)	Number of projects	Remarks
Bangladesh							
	CCDB	390.079	36	71	20	3	
	RDRS Bangladesh	742.298	51	72	38	4	
	SLOPB	100.000	100	100	5	2	Low MFS budget, but strong focus on FS and on objective 1
Benin							
	CEBEDES	297.500	89%	60	27	3	
	EEAD/BUPDOS	352.000	82%	70	32	4	
	GABF	158.499	69%	70	14	3	
Bolivia¹¹							
	Sartawi	75.000	50%	70%	7	2	
	IFFI	306.700	69	35	28	3	
	PASOS	33.750	25	80	3	1	
	AIPE/PROMENU	322.400	80	0	29	3	Low on Interv. strat. 1, take AIPE on the

¹⁰ In the inception report, the evaluators also referred to additional partners that they found important to include in the final workshop at the end of the field mission. Their names are not repeated here.

¹¹ At first instance, Yunta and INCCA were selected. Yunta has a strong focus on objective 1, but ICCO argued that it was impossible to incorporate them in the sample (very weak organisation, cooperation with ICCO will probably stop). The organisation was replaced by Sartawi and PASOS.

							national level (as network)
Remark on AIPE: this organisation was not withheld for indepth visit but given importance of budget was included for interviews and joint workssession							
Madagascar							
	FIANTSO	230.943	60	44	19	1	
	CEDII	103.827	75	25	9	1	
	FJKM/SAF	577.503	93	83	48	1	
Malawi (e-mail questionnaire)							
	CARD	390.000	100	90	18	1	Christian Aid is not counted as local partner
	CCAP	260.000	50	68	12	1	
	ELDS	310.430	53	53	14	1	
RDC (email questionnaire)							
	ADIKIVU	152.615	74	81	24	2	
	CIMBUSHI	158.000	100	70	25	1	
	PAU-ADEPAE	31.000	100	100	5	2	
Mali¹² (e-mail questionnaire)							
	OMAES	767.221	78	40	34	2	Lower focus on Interv. strat. 1, rather include AED for the email questionnaire?
	AED	267.957	86	64	12	2	
	OGES	128.930	54	70	6	3	Strong focus on objective 1

¹² The impact study in Mali concerned AED, AMSS, GRAT and OGES.



Table 4: summary of main elements of FS programme in each country (2007-2010)¹³

Country	Overview
Bangladesh	<ul style="list-style-type: none"> – 6,8% of total MFS allocated to FS (MFS/FS), with 48% effectively spent on FS¹⁴, intervention strategy 1: 64%, 2: 22% and 3: 14%¹⁵ – Total of 16 FS partners – Total support of 3.992.242 euro, of which between 60 and 70% spent by 2 partners (RDRS and CCDB) – Since 2008 programmatic coalition¹⁶ of 6 partners implementing a specific and separate joint Water and Food Security Bangladesh Project : limited budget, programme mainly aimed at exchange and lobbying at local level Focus on availability and access to food, less on utilisation – Other ICCO programmes in the country: no other programmes known by the evaluators¹⁷
Benin	<ul style="list-style-type: none"> – 3,82% of total MFS/FS expenditure, with 76% effectively spend on FS, intervention strategy 1: 64%, 2: 18%, 3: 18%. – Total of 6 FS partners – Total support of 1.092.556 euro – 2007: transitional year (6m financing) – Focus on all three pillars with less attention to climate change and risk management – FS coalition of 5 partners since 2008 = ICCO financed programme (with separate budgets for each partner), not registered – This coalition executes a joint programme, covering three pillars of FS , focusing on: <ul style="list-style-type: none"> ○ Exchange and learning ○ analysis of FS ○ National lobby – Mainstreaming at the level of all partners of work with municipalities (mobilisation of local actors in FS) and supporting the development of claiming capacity at the level of beneficiaries – Main challenge for the NGO partners (according to them): upscaling (impact)

¹³ Data on expenditure are based on ICCOs' database.

¹⁴ Few partners submit programmes that are 100% dedicated to FS, within their programmes FS aspects are taken into account. The percentage is calculated by ICCO and is based on an analysis by the programme officer of the programmes submitted by the partners.

¹⁵ The reference to the intervention strategies should be read as follows: intervention strategy 1 = direct poverty alleviation, intervention strategy 2 = civil society building and intervention strategy 3= advocacy and lobby. Also indicated as DAB, CSB and L&A.

¹⁶ Each time, 'coalition' is mentioned, the evaluators refer more specifically to 'programmatic coalitions'.

¹⁷ Bangladesh has an important investment in the food security programme; the only programme ICCO supports, with possibility of WASH and climate programme to emerge. Besides the MFS funds in Bangladesh, ICCO is also implementing a large EC funded programme (FSUP), which is also targeting food security of 40,000 poor women headed households.

	<ul style="list-style-type: none"> - Other ICCO programmes in Benin: FED, other programmatic coalitions exist (for FED, water, sustainable agriculture), 2/3 NGO partners visited also run other ICCO financed programmes
Bolivia	<ul style="list-style-type: none"> - 3,88% of total MFS/FS, with 56% spent effectively on FS, intervention strategy 1: 41%, 2: 29% and 3: 30% - Total of 13 FS partners, important network for lobby already existing for a long time (AIPE) - Total support of 1.111.199 euro - Three pillars of FS covered, starting point is water, many micro-interventions next to support to important network AIPE (with over 20 NGO members) - FS coalition as common project (2010-2013) with 6 (mainly ICCO) partners, managed as a separate project with its own budget (next to bilateral programmes), focusing on: <ul style="list-style-type: none"> o Analysing best practices and lesson learned in water management and seed production o Debate on FS and local economic development o Strengthening group of 6 as such - Other programmes in Bolivia: programmes of democratisation, fair and sustainable economic development, Basic Education and Children at Risk
Madagascar	<ul style="list-style-type: none"> - 4,17% of total MFS/FS, intervention strategy with 68% effectively spent on FS, intervention strategy 1: 49%, 2: 32% and 3: 13% - Total of 9 partners - Total support of 1.193.710 euro, with 2/3 spend by 2 partners (SAF/FJKM and Fiantso) - Part of budget on value chain approaches (including the partners TIAVO and Coldis) which was not labelled by ICCO as FS in the database did focus on FS – see inclusion of TIAVO in sample for partner selection - A set of projects in 1 region with partial overlap of interventions in communes between the NGO partners - Two pillars addressed: availability and access to food (no longer utilisation since 2007), little direct support to agricultural productivity; micro finance is binding (with system of cereal banks and land certification guarantees for credits) - Particular attention for access to land, to microfinance and for organisation of farmers - Environment and risk management increasingly addressed. - FS coalition (with 7 ICCO FS partners) since 2008 –formal (and registered) since 2010: <ul style="list-style-type: none"> o to increase focus on FS, o to share experience on approaches, o to integrate operations in the same communes and o to lobby at the national level. - Shared activities between some of the partners exist already. - Aspects of FED and Access to Potable Water integrated in the region.



Countries not visited (e-questionnaire)	
RDC	<ul style="list-style-type: none"> - 2,22% of total MFS/FS expenditure, with 47% effectively spent on FS - Intervention strategy 1: 63%, 2: 31% and 3: 6% - Number of partners in FS: 5 - Two programmes Eastern Congo: PASAK (started end of 2010) and RESKI (2008-2010): - Transition of food aid towards FS, attention for IDP (internally displaced people) - Program approach weak but developing - Water and health aspects very prominent, some FED too, land aspects present - Number of partners food security: 5, 3 partners spending more than 50% of their budget on food security
Malawi	<ul style="list-style-type: none"> - 7,57% of total MFS/FS expenditure, with 72% effectively spent on FS - Intervention strategy 1: 59%, 2: 24%, 3, 17% - FS programme managed by Christian AID - Number of partners in FS: 6 - Emerging coalition. Partners financed bilaterally by ICCO, linking and learning within a programmatic coalition. Additional partner at the national level to capture environmental and climate change aspects in lobby. - Partners have integrated approach in different geographical areas - Resilience (climate) and stable food production gets a lot of attention, access to water. Partners evolving towards value chain approach - HIV incidence is : high , ICCO also supports program on HIV and health, coherence will be sought with FS programme - Number of partners food security: 6
Mali	<ul style="list-style-type: none"> - 7,92% of total MFS/FS expenditure, with 58% effectively spent on FS - Intervention strategy 1: 45%, 2: 33% and 3: 22% - Number of partners in FS: 7 - More progressed program approach, joined lobby on national level is taking off - Nutrition and water aspects are prominent within integrated approach of partners, - Comprehensive impact evaluation of FS program is ongoing

2.6.2. OVERVIEW OF VILLAGES

The NGO partners each proposed two villages to be visited during the field mission and selected 28 respondents for the village workshop (7 young men, 7 older men, 7 younger women and 7 older women) and 10 persons (5 male and 5 female) – as requested by the consultants (see lists of participants in annex of the country reports).

To the extent possible, the representativeness of the proposals was verified by the local consultants; this led to adaptations in Madagascar (for one partner two additional communities were selected for discussions with associations, because the first selection only included very dynamic associations and participants of the group discussions were all members of the same cereal bank association) and in Benin (for one partner, an additional village was added for a focus group, because the other villages were too little involved in the pillar of availability, the added village was selected as a pilot to work on availability).

Table 5 : overview of villages visited during field missions in 4 countries			
Bolivia			
Partner	Region	Municipality	Community
SARTAWI	Oruro	Machacamarca	Realenga
	Potosí	Colquechaca	Uluchi Bajo
PASOS	Chuquisaca	Alcalá	Limabamba Bajo
		Alcalá	Garzas Chica
IFFI	Cochabamba	Arani	Serrano
		Cochabamba	No specific village: women group of entrepreneurs in franchised popular restaurants (Ricomida chain)
Benin			
Partner	Region	Municipality	Village
CEBEDES	Colines	Savé	Igbodja (arr. Of Bessé)
			Ouoghi (arr of Sakin)
GABF	Plateau	Pobè	Issaba
			Igbo Otcho
			Towé
		Adja Ouèrè	Igana
Bupdos	Atacora	Tanguièta	Tchanwassaka
		Cobly	Okuatou
Bangladesh			
Partner	Municipality		Village



CCDB	Gopalganj	Lebutola
		Gopalpur
SLOPB	Bauphal	Guliabug
		Rajapur
RDRS	Lalmonirhaat	Shovarpur (Panchagram)
	Gangachara (Rangpur)	Boro Rupai
Madagascar		
Partner	Region	Village
SAF (SIIV), SAF (PAMOLEA), TIAVO	Vatovavy Fitovivany	Ambohitsara
	Vatovavy Fitovivany	Sandrohy
FIANTSO, TIAVO	Vatovavy Fitovivany	Ambila
	Vatovavy Fitovivany	Mizilo Gara
TIAVO, COLDIS	Vatovavy Fitovivany	Marofarihy

2.6.3. HIGHLIGHTS OF CONTEXTS¹⁸

‘The number and the proportion of undernourished people have declined but they remain unacceptably high’

After increasing from 2006 to 2009 due to high food prices and the global economic crisis, both the number and proportion of hungry people have declined in 2010 but not sufficiently because hunger is still higher than before the crises, making it ever more difficult to achieve the hunger-reduction targets of the World Food Summit and Millennium Development Goal 1. Trends of hunger and poverty vary over the sample of countries included in this evaluation, but even in

¹⁸ Data from countries: see country evaluation reports. General statements based on literature consulted during inception phase : Deschutter, O., 2010, “Five Proposals for a Genuine Integration of the Right to Food in the Revised Comprehensive Framework of Action”, Contribution to the Dublin Consultation by the Special Rapporteur of the United Nations Human Rights Council on the Right to Food, Geneva. - Godfray, C.J., Beddington, J.R., Crute, C.R., Haddad, L., Lawrence, D, Muir, J.F., Pretty, J., Robinson, J., Thomas, S.M., Toulmin, C., . “Food Security: The Challenge of Feeding 9 Billion People”. - FAO, 2008, “Climate Change and Disaster Risk Management”, Technical Background Document from the Expert Consultation, held on the 28 and 29th of February 2008, FAO, Rome. - FAO, 2010, “Briefing on the 13th Session of the Human Rights Council and the Right to Food”, Rome. - FAO and WFP, 2010, “The state of Food Insecurity in the World, Addressing food insecurity in Protracted Crises”. - FIAN, ICCO and Brot für die Welt, 2009, “Who Controls the Governance of the World Food System?”, Right to Food and Nutrition Watch 2009. - IDS, Tassner T. , S. Devereux and Sadoulet, 2008, “Climate Change, Food security and Disaster Risk Management”, Paper for Expert Meeting on Climate Change, FAO, Rome. - Oxfam, 2008, “Double Edged Prices, Lessons from the Food Price Crisis, 10 Actions Developing Countries Should Take”. - Shenggen, F. 2010, “Halving Hunger”, IFPRI. - Von Grebmer, K., Nestorova, B., Quisumbing, A., Fertziger, R.; Fritschel, H., Pandya-Lorch, R., Yohannes, Y., 2009 “The Challenge of Hunger: Focus on Financial Crisis and Gender Inequality”, Global Hunger Index 2009, Bonn, Washington, Dublin. - Worldbank, 2006, “Repositioning Nutrition as Central to Development, A strategy for Large Scale Action”, Washington D.C.

countries where rural monetary and non monetary poverty is reduced, malnutrition rates remain high (Benin: 12,2% of children under 5 stunted and 37% of children under 5 chronically malnourished; Bolivia: 26,4% of rural children under 5 chronically malnourished, Madagascar: 53% of children under 5 stunted, Bangladesh: 48% of children under 5 are stunted, Mali:39% of children under 5 chronically malnourished, Congo: 46% of children under five malnourished, Malawi: 53% of children under 5 malnourished).

The studied contexts of the visited countries, demonstrate features of increasing inequalities. The type of inequality observed and the societal back ground of these inequalities differs considerably. In Benin and Madagascar, inequality is mainly found within one group (within one group one can find a household exploiting 30ha of maize and one household with 1ha or less maize), while in Bolivia, inequality is mainly situated between groups, with rural women (smallholders) in isolated areas and touched by emigration of their husbands often identified as very vulnerable group. In Bangladesh both types of inequality are important.

Although several sources rightly indicate that gender inequalities are crucial in the analysis of the causes of hunger, it needs to be added that women are not necessarily poorer than men, depending on the context (e.g. in Benin, women are not necessarily poorer than men on the monetary level). Formal access to (and ownership of) production factors remains weaker for women however and their responsibility for food security of household members is generally higher than for men, making them and their intra household relations of specific importance for food security. The intervention areas have also demonstrated some particular vulnerable situations of women in Bolivia (women in isolated rural areas stay behind when husbands emigrate) , Benin (women take an important part of the workload of men's field for their account, making their labor availability to work their own fields more unreliable. Also important taboos regarding nutrition of women and children exist in Benin. In Madagascar (at the coast side in region of V.7.V.), many illegitimate households appear abandoned by fathers.

'Agriculture and the rural economy are key sectors for supporting livelihoods and food security'

It is now generally accepted that an important step in reducing hunger in developing countries is to invest more in the productivity of small scale agriculture, local markets and rural development. People need to be fed and the population increases with about 80 mio people yearly. With the same arable area, the productivity would thus need to increase considerably and taken into account the land pressure caused by biofuel production and animal feed production, this productivity increase needs to be steep. The development will need to take place in the South especially, because more than 93% of the population growth takes place there, and less than 20% of the worlds food production is internationally traded (for rice only 7%), meaning that especially local production and markets in the developing countries need to be improved.

Most food insecure households in the visited countries are situated in rural areas, and depend on subsistence agriculture or work as agricultural laborers. Soil degradation is identified as a major problem in Benin, Madagascar, Bangladesh and Bolivia. Access to water as being crucial



to improve food security and to exploit the potential for food production in the countries (e.g. Benin, only 17% of the bas-fonds is exploited, Madagascar only 10% of arable area is cultivated). In all countries visited, access to land is unequally distributed and weakly secured by land titles for vulnerable groups. Registration processes of land right ownership know important delay in Benin and Madagascar. The pressure on land further differs a lot depending on the zone in the specific countries.

Unorganized food crop markets and value chains and weak competitiveness of farmers in input and output markets affects food security in the visited countries. Financing agriculture remains a structural challenge in the different countries.

‘The already fragile situation has come more under pressure since the food and financial crisis, with climate changes and with the production of biofuels and with sustained high population growth’

All visited countries are affected by climate changes with more unpredictable weather patterns and with yearly floods or cyclones in Bangladesh and Madagascar. Bolivia suffers from droughts and Benin has increasingly flood problems in the centre and south of the country. Climate adaptation and mitigation problems are not well integrated in the agricultural strategies/policies of the respective countries.

The dependence of cereal imports in the different visited countries differs, but remains high or is increasing (Madagascar). Especially in Bolivia and Madagascar the negative impact of increasing food and input prices has been mentioned by households during the field visits. In Benin, this has mainly an impact on the balance of national accounts, as Benin is an important importer of rice (for national consumption and re-exportation).

In Madagascar, Malawi and RD Congo, the population growth remains 3% (Benin just below 3%), jeopardizing the balance with agricultural growth rates (especially in Benin and in Madagascar) and making it difficult to keep up with social infrastructure and social programs.

Land grabbing is mentioned as a threat in Bolivia (specific zones), Madagascar (incl. reduction of biodiversity) and Benin (north, by wealthy farmers).

‘Political economy of food needs to be better taken into account’. ‘Investments in Agriculture remain low by developing countries.

Despite the general consensus that investing in small scale agriculture will be a necessary step towards improved food security, many developing countries however, continue to under invest in agriculture, fail to design proper agricultural and food policies and on the contrary, set high taxations for agricultural production or local food trade and neglect vulnerable groups in terms of access to basic services. The rural population and producers, are generally weakly organized to oppose or to demand better accountability of their governments.

Whereas the general analysis of food insecurity and malnutrition shows important similarities, very different institutional and political contexts can be observed related to food security in the

respective countries. First of all, the general democratic space differs in the countries, with currently low democratic space in Madagascar, bigger in Mali and in Bangladesh and rather big in Bolivia and Benin. Food security gets a central place in the national policy of Mali, Benin and Bolivia, but a lot of incoherence exists in practice, due to lack of commitments (Bolivia). Even with the central place of food security or 'right to food' in the national policies, lack of modalities to implement certain policies (Benin) or lack of coherence between different type of policies (e.g. investment policy versus food security policy in Mali) hinder effective translation in programs. In Africa, none of the considered countries invests 10% of their national budget into agriculture, and thus can't meet the commitments made in 2003 to invest 10% of the national budget in agriculture. In Benin the national food security strategy is linked to value chain approach.

'Food and agricultural governance systems need to be reformed. New players need to be involved in the global and local food system, incl. private sector and civil society'

As discussed above, the respective countries face challenges in elaborating operational policies and strategies for food security. Also on the international level, their effective participation in international discussions on food governance systems remains weak.

New national and local governance and business models for pro poor food security pathways are at the most in a pilot stage or are elaborated on very local level (e.g. Bolivia) not integrated in regional or international initiatives. At the national and local level, the division of role and tasks of different actors involved to improve food security is not very clear yet and if clear (Benin) not followed consequently.

The countries are situated in different contexts of decentralization. Only in Bolivia, decentralization is further progressed in terms of transfer of decision power, budget and capacity. Also in Benin, progress can be observed, but decentralization of budgets and capacity of decentralized structures remain weak.

'Broader social protection measures help countries cope with protracted crises and lay the foundation for long term recovery'

In this framework of shocks and risks, scaled up investments for social protection that focus on nutrition and health are now also generally considered crucial for improving the lives of the poorest.

In Madagascar and in Bangladesh emergency (food) programs are common, in Bangladesh and Bolivia also (conditional) cash transfer programs take place (linked to primary school attendance in Bolivia), in Bangladesh with important 'leakage' not reaching the intended target groups.

In all the visited countries, national nutrition programs exist, but they lack operational means or innovative approaches and are currently not considered as a priority when compared to the attention given to the economic aspects of food security by the respective countries. School feeding programs in vulnerable areas get relatively more support in Benin and Bolivia.



3 Description of policy theory

In the following, the evaluators will refer to the main elements of ICCO's policy, to results and indicators and will reconstruct the policy theory.

2.7. OBJECTIVES AND GENERAL APPROACH OF THE FS PROGRAMME OF ICCO

The concept of food security for ICCO - For ICCO food security exists *“when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active, healthy life.”* Household food security and intra household access to and utilisation of food gets a lot of attention in the ICCO vision: *“Household food security is the application of the food security concept at the family level with individuals within households as the focus of concern. Realising household food security has three cornerstones: sufficient availability of food, adequate access to food and proper utilisation of food. The specific role of women is important in each of these.”*¹⁹

The objectives of ICCO for food security - The mission of food security for ICCO is: *“to assist poor and food-insecure populations in claiming and upholding their human right to food”*. In the 2007-2010 operation plan, the following food security objectives are set forth:

- Improved food security of the most vulnerable groups;
- The voice of vulnerable people is heard in policy making;
- Governments assume their responsibility in the realisation of the right to food for all.

To realise the objectives, ICCO finances programmes and projects of partner organisations using three intervention strategies: (i) poverty alleviation; (ii) civil society strengthening; (iii) lobby and advocacy. The focus on the second and especially the third intervention strategy is increasing during the current food security program (2007-2010) in the vision of ICCO, just as the attention for linkages between the local and higher level of interventions. ICCO has selected 20 focus countries for food security in which the organisations of the ICCO alliance together support the food security program. The focus countries for food security are: Afghanistan, Bangladesh, Benin, Bolivia, Burkina Faso, DR Congo, Ecuador, Haïti, India, Madagascar, Malawi, Mali, Myanmar, Nepal, Pakistan, Paraguay, Peru, Sudan, Uganda and South Africa.

¹⁹ Quotes are taken from the FS policy.

The original targets for food security (based on the business plan 2007-2010 of ICCO) are presented below (including the consolidated results uptill 2009). The instrumentarium for food security which is mentioned in this table has not been elaborated by ICCO; ICCO states to have supported partners to link to broader knowledge centres and platforms which have developed tools.

Table 6: Objectives of the food security program of ICCO (2007-2010)			
Direct poverty alleviation	Level	Target value/indicator (identified in 2007)	Result 2009
The availability of food is increased by using context specific interventions	Output alliance	80% of partner organizations uses the tools (instrumentarium) of food security (2010)	41 partner organizations use the tools of food security ²⁰
	Output partner	80% of partner organizations working on production improvements and diversification of agriculture (2010)	229 partner organizations work on production improvement and diversification of agriculture
	Outcome target group	90% of engaged target group with improved availability of food	130.535 households have better availability of food
The access to food is increased by sustainable distribution chains)	Output alliance	80% of partner organizations uses the tools (instrumentarium) of food security (2010)	40 partner organizations use the tools (instrumentarium) of food security
	Output partner	80% of partners working on improving the access to local markets and income diversification	55 partners work on improving the access to local markets and income diversification
	Outcome target group	50% of households with improved access of food	15.778 households have better access to food
Increased food security for households through complementary efforts in the field of food and nutrition	Output alliance	80% of funding projects use of the food security instruments	12 funding projects make use of the food security instruments
	Output partner	8 countries in which partner coordinate their efforts in nutrition and food to bolster the food security of households	Partners are coordinating their efforts in nutrition and food to bolster the food security of households in 13 countries
	Outcome target group	80% Reduced malnutrition ('weight for age') in boys and girls under the age of 5 in 8	There's 61% of reduced malnutrition in boys and girls under the age of 5.

²⁰ Nuance: specific instruments have not been developed; ICCO has referred partners to specific websites and tools that already exist because good quality instruments on FS were already available. It did not make any sense to develop new instruments.



		selected countries through the intervention of 12 organizations	
Civil Society development	Level	Target value/indicator	
Food security partners-working in food security and /or land- have contacts with other food security partners	Output alliance	1 exchange per year between partners and target group organizations in the focus countries related to specific theme (e.g. land and land rights, that actually result in professional networks	There are 22 exchanges per year between partners and target group organizations
	Output partner	80% of partners operate through networks	93 partners work in networks, possibilities for exchange of knowledge and experiences for sharing lessons learnt have increased
	Outcome target group	1 functional and active networks related to specific issues	22 networks are functional and active
Lobby and advocacy	Level	Target value/indicator	
National and international lobby around the theme of right to food	Output alliance	5 lobby strategies developed in cooperation with partner organizations	2 lobby strategies have been developed
	Output partner	5 partners in 3 focus countries participate in national and international lobbying efforts (in 3 focus countries) every year	5 partners are participating in national and international lobbying efforts every year
	Outcome target group	In 7 focus countries the issue of the right to adequate food is reflected in policy documents, legislation, instruments and publications (in 7 countries)	In Bolivia, Madagascar, Mali and South Africa, the right to food is included in policy documents
Improved position of the deprived with respect to land rights and land security through local and national lobby and campaigns	Output alliance	3 studies conducted regarding factors that impede access to land	4 studies have been conducted
	Output partner	In 4 countries partners participate in national lobbying efforts and campaigns	Partners are participating in national lobbying efforts and campaigns in 6 countries

	Outcome target group	100 target group organizations obtained land certificates in at least 4 countries.	87 target group organizations have obtained land certificates
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It should be noted that under civil society development, ICCO did not primarily focus on the sustainable organisation of target groups but on the strengthening of the relations amongst and between NGOs and their target groups, reason why ICCO under the FS strategy works with informal groups and much less with farmers' organisations.

ICCO's strategies for food security – ICCO intervention strategies are based on its 4 core roles (which do apply for all ICCO programmes): (i) strategic financing partners and programs; (ii) capacity development of partners and allies (offering knowledge, instruments, services); (iii) broker between public, private and civil society organizations and (iv) lobby and communication activities. ICCO does not have an operational role on the field, except in some lobby trajectories, but supports its partners in their strategies. Partners receive core institutional support (which is not always earmarked for operations towards the target groups).

The main type of partners in the food security program are NGOs or networks of civil society organisations which can guarantee accountability towards the target group. ICCO further supports a diverse range of partners in terms of scale and size of operations, experience, seniority in partnership with ICCO, age and organisational maturity and level of organisation and work (international, national, intermediate, local). Partner organisations are increasingly stimulated to complement each other's activities and to collaborate in programmatic coalitions and share experience and knowledge wherever and whenever possible amongst each other and with other stakeholders (programmatic approach).

Overall, agrarian activities are supposed to have a central place in the ICCO FS program (2007-2010), including interventions addressing root causes as access to land and water. The focus lays on food crops, the aim is to safeguard food security at the household and intra household level, while selling surplus production. The vulnerability and stability of the food security systems and resilience against crop failures and climate variability get important focus in the FS program. Issues regarding distribution of food within the household should be included in the activities. Women are put forward in the food security program as important target group, not only for their central role in terms of supply of food, acquiring access to food, distribution of food in the household, and health and care activities within the household, but also because of their special nutritional needs during pregnancy and lactation.

At grassroot, usually informal groups of farmers or community groups are involved in the activities of the ICCO partners, rather than formalised producer organisations. Vulnerable groups are specifically envisioned; exact target groups depend on the context and the exact food security approaches in the countries. Transversally women, children and HIV+ people are involved, but also landless people and ethnic minorities belong to the target groups. There is an intended focus on remote, food insecure, vulnerable or poorer areas.



In its business plan 2007-2010 and in its food security policy, ICCO clarifies that the food security program strives for strategic and concrete linkages with the other ICCO programs.²¹ Links are envisaged with (i) the program for 'Sustainable and fair economic development' (especially with the theme of 'local markets'), (ii) other themes under the 'Access to basic services program' (health, water, education) and (iii) with the theme of 'Democratisation and peace building' (capacity development of participants in food security networks, conflict transformation through strong local networks for access to resources (land, water) etc.).

Diversified approaches of ICCO for food security - ICCO has not developed a blue print approach to support its food security strategy but recognizes the complexity of development, the variation in the local context²² and depends on its partners' strategies. In a general way, ICCO has provided for following approaches and budgets in its 2007-2010 operation plan²³.

For food security in programs in **Africa**, an amount of **22.400.000 euro** is allocated in the 2007-2010 operation plan (MFS and non MFS). In West Africa, support is given to programmes that focus on integrated sustainable agricultural development, water management, environmental resoration, and improving the nutritional status of mother and child. In the Horn of Africa (Eritrea, Ethiopia), the focus lays on small scale irrigation, improvement of livestock and mother and child nutrition. In Southern Africa (e.g. Madagascar, Malawi, South Africa), the emphasis lies on issues such as access to land, diversification of income and of food crop production, diversification of food and diet base, promotion of the use of small scale irrigation techniques, improvement of livestock production and utilisation, soil and water conservation. Special attention is given to the impact of HIV/Aids on food security. In post conflict countries in Africa (DR Congo, South Sudan, North of Uganda), the focus lays primarily on the transition from food aid to food security and improving food security for IDP's.

For food security programs in **Asia**, an amount of **23.900.000 euro** is allocated in the 2007-2010 operation plan (MFS and non MFS). In Asia, food security programs are implemented in India, Pakistan, Bangladesh and Nepal, while during the current operation plan, the possibilities for Myanmar and Afghanistan are investigated. Supported programs include agricultural development, homestead gardening, networking and lobby for the right to food and land. In Bangladesh, ecological production (e.g. new rice varieties, composting for vegetable gardening) is being integrated in several programs. Raising livestock and engaging in poultry and fish farming are important income sources and supplement the diet base.

For food security programs in **Latin America**, an amount of **4.700.000 euro** has been allocated in the 2007-2010 operation plan (MFS and non MFS). In the Andes region, the focus is on promoting the right to food and food sovereignty with a strong emphasis on capacity building and systematisation of the best practices. In Haiti, a food security network and programs

²¹ In this light it is important to know that ICCO has institutionally shifted its approach first from a regional approach towards a thematic approach (during which the different partners were divided under one theme -e.g. food security, FED,...) and recently towards a decentralised approach with ICCO regional offices. It is therefore expected that the different ICCO themes will be more concretely linked within the regions.

²² Especially the variety in (i) agricultural potential and vulnerability, (ii) variety in poverty levels and institutional strength, (iii) variety in cultural perception and attitudes towards food security and (iv) variety in the political economy of food, agricultural and trade policies.

²³ Based on ICCO's food security policy, 2010.

centring on agricultural production, soil and water conservation and diversification are supported.

In the North, ICCO and Kerk in Actie are already participating in food security networks such as European Food Security Group and in the 'Food security, Trade and Gender group' (Aprodev) and collaborating with organisations like FIAN and Wageningen University. Where possible, ICCO brings in specific experience or objectives of partners in the South to strengthen its lobby and communication strategies for food security in the North.

FS expenditure situated in the programme envelope of ICCO - The total ICCO expenditure²⁴ for food security (under MFS) during the considered period (between 2007 en July 2010) is 28.603.068 euro. The ICCO food security program (MFS and non MFS) presents about 15% of the total program expenditure of ICCO²⁵. The food security program is a sub-program of the 'Access to Basic Services' program and takes just above 30% of the expenditure of the ABS program for its account. This represents the highest portion of ABS, followed by education (about 27% of the ABS program expenditure), HIV and health care (each about 15% of the ABS program expenditure) and water (8%).

With the MFS finances, ICCO has contributed to FS projects in 51 countries and on 4 supra-national levels. In total ICCO has contributed to 419 projects which work at least partly on food security (between 2007 en July 2010) of which currently 123 projects are being implemented. A total of 278 partners are financed for food security, of which 81 partners are currently supported financially²⁶. The average budget for food security for these partners has been 102.888 euro for the period covered or on average 29.396 euro per year, with an important variation of budget per partner.

Localisation of expenditure - 76% of the expenditure has been made in Southern Africa, Europe, West Africa and Asia, as illustrated in figure 1. 48% of the total expenditure is spent in Africa.

²⁴ Based on the monitoring database of ICCO ('Dynamics'). In this database contracts (projects) are entered. For each project, the percentage of the expenditure that is used for food security is indicated, based on the content of the activities and strategies. This judgement is not based on objective criteria but on human judgement by ICCO staff, closely positioned to the different partners and projects. Only the expenditure for food security, based on these percentages for the time period 2007-July 2010, is considered and calculated under the FS program.

²⁵ 32,56% of the budget spent on projects which have a food security component, is from other sources than MFS.

²⁶ As a matter of comparison, ICCO had supported 1200 partners financially in 2008 within the total of its programs, in 2008 a total of 3697 projects were implemented.

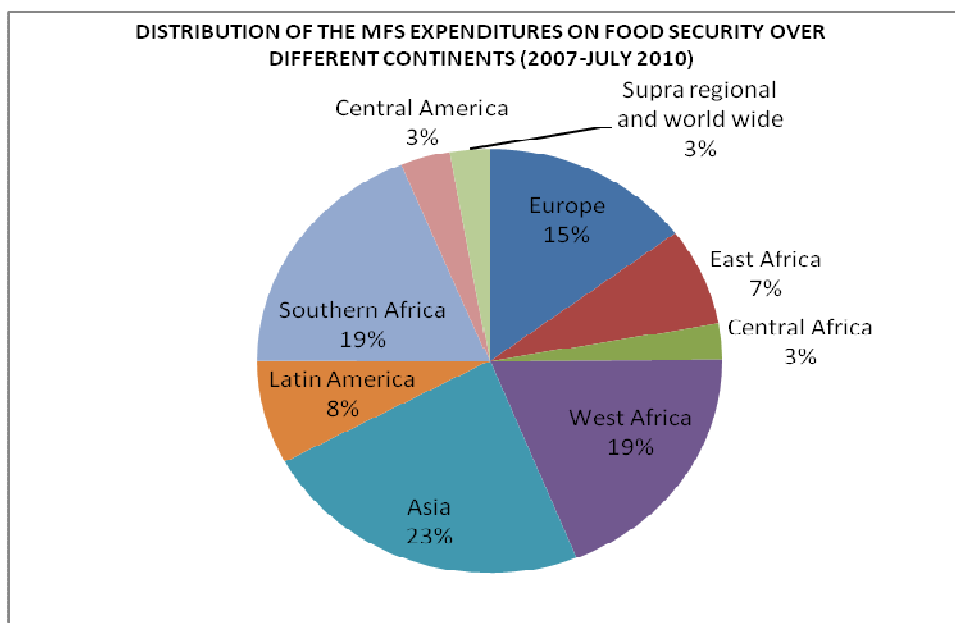


Figure 1: Distribution of the MFS expenditure for food security (2007-July 2010) over different (sub-)continents.

The expenditure in Europe concerns support to Albania and Moldavia (18% of the support for food security in Europe- MFS 2007-July 2010), countries which were also phased out during the subsidy period. Another important part of the expenditures in Europe have been dedicated to support to support to FAIRFOOD (60% of expenditure in Europe) and this particular envelope is currently the subject of an external evaluation commission. The remaining expenditure for food security in Europe (MFS 2007-July 2010) can be linked to support to lobby and communication activities by ICCO or by partners or allies of ICCO (IBFAN, WEMOS, FIAN, SIGN etc) and to a lesser extent to development of tools or management by ICCO related to the food security program.

40 % of expenditure (MFS) is concentrated in 5 countries in the South, and 62% of the budget in a total of 11 countries in the South, pointing out the occurrence of clear 'concentration countries' and a rather scattered picture for the rest. This is coherent with the policy of ICCO to focus the budget in a limited number of focus countries for food security (see graphs 1-5 on the next page).

Indeed 69% of the total budget for food security (MFS) is spent in the 20 focus countries. Six focus countries each spend more than 4% of the total budget of food security (MFS, 2007-July 2010) and other 5 focus countries spend each between 3 and 4% of the total MFS budget for food security in the respective time period. Only for 5 focus countries (food security), the expenditure has remained relatively low and represent less than 1% of the total MFS envelope for food security spent between 2007 and July 2010. This is illustrated in graph 1. The

investments in Brasil, Central America, Ghana and Angola have not really taken off, although they were included in ICCO's business plan for FS.²⁷

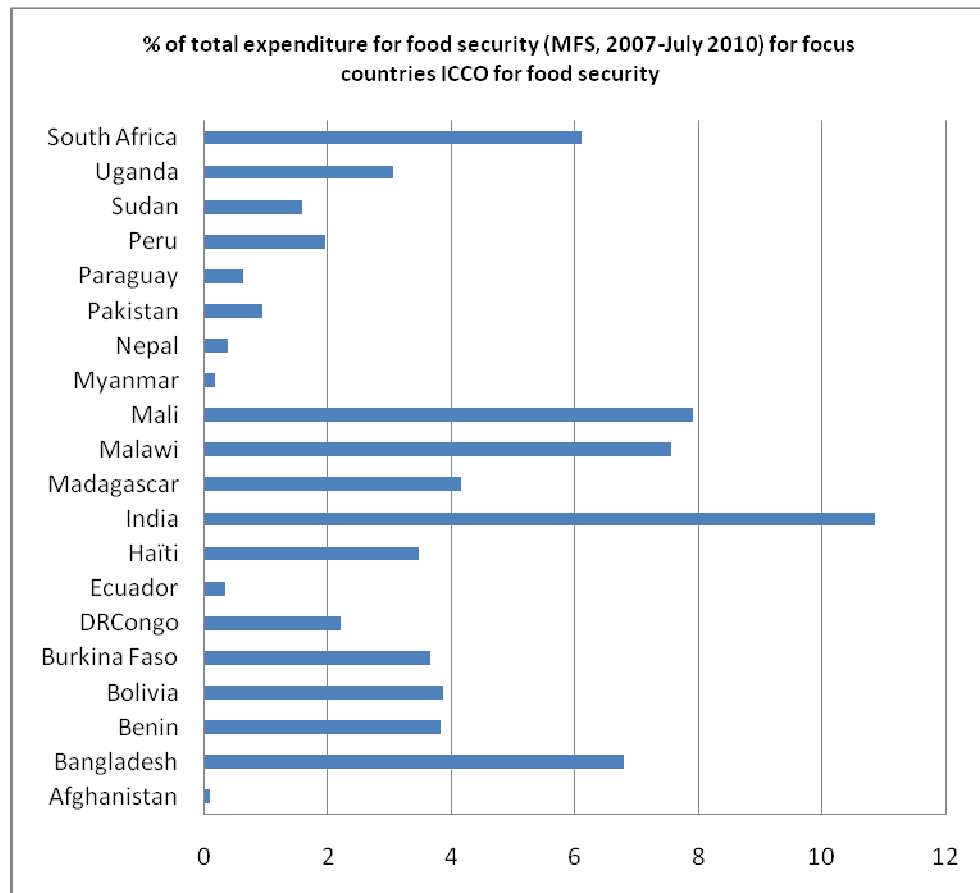


Figure 2: % of total expenditure for food security (MFS, 2007-July 2010) for ICCO's focus countries for food security.

Below the distribution of expenditures, within the sub continents receiving most budget, are presented.

²⁷ Reasons indicated by ICCO are the following: there was no programme officer dedicated to FS within an 'Access to Basic Services' department in Ghana. The programme in Angola was phased out following problems with the main partner related to corruption.

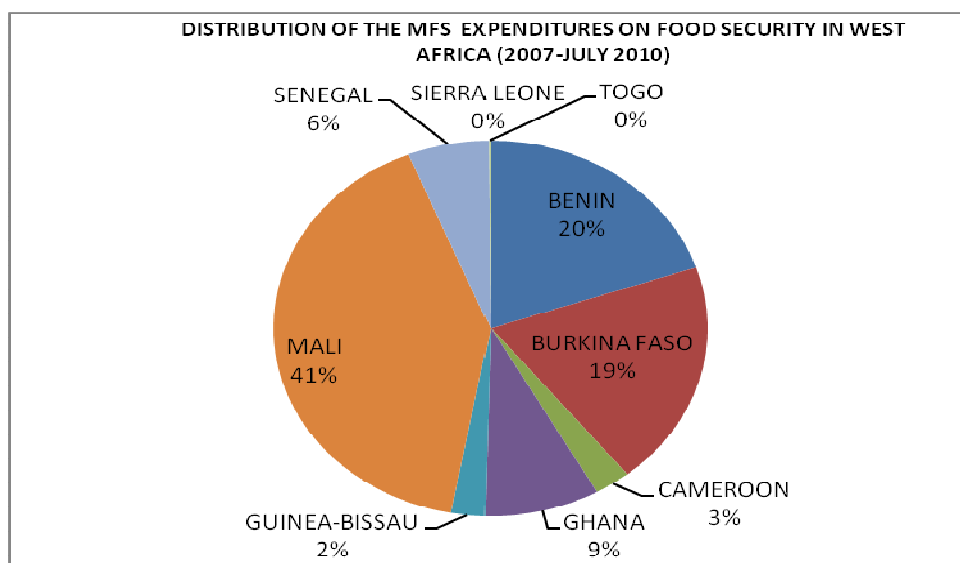


Figure 3: Distribution of the MFS expenditure (effectively spent on) food security in West Africa (2007-July 2010).²⁸

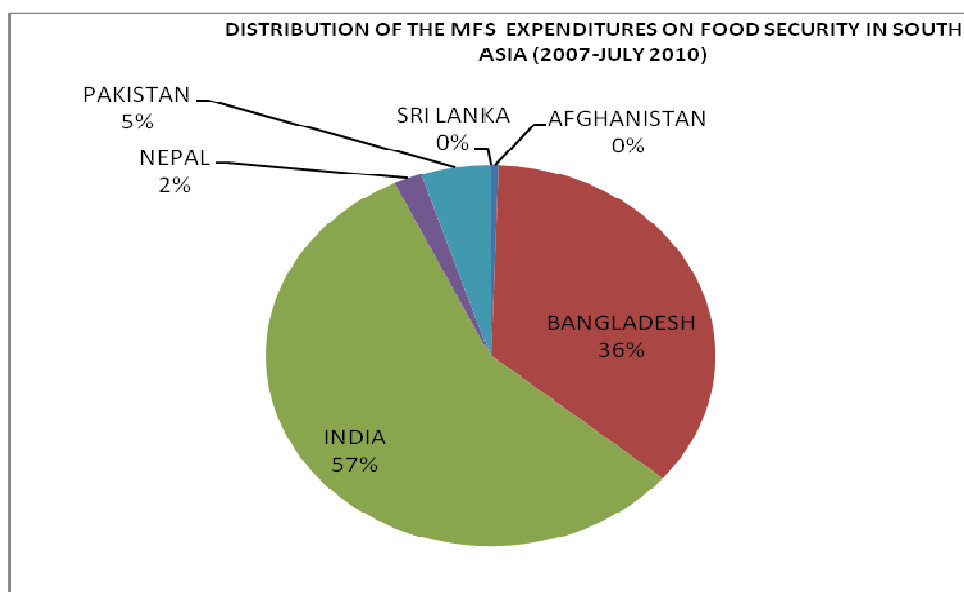


Figure 4: Distribution of the MFS expenditure (effectively spent on) food security in Asia (2007-July 2010).

²⁸ Countries with '0%' indication, are countries that were phased out beginning of 2007, and as such figured in the ICCO database.

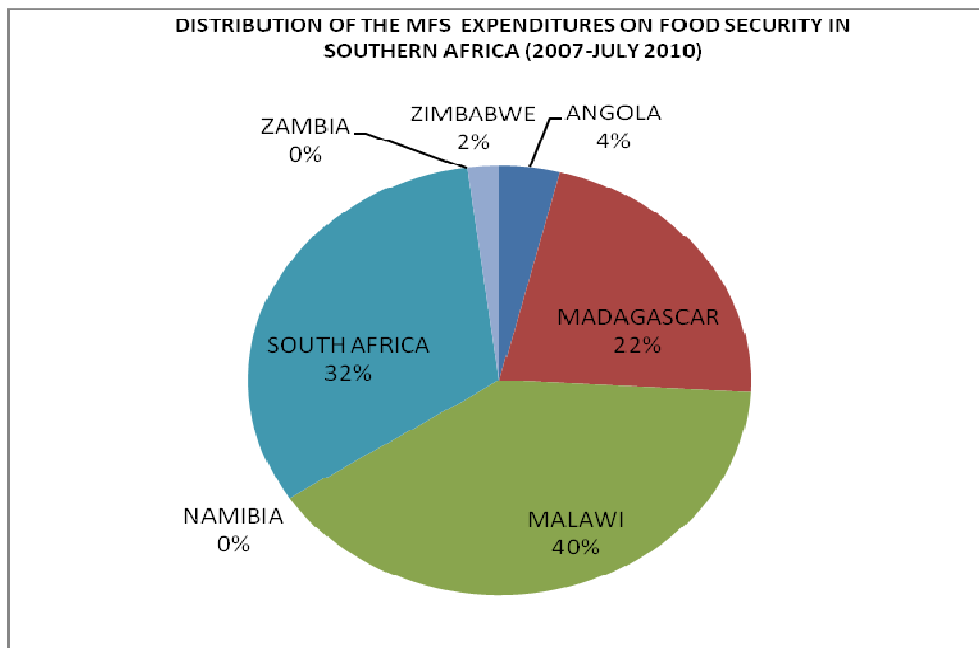


Figure 5: Distribution of the MFS expenditure (effectively spent on) food security in Southern Africa (2007-July 2010).

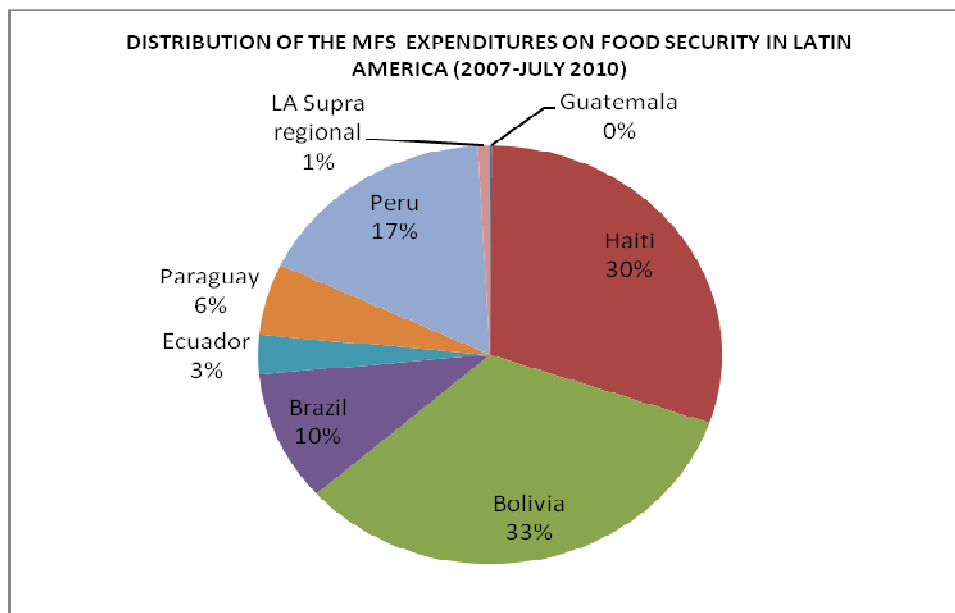


Figure 6: Distribution of the MFS expenditure (effectively spent on) food security in Latin America (2007-July 2010).

The countries with the highest allocations for food security (MFS) are: India (10,86% of the total MFS expenditures for food security in the considered time period), Mali (7,92%), Malawi (7,57%), Bangladesh (6,8%) and South Africa (6,11%). About 10% of the budget for FS is spent in fragile states, but the respective budgets are mostly relatively limited, except for Haiti (3,48% of total MFS expenditures on food security), followed by RDCongo and Sudan (1,59% of total expenditure MFS food security).



2.8. THEORY OF CHANGE

While developing the evaluation framework during the inception phase, the evaluators explained the rationale for each evaluation question. The different rationales form the basis of the reconstruction of the theory of change.

Even though ICCO has links with food aid and emergency relief, in its general strategy and on the field, there is a clear effort towards contributing structurally to food security by focusing on the 'right to food'. In this vision, food security is not seen within a linear development paradigm, in which food security disappears from the agenda of countries in more progressed development stages, but as a right and as a responsibility of governments that needs to be monitored and supported through all development stages and specifically for vulnerable groups. Addressing vulnerable groups stands central in the ICCO approach.

As ICCO is not operational itself but supports partners and their strategies. As such, the selection (process) of these partners, the set up of programs and budgets and the cooperation with partners, etc. becomes central. The role of different stakeholders within the development of food security is highlighted and is expected to be variable between different countries.

The ICCO food security strategy puts a strong focus on increasing agricultural productivity of small holders but increasingly within an integrated approach of the 3 pillars of FS (food availability, access to food and improved utilisation and nutrition). ICCO envisions that its food security interventions are complementary with regard to interventions to improve access to other basic services (health, water, education), with interventions to improve democracy and with interventions to support fair and sustainable economic development (FED). Within the three pillars of FS, the focus is on:

Pillar of availability - In its policies and strategies, ICCO demonstrates an important focus on stable food availability on the household level by diversified and adapted food production, increased food productivity and by risk management. Attention to an adaptation of programmes to climate variability is gaining importance in that risk management approach.

Pillar of access to food- In its policies and strategies, ICCO increasingly acknowledges the need of income generation for households to have better access to food markets and to pay for specific food ingredients and basic goods (health care, water, education). Within its food

security program, ICCO mainly focuses on improved and more diversified agricultural productivity and on improved sales of surpluses of food crops in first instance, by a better local market negotiation position. In its FED program, ICCO also emphasizes improved access to markets for other agricultural (non-food) crops and within a more elaborated chain approach. Other aspects that have been important for ICCO are the stability of access to food, often supported by improved saving behavior, improved access to cereal banks and better control of income sources and food stocks by women and vulnerable groups.

Pillar of utilisation – Even when food and food ingredients are available in the households or on the local markets, when households can acquire food and once vulnerable persons and when women do have access to this food, it is not guaranteed yet that each household member will actually be able to utilize sufficient food. The question remains also whether the quality of the food is sufficient and whether the food will be absorbed well in the body. These aspects depend on the availability of diversified food and ingredients, on cultural aspects (often habits or taboos related to food consumption), on the hygiene and sanitation situation and on a certain level of awareness and knowledge of utilization of food and of needs of different groups. An typical feature of these changes is that they need to be permanently addressed to sustain the changes.

Moreover, even when proper food intake for each household member would be guaranteed it will not lead to improved nutritional status in case the food intake is not combined with utilization of proper drinking water and a good health condition.

The aspect of utilization of food has been explicitly added in the FS program by ICCO to consolidate the effects of increased agricultural productivity and marketing of food crops on the nutritional status, especially of women, children and vulnerable groups (e.g. HIV+). ICCO does not ask the partners in the FS program to address all aspects of nutrition but to seek for complementarities with water and health programs and to focus on nutrition education in its own FS program.

Voice and changes in policy - The ICCO strategy accentuates the importance of emergence of local solutions and visions and for vulnerable groups to claim their right to food. To achieve this, (i) the organizational and institutional capacity of their partner organizations are strengthened with attention for improved accountability towards their target groups, governance, management and contribution to gender balance; (ii) partners and other stakeholders are linked in a programmatic approach to learn together, to harmonize visions and approaches and to be stronger in their search for diversification of financial resources .(iii) Finally, networks of partners and other stakeholders are supported in their capacity to lobby and advocate together, while increasing together their recognition by policy makers.



In ICCO's vision, strategies and policies, governments and other duty bearers should not only know the right to food but also their duties with regard to respecting, protecting and promoting the right to food. According to ICCO, imbalanced power relations result in unfair production and trade systems which hamper the prospects of farmers and food security in developing countries. Food sovereignty defined as the policy space wherein countries determine their food and agricultural policies, should be strengthened according to ICCO (always in relation to support the realisation of the right to food). ICCO will support its partners and their coalitions in their efforts to advocate and lobby for the responsibility of policy makers regarding the right to food.

4 Findings of the evaluation

ACE Europe has grouped the findings under 4 headings (roughly following) the ToR for the programme evaluation) related to (i) ICCO's policy and strategy, (ii) changes in the food security situation of selected target groups and the relation with ICCO supported interventions, (iii) influence on policy making (positioning of NGO partners and their capacity of giving voice to beneficiaries) with regards to food security, including changes realised in governments assuming their responsibility and the relation with ICCO supported interventions and finally (iv) the contribution of ICCO.

4.1. ICCO'S STRATEGY: RELEVANCE AND COHERENCE

The evaluators have studied the following two questions and the related judgement criteria:

EVALUATION QUESTION	DESCRIPTION CENTRAL QUESTION	JUDGEMENT CRITERIA
EQ 1: Relevance of the underlying policy and strategy of the program	To what extent have the ICCO policy and strategies offered a specific framework to address the rights and needs related to food security of the most vulnerable?	1.1 ICCO has developed clear and useful strategies and policies. 1.2 The strategies and policies are relevant with view to current context and policies regarding the right to food.
EQ 2: Coherence of the implementation of the strategy	To what extent are the ICCO strategies and policies translated into the cooperation and to what extent have possible synergies in the strategies been used optimally?	2.1. The ambitions and theory of change of the ICCO food security strategies are translated into partner selection and in the budget allocation 2.2. ICCO can guarantee that translation of strategies in the field are adapted to local context 2.3. Complementarities between objectives, partners, country strategies have been optimally used

Main findings and conclusions:

- The ICCO policy in general offers clear choices, but for some aspects the choices are less clear or not sufficiently elaborated, such as: the link with economic development (including the access to credit) and the link with decentralisation. The evaluators also noted that the policy was weaker in terms of operationalisation. As such, regional offices lack the tools to use the policy (as an internal reference framework) in their dialogue with partners upon their



programme proposals.²⁹ There is no evidence of guidelines for e.g. on how to ensure that specific aspects of the policy will receive attention from the partners (for e.g. on inclusion of vulnerable groups in general or the relation with HIV/AIDS)³⁰.

- Based on the context description, the evaluators can highlight some stronger and weaker aspects of the ICCO policy. Identified as strong are a.o. the focus on lobby for the right to food and the focus on utilisation (and nutrition). Weaker aspects are: lack of clear indications on the focus (how to combine strengthening resilience with local economic development?) and the balance between direct poverty alleviation and the development of an enabling environment and preconditions for FS.
- The ICCO policy is not purposely translated into the partner portfolio (which remained more or less the same in the countries of the sample for the evaluation except for Madagascar). Generally, ICCO did not execute a prior analysis of the risks and opportunities related to the existent partner portfolio with the introduction of the 2007-2009 Food Security Policy.³¹ ICCO works with proposals coming from partners and tries to influence on them through dialogue. The evaluators noted that the interaction with partners connected to the coalition building approach (as part of the PROCODE process within ICCO) has been quite influential on partners, more in particular in them paying more attention to ‘the right to food’ and their increased concern for realising impact.
- From the sample in the evaluation, the evaluators conclude that the current partner portfolio is not automatically ensuring specific attention for specific vulnerable groups and their needs or for intra-household relations and not automatically ensuring important coverage of most affected regions (related to FS) within the countries. The overall partner portfolio is allowing ICCO to pay increasing attention to strengthening civil society and lobby. The sample for the evaluation however portrayed clear weaknesses when looking at capacities for and results of lobby (with exceptions).
- Because ICCO is not imposing, it allows partners to elaborate programmes that are adapted to local contexts. Therefore, ICCO urges partners to execute contextual and baseline analysis which they do (observations from the evaluators) and increasingly within the context of coalitions.
- The FS programmes of ICCO are characterized by an integrated approach, meaning that few partners submit programmes that are 100% dedicated to FS although 52% of the budget of MFS funded projects is effectively used for FS and about 1/3 of projects and partners spends more than 70% on specific FS interventions. According to the ICCO database there are clear links between typical FS interventions and other domains (such as

²⁹ Within the ProCoDe process of ICCO, responsibility for the execution of programmes has been shifted from the Utrecht Office to regional offices. ICCO programme offices are now based in the regions and are responsible for identifying partners and analysing and accepting programmes.

³⁰ Within ICCO efforts were undertaken to develop guidelines on how to ensure the effectiveness of FS programmes in high prevalence areas, but these did not (yet) result in a final document.

³¹ ICCO remarks that the policy as formulated in 2007 did not constitute a clear breach with former policies (continuous development) and therefore a need to combine this with a systematic analysis in each country at that time was not felt.

democratization, water, local market development and health) but these links did not appear that clear from the field visits. Both from the database and the field visit the weaker link with local market development and health was noted. In the field, the evaluators found also little evidence of synergy with water related activities (unless in Bolivia and in Mali)³².

- Madagascar is an exception in the sample of the evaluation when looking at exploiting complementarities between partners and programmes; the programme is increasingly concentrated in one region through a number of independent partners but with an overlap of interventions in the same municipality and the same target group. In all other countries from the sample, operational integration in the field between partners is not taking place.

4.1.1. RELEVANCE OF THE UNDERLYING POLICY AND STRATEGY OF THE PROGRAMME

Appreciation of clarity and usefulness of strategies and policies – The ICCO policy in itself offers clear choices. The choices are:

- Three pillars (with specific attention to utilisation);
- Three intervention strategies (including ‘empowerment/civil society strengthening and lobby, next to poverty reduction);
- Ambition for impact and realising more impact;
- Focus on vulnerable groups
- Focus on the position of women
- Programme approach and support to coalition building (as part of the ProCoDe process, see in the above);
- Increased attention for climate risk management;

For some aspects, the choices are less clear and not sufficiently elaborated:

- The link with economic development (including access to credit) : how is economic development prioritized compared to ‘resilience ; how will the transition from support to resilience to economic development be made; can the ‘access’ pillar of food security be addressed with a value chain approach; must (and why) value chains for food crops be prioritized; what is the place of access to microfinance for food security? This fact is a

³² This was supposedly also the case in Bangladesh (as in other programmes in South-East Asia); however the field mission did not find evidence on this link.



consequence of the decision of ICCO to separate the food security from the economic development programme. This policy choice might have been the right one, what the evaluators are missing is clarity in the strategy on how (and to what extent) the economic aspects can be integrated in the FS programmes (and vice versa).³³

- The link (between access to basic services and/) with decentralization. Given the general importance of decentralisation in the majority of the focus countries (although realised to different degrees) the evaluators expected the issue to be part of the ICCO policy and strategy: what is considered the role of the decentralized structures for food security (access to basic services, nutrition, productivity), to what extent is it found important that partners of ICCO cooperate or strengthen decentralized institutions and to what extent should this support specifically be linked to food security or to sub sectors of food security? As such, decentralization is not mentioned in the strategy, there are no indicators to ensure follow-up of an issue which clearly appears as an important element in the field.

The evaluators note that the policy was weaker in terms of operationalisation:

- Types of interventions for the implementation of the policy, principles and guidelines to link/harmonize FS approaches with for e.g. approaches in water programmes, economic programmes;
- To what extent does ICCO want to invest in direct poverty alleviation (supporting vulnerable groups to strengthen their coping mechanisms), or wants to support the development of an 'enabling' environment, basic (institutional) preconditions and governance systems for food security.
- How will ICCO assure that it will be complementary to other actors involved in the North and in the South and provides sufficient specialized added value while using and linking its best experiences and competences in the North and in the South? ICCO clearly adds value with its pillar on nutrition in the South (see further), how will it valorize this added value in the North and in the South?
- Weak guidelines for the choice of countries and regions, type of partners, target groups to be identified ;

In this respect, it is important to remark that ICCO does not impose its policies and strategies on partners, ICCO uses its policy documents as an internal reference framework to guide the work of ICCO regional offices and ICCO staff (in dialogue with the partners; knowledge with partners about the policy is variable). As such, the evaluators were surprised that the policy was not contextualized (no documents of ICCO (decentralized) exist on translating the policy to the specific contexts of the region explaining and underpinning the choices) and that it was not operationalised (for e.g. based on an analysis of context of the region/the country in relation to food security). For e.g. one would expect to find some guidelines/principles related to specific

³³ ICCO remarks that the new MFS2 proposal pays more attention to the link with economic development.

aspects of the policy, such as for e.g. the inclusion of vulnerable groups: if ICCO finds it important that vulnerable groups are included how can it ensure that sufficient attention is paid to this in the programmes submitted by partners, how will partners be challenged on this, how should priorities be set and what measures are imaginable in the given context (menu of options).³⁴ An example is the attention that is promoted by the global ICCO food security strategy for vulnerable groups in relation to HIV/AIDS. The evaluators have not been able to trace back any concrete criteria in the visited countries that would orient the interventions of partners towards this group. In Malawi, with high HIV/AIDS prevalence, ICCO/CA support a specific programme on HIV/AIDS but which is yet to be linked to the food security programme.

The evaluators are not suggesting that ICCO should be more precise on who the vulnerable are, because (i) this depends on context, (ii) can change over time, (iii) can be sector specific, (iv) can be determined by the mission of the partner, etc. The evaluators for e.g. did not find evidence of partners being more than punctually challenged on their identification of vulnerable groups and their strategies on how to include them. In general, the evaluators found that there is weak specification of specific target groups (unless on utilization, see further) and that the link between the interventions and the most vulnerable groups (when intervening in that area or through that type of intervention, who should be identified as most vulnerable group) are often not clear, but that NGO partners portray a certain sensitivity towards gender.

Relevance related to context - Based on the discussion of the clarity of the strategy and crossed with highlights of the current context (see also 1.1.3) the evaluators find some strong and weak aspects of the strategy in relation to the present context of food security, presented in table below.

Table 7: summary of stronger and weaker aspects of the ICCO policy and strategy in relation to context

Stronger aspects	Weaker aspects
<ul style="list-style-type: none"> - Focus on rural areas (subsistence agriculture) - The link between FS and access to land and water - Attention for climate change - Attention for ecological sustainable improvement of agriculture - Attention for women - Focus on lobby for the right to food (see difficult integration of the FS agenda in government policies on economic development) 	<ul style="list-style-type: none"> - Definition/description of vulnerability/vulnerable groups and countries - Attention for intra household relations - Weak link between FS and decentralisation - Weak link with value chain approach for FS to promote change with view to accessibility of food - Relation between FS approaches and micro-credit or finance - Choice between a focus on resilience or local economic development is not very

³⁴ A more contextualised piece was written for the Andes in 2008 by the previous project officer. The evaluators only received this document on January 10th and were not able to include this in this evaluation. The question remains to what extent this document was known and used by ICCO regional office Bolivia since no comments this regarding were made to the Bolivia report.



- | | |
|---|--|
| <ul style="list-style-type: none">– Programme approach (has started and is still emerging)– Focus on utilisation and nutrition (even in countries with general progress on FS)– Common points with international strategic priorities: right to food, importance of partnerships and alliances, gender (except for approach towards value chains) | <p>clear/underpinned</p> <ul style="list-style-type: none">– Weaker indication on balance between direct poverty alleviation or support to development of enabling environment and preconditions for food security– Place for new governance arrangements at the local, national and international level– Lobby to focus more on coherence of policies and strategies and on commitments of governments, on mechanisms behind the policy making processes³⁵ |
|---|--|

4.1.2. COHERENCE OF THE IMPLEMENTATION OF THE STRATEGY

Translation of ICCO policy in partner portfolio – The adaptation of the policy and the priority setting to ensure its relevance in different contexts does not happen in a very systematic way but is the result of the sum of the different programmes prepared and submitted by NGO partners. However, it is a work in progress and the coalition approach has proven to support efforts to ensure relevance of interventions of separate partners. In Bolivia, a lot of this work has already been done by one of the partners, AIPE.

There were no major changes in the partner portfolio related to FS during the period under evaluation, unless for e.g. in Madagascar where there is a certain evolution away from maintaining historical partnership relations, towards inclusion of more specialized partners per sector (e.g. first food security project was part of a larger EU programme and only SAF was supported by ICCO to cover a wide variation of FS activities. Later also Tiavo, Fiantso and others were added to cover specific niches. The partner mix generally reflects a wide range of specialties and experiences, except for nutrition/utilization (for e.g. in Bangladesh and in Madagascar), but this was not purposely done by ICCO. For e.g. for Madagascar, the evaluators conclude that the (overall) FS policy of ICCO is not well reflected in the projects/partners.³⁶

The actual criteria for selection of these partners are difficult to trace back for the majority of the partners. Furthermore, ICCO did not identify explicit criteria for the identification of the most appropriate partners to execute its' FS policy 2007-2010 and to ensure that (i) most affected areas are covered, (ii) all pillars of FS and (iii) ICCO's intervention strategies are sufficiently covered. The evaluators did not come across a risk and opportunity analysis of a set of partners organizations in a country related to realizing its policy through the current (or another) partner portfolio but reflections on this are stimulated by ICCO within the programmatic approach (but

³⁵ As already indicated in the above (under constraints for the evaluation), ICCO has developed international lobby strategies dealing with these issues. These have not been taken into account by the evaluators in this evaluation.

³⁶ ICCO argues that programmes do not need to cover all three pillars of FS in case other actors are active in one of the pillars or in case one of the pillars theoretically is not considered to be a problem.

not binding upon conclusions and with limited attention for detailed mapping of expertise, stronger and weaker competencies of partners involved).

Typically, many of the partners are partners with local area based/village approaches, sensitive to all kinds of needs; several of them 'inherited' by ICCO from SOH (Stichting Oecumenische Hulp, precise number not known). Strategic orientations within the partners are strongly based on a valorization of past achievements and on opportunities to access (external) financial resources. ICCO challenged partners though to reflect upon their approaches within the coalition approach which aimed at realizing more impact in the future. As such, the coalition approach seemed more influential on the partner portfolio than the 2007-2009 FS strategy.

It should be stressed that the 'right to food' was clearly put on the agenda of the majority of the partners in the elaboration of the coalition but this has not yet been clearly/fully integrated in the dynamics of structuring the civil society at the grass roots level (see also further). Furthermore, intra household aspects – as a basic element in a 'right to food' approach - did not get explicit attention and the inclusion of vulnerable groups is not automatically ensured through these partners. For e.g. the evolution towards value chain programme in Madagascar is relevant given local needs but poses risks regarding inclusion of vulnerable households and the 'right to food' angle. Activities are adapted to interests of women and accessible to woman, of focused on women as target group but few partners are focused on strengthening women rights and support for effective institutional integration of women is addressed by even fewer partners.

The evaluators noted that ICCO (through its partners) is not necessarily working in the country's most affected by food security and that within the country's most affected areas are not automatically covered; this depends on the region of intervention of the NGO partners. This could be clearly noticed in Benin and Bangladesh where it is clear that only a small part of the most affected areas are covered which has not been challenged by ICCO up till know. It should be noted that in Madagascar, on the contrary, a clear choice was made to concentrate efforts in the most vulnerable part of the country (in the mean time part of the vulnerable areas and no longer the most vulnerable).

Based upon the available data, it is not possible to conclude upon the interventions of partners (and allocation of budgets) over the three pillars of FS. Partners usually do not formulate their programmes as such (except for the new programme in Benin) and do not specify specific budget lines. From the evaluation (field missions and e-questionnaire), it is clear that most focus (over the different countries) in the interventions is mostly on availability and on nutrition (and less on accessibility, which can be explained by the origins of the FS programme³⁷), that none of the partners is specialized in all three pillars, that the highest level of specialization is to be found with NGOs active in the pillar of utilization (nutrition), that generally, the focus of interventions is much less on agricultural productivity when compared to the policy (interventions are very small scale) and that a 'FS-programme' can look quite different/specific depending on the country context, see for e.g.

³⁷ Agriculture and food production and more nutrition oriented programmes coming together at a certain point (what year?) while market access and increasing income was more addressed in the FED programme.



- Madagascar: Madagascar has supported the development of basic conditions for rural development (access to land, credit, organization of farmers) with focus on accessibility to food and is currently moving to a more market driven approach, while trying to safeguard specific FS aspects in the programme (through attention for partnerships to finance and accompany agricultural and chain development, creation of local cooperatives);
- the focus in Bangladesh which is on rural development in a broad sense (with 2/3 visited partners being very big organizations implementing integrated programmes): focus is generally broad, interventions that can support FS are more scattered/part of larger programmes .
- RDC: the interventions in RDC have been focused on emergency aid and rehabilitation. For e.g. the RESKI (rehabilitation programme, 2008-2010) in South Kivu to improve food security situation of returning families (with agricultural kits and food aid) but efforts to move beyond emergency aid are emerging. The focus on development is even more clear in the programme PASAK (only started in September 2010) aimed at the increase of income levels through intensification of agriculture with priority on local economic development (access to markets) and nutritional education moving away from emergency aid with 6 partners (not all ICCO partners, NGO's and farmer organizations)

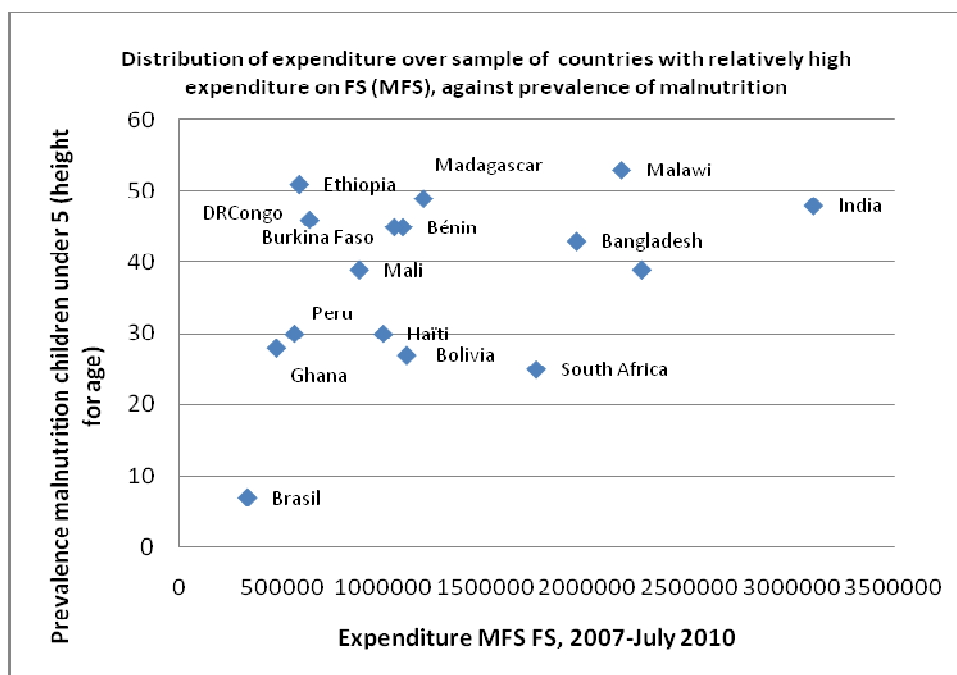
Although ICCO does not impose, it is clear for the majority of the partners that ICCO would like to see them paying more attention to lobby and to civil society building (compared to the more traditional focus on direct poverty alleviation). Partners are generally aware of some principles of the ICCO policy on FS but this knowledge is unequally divided between partners and inside each partner NGO. Partners in Bolivia state that they and ICCO share the same objectives as partners for FS.

When emphasizing to put for more efforts in developing lobby and civil society building, ICCO does not oblige partners to become a specialist in these domains (although partners sometimes feel this pressure, such as in Bangladesh and in Madagascar) but stimulates partners within one country (for e.g. through the coalition) to ensure that sufficient capacity and expertise in this field can be found and further developed to the benefit of all partners involved and their target groups. Currently, the coalitions have not yet reached this stage of strategic task division (for interventions at local and national level).

From the critical inventory in the inception report, the evaluators can conclude the following: programmes and projects are mostly intervening in the first two intervention strategies: (79% in poverty reduction and 79% in civil society strengthening) and less in the lobby and advocacy strategy (58%). On average, 46% of the budget for FS projects is spent on intervention strategy 1, 28% on intervention strategy 2 and 24,6% on intervention strategy 3. This division clearly reflects the importance attached to 'the right to food' and a trend towards linking up the local level with higher structures and policy levels.

All focus countries for FS demonstrate expenditures for the three intervention strategies in their FS projects. When looking at the countries included in the sample for this evaluation, it shows that countries such as RDC, Madagascar, Mali and Malawi are spending between 50% and 60% of their budgets on the first intervention strategy; in Benin and Bangladesh between 60 and 70%. This is generally higher than the average spending on intervention strategy 1, except for Bolivia where the spending for this intervention strategy is 41%. There is no clear linkage between the incidence of poverty and malnutrition and this pattern, nor with the strength of the institutional context in general (see in the above). When looking at the expenditure for intervention strategy 3 (lobby), only Bolivia and Mali have an expenditure which is comparable to the average spending of ICCO on this strategy (resp. 30 and 22%), in all other countries expenditure is much lower or very low (such as in RDC). This might be explained by the fact that the ICCO programmes in Bolivia and Mali are older and further developed with regards to their investment in lobby.

The budget allocation is not necessarily in relation with incidence of malnutrition or poverty (considered at the national level), as illustrated in graph 2. Possibly, a trend can be observed for higher investments in areas vulnerable to climate variability or climate changes. ICCO argues that it mainly tries to target the most food insecure areas *within* countries, not necessarily on a global level in parallel with their efforts to contribute to local food security.



Graph 2: Malnutrition versus expenditure MFS for food security in a sample of countries (ICCO) (malnutrition based on most recent data regarding prevalence of malnutrition linked to height for age for children under 5).



Target group identification by ICCO partners

How do NGO partners target their programmes? For e.g. when choosing:

- The region (geographical) - mainly rural: based on historical relations and/or identified with the donor. Areas are not always poorest or most malnourished, a clear set of criteria is often not available (exc. BUPDOS in Benin but only recently)
- The villages: effort to cover all villages (over a number of years) or identifying villages, most often not based on criteria related to food security (except for data on nutrition, see very clearly in Mali), but on other criteria such as their dynamism (see Benin), or on the basis of personal contacts, observation and experience of the partners (such as in Bolivia), several years presence of NGO in the village/area (Bangladesh, Benin)
- The target groups within the villages: partners working in the field of nutrition try to cover the whole village for awareness raising and women in the age of procreation and young children for the concrete activities of weighing and measuring, other NGOs work with broadly defined groups such as 'women' (for e.g. CCDB in Bangladesh works almost exclusively with women beneficiaries), 'small scale farmers' ... Exceptionally individual malnourished people are targeted based on analysis (see case of Mali where the national statistics 'Système d'Alerte Précoce' are used to ensure inclusion). In RDC, the new PASAK programme focuses on those who are producing but has determined that 30% of the participants should belong to specific vulnerable groups and young people; attention for women will be safeguarded by working together with a specialised NGO.
- In general: specific vulnerable groups are not identified (except for nutrition), their needs or characteristics are not specified and their evolution is not specifically nor systematically monitored

Adaptation to local context - As ICCO is not imposing its strategy upon partners, partners are invited to elaborate their proper strategies. The reasoning is that this allows partners to develop and own their strategies which are adapted to the local context. Partners appreciate this a lot and in Bolivia they state that this approach allows ICCO to learn from its partners as well. In Benin, the partners used the coalition building and programme approach to formulate a joint strategy. This can be considered to be quite exceptional; partners as such accept to increase interdependency and synergy in their operations (although there is still a long way to go, see further under complementarities). In RDC, the programmes are very much taking into account the emergency situation of displaced persons and villagers in eastern Congo which explains the attention for food aid (through cooperation with the World Food Programme).

ICCO urges partners to pay sufficient attention to an analysis of the context ('diagnosis', 'analyse contextuelle') and this is done by partners in variable degrees: contextual analysis (Benin 2007), joint diagnosis/baseline for the coalition in Benin (2010), diagnosis of problems per village of intervention or village mappings (in different countries), baselines in Bolivia The evaluators noted that the NGO partners involve local stakeholders in this analysis (which was clearly the case in Benin and in Bolivia (adaptation to municipal development plans) but which was not observed in Bangladesh). The diagnostics in Madagascar remain sector specific (not focused on FS) . At the level of coalitions, analysis might be financed by ICCO (Benin, Bangladesh). The evaluators note that a contextual analysis for the situation in Bangladesh is

not (yet) available and that partners in Bolivia have worked with a specific FS strategy since 1996 (drafted by the network AIPE and updated in 2002).

Complementarities – The FS programmes of ICCO are characterized by use of an integrated approach, meaning that few partners submit programmes that are 100% dedicated to FS although 52% of the budget of MFS funded projects is effectively used for FS (or labeled as such in the ICCO database) and about 1/3 of projects and partners spends more than 70% on specific FS interventions (note, inception report page 17, par 40). The clearest links in these projects to other themes are: democratization (12%), water (8%), local market development (7%) and health (4%). The number of projects and budget portraying a link with local market development and health is relatively low considering that access to food and utilization are important pillars in the ICCO FS policy. The weak link with local market development was also noticed by partners during the evaluation. This is explained by the growing specialization within ICCO and a separation of the programmes, which was further stimulated by the thematic structure of ICCO (growing over the past years).

The weaknesses in seeking and realizing complementarity between themes and programmes are confirmed by the field visits. Within the countries and the FS programmes of individual partner NGOs:

- Interventions of different partners rarely reach the same target group
- Partners with integrated approach work in different regions (covering different types of interventions and are thus less specialized)
- Different interventions of 1 partner do not necessarily reach the same households

Madagascar is an exception: the FS programme is increasingly concentrated in one region through a number of independent partners but with an overlap of various interventions (though not yet very strong) in the same municipality and the same target group. There exists a clear tendency moving from a large integrated food security project, the PSA-SE project (which was funded by the EU with ICCO involvement and implemented by one partners) towards an increased number of partners each involved for their specific specialization that are supported by ICCO to improve and intensify their collaboration (within the programmatic approach). This approach proved to be a catalysator for multiplication and system development (supporting sustainability, see also further). Specialisations include: credit, cooperatives, disaster risk management, rights based approaches, environmental aspects, ...

In other countries more “broadly oriented” partners implement broader strategies, thereby lacking the advantage of being more specialised, but on the other hand offering the possibility to combine interventions under different pillars. However, evidence from the field supports the conclusion that it is very difficult for partners to be effective in all of the three pillars. The ‘integrated approach’ seems to work only in specific conditions for e.g. for well defined vulnerable households (see examples in the field of nutrition), and in case strong links to



government services have been established (to better ensure effectiveness and sustainability, see Bolivia and water programmes).

The evaluators note however that complementarities are increasingly on the agenda of the coalitions in the other countries, start of common dynamic is noticeable but it is too early to conclude on effects. The introduction of the coalition building thus stimulates partners to seek for more complementarity and to link local and national level (see Bolivia, Benin, Madagascar, but still weak in Bangladesh where partners have only engaged in exchange of lessons and experiences). More information related to coalition building can be found further in the report when evaluation question 6 and 7 are treated.

The evaluators therefore expect that the decentralization of ICCO operations and the installation of regional offices will further promote more attention to linkages within a regional and coalition approach.

Within the countries and between the different ICCO programmes in the same country, the evaluators observed that there is little evidence of synergy within the other domains of Access to Basic Services (except for Bolivia with access to water), see weak link observed in Bangladesh between FS and water programmes executed by the same partners, for e.g. RDRS). Again, Madagascar seems to be the exception where more interaction exists and is increasing with other projects funded from different sources (MFS, Echo, EU).

4.2. CHANGES IN THE FOOD SECURITY SITUATION

The evaluators have studied the three below mentioned evaluation questions and the related judgement criteria. The following sections will describe the findings of the field missions. In a separate paragraph, the evaluators will add conclusions from the analysis of e-questionnaires (confirmation or bringing nuances to the findings of the field missions).

EVALUATION QUESTION	DESCRIPTION CENTRAL QUESTION	JUDGEMENT CRITERIA
EQ 3: Improved food availability at the household level	To what extent have the interventions allowed to influence food availability for vulnerable households in a structural and gender sensitive way and why ?	3.1. Availability of food for vulnerable households has changed 3.2. The changes are stable and sustainable for vulnerable households 3.3 Partner organizations have contributed to these changes at the household level
EQ4: Improved access to food by vulnerable households and individuals	To what extent have the interventions contributed to a changed access to food for households and individuals in a structural and gender sensitive way and why?	4.1. Access to food and food ingredients for vulnerable households and individuals has changed 4.2 The changes are stable and sustainable for vulnerable households and individuals 4.3 Partner organizations have contributed to these changes at the household and individual level
EQ 5: Improved (proper) utilization by food by	To what extent have the interventions allowed to influence	5.1. Proper utilization of food has structurally changed

vulnerable households and individuals	households' and individuals' utilization of food in a structural and gender sensitive way and why?	5.2 The changes are stable and sustainable for vulnerable households and individuals 5.3 Partner organizations have contributed to these changes at the household and individual level
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Main findings and conclusions:

- The evaluators have only found analysis of primary data on changes in food availability, access to food and utilization of food in Malawi and in Mali to a certain extent (countries involved in e-questionnaires). Even there, some of the information contradicts each other and interpretation remains difficult.
- Except for Madagascar, the food security interventions have demonstrated a focus on food availability and on utilization of food. In Madagascar, Bangladesh and Malawi, interventions for food availability are more clearly and increasingly linked with climate risk management and resilience by diversification of production, improved water management, adapted crop varieties, etc.
- Most clear effects of interventions of ICCO partner organizations are found for improved food utilization. Knowledge on food ingredients, on food hygiene, preparation of meals has improved and endogenous diagnosis of malnutrition is better acquired. When combined with improved or diversified gardening, or with improved access to potable water, these effects have effectively resulted in improved utilization of food by the villagers. These results are poorly quantified in the reports and don't reach the level of indicators generally set for the food security program. From the data available on the interventions, it is not clear how these effects are distributed intra household.
- Effects for improved (agricultural) production remain limited but seem to have more impact when combined with aspects of water management and diversification have entered (considering small livestock, new crop varieties). Household management of food and improved management of food stocks via cereal banks result in positive effects but the size of these effects remain limited. The projects have not really succeeded in making links with important agricultural programs or with existing (or emerging) mechanisms to finance agriculture (although it is expected by ICCO that links will be established through increased lobby efforts, for e.g. to ensure that financing mechanisms are better adapted to small producers). Therefore the effects remain limited and are mostly situated in the domain of small changes in food diversification and stock management. Also, the investments for food availability seem to result regularly in small improvements in income, implying that households seem to translate productive improvements quite automatically in income gains, rather than to prioritize investment in production (this is less so for Mali).
- Regarding effects on income (although not a direct objective of ICCO), the evaluators observed two pathways within the interventions/ programs. One is the introduction of small IGA, often linked to small saving efforts (local 'caisse', promoting savings by IMFs). IGA are mainly in the field of agriculture and small livestock while extra agricultural IGA's are rather



exceptional (Bangladesh). The exact improvements in income are difficult to analyze against the raising food market prices for most of the products concerned. When the interventions include more adapted varieties of crops (e.g. Bangladesh) and water management (e.g. Bolivia and emerging in Madagascar), the effects seem to be more important. When local value chains are well considered, the impact is better guaranteed (see Bolivia, improvements from inputs up till local markets). A second pathway is one of contributing to an enabling environment for realizing a rise in income in terms of improving land ownership rights, access to rural microfinance and organization of farmers. This pathway is most clearly and in most comprehensive way found in Madagascar. Despite clear progress towards this enabling environment, evidence in Madagascar illustrates that sufficient link is needed with agricultural programs to valorize better and timely the improved preconditions.

- The effects on improved food utilization and availability thus exist but remain small. Their leverage effect to change basic causes of poverty of the concerned population is limited. Except for Madagascar and Bolivia, the effects also remain quite local and/or isolated (not well linked to sector programs, to decentralized institutions). The coverage in terms of villages, communes and population touched is acceptable from the point of view of the evaluators but remains limited as direct replication or multiplication mechanisms are not in place, except in Madagascar (unless the organization of exchange visits between village groups and farmers, such as in Bolivia and in Benin).
- Inclusion of vulnerable groups is best guaranteed with activities related to food utilization or when nutritional interventions are used as entry-point for other activities. Based on the data from the group discussions during the evaluation, the evaluators conclude that the more the interventions focus on an enabling environment aimed at supporting a rise in income, the less the inclusion of vulnerable groups is guaranteed, and even more so when preconditions for a value chain approach are introduced, pointing out that when multiplication and sustainability is envisioned (enabling environment, value chain approach), the element of inclusion becomes more fragile.
- It can be concluded that the interventions have mainly made a difference for improved resilience of local sections of the population, including vulnerable groups when nutrition is addressed. In Madagascar, another pathway has been followed and progress has been made to establish an enabling environment for future food security, with more important multiplication effects, but more risks related to the inclusion of vulnerable groups. Effects have however not yet been able to provide sufficient leverage to address or to change poverty of the concerned households (when looking at impact), basically because they have not been able to link up with important agricultural programs and/or with adapted finance schemes.
- In comparison to the result indicators and consolidated results of the global ICCO FS strategy in 2009, these findings confirm that less partner organisations have been working in the pillar of accessibility (and more in particular on improving positioning of small producers in local markets), that availability of food has improved for households (but

interventions of partner organisations have not been able to give clear figures and overall the improvements are rather in the domain of resilience). A slight rise in land certificates was achieved in Madagascar, while important progress has been made in systems to support land ownership rights and in tranquillity regarding landownership issues (reduced land conflicts). There is no confirmation for change of malnutrition, but availability of ingredients, feeding habits and awareness on malnutrition have improved in those countries where there were specific interventions.

- Financial sustainability of the initiatives remains a challenge, even to some extent for Bolivia where beneficiaries are financially contributing to initiatives (e.g. water works). Initiatives require continuous support from partners. This is less pronounced for activities in the public area of health and water for which partners manage to link them to specific sector programs (Bolivia, Mali, Malawi) and for which the local management committees show strong commitment thanks to their initial contribution to the investment and dynamics and thanks to sufficient training and follow up. Initiatives for nutrition have generally demonstrated more important challenges in this respect, although some examples for more (financial) sustainable approaches are emerging in Mali (linked to profits of cereal banks) and in Malawi (mainstreaming in health campaigns of districts). In the area of production and economic development, financial sustainability has appeared to be more difficult. In all countries a search to access (micro)finance for agricultural or other productive activities has been very central with initial success in Malawi and Mali and with an exception in Madagascar where a microfinance institute is a partner of ICCO. Even these arrangements demonstrate weaknesses related to access by vulnerable groups, deviation to consumption credits and lack of mid term credit products.
- The partners of ICCO have supported several type of groups and local structures. As mentioned, the groups concerning management of public activities or investments, seem to maintain their activities. The evaluators note that other groups are rather considered as channels of support (financial support, capacity development) to individuals at grassroot. They are not organized to increase their claiming capacity or to improve their competitive position in economic input or output markets. The example of Madagascar (associations, cooperatives) shows however, that formal organization of farmers supports openings for their future market access.
- The evaluators can conclude (upon separate cases within the ICCO programmes in the different countries) that interventions and NGOs can make a difference if (the aspects named are interlinked):
 1. Interventions are linked to sector programs (via decentralized or deconcentrated services, via other specialized institutions or programs):
 2. Partner organizations develop competencies and networks in specialized fields of intervention;
 3. Nutrition is used as entry point by the interventions;
 4. Important investments in agricultural productivity are considered;



5. The currently present needs based approach at grassroots level can be directed towards an approach where economic opportunities are addressed, where pro poor market access is linked to initial achievements in basic needs;
6. Sufficient attention is given to preconditions for food security in terms of access to land, micro finance and water (preferably in combination and if necessary via linkages to existing programs or institutions);
7. Links with programs or mechanisms that finance agriculture are elaborated and partnerships with the concerned institutions are supported to guarantee better adapted and diversified financial services (between partners of ICCO and these institutions).

4.2.1. CHANGES NOTICED

Information to conclude on changes was mainly derived from workshops and focus group discussions with villagers, bilateral workshops with the NGOs and other local stakeholders (such as NGOs, representatives from state structures for agriculture and health). The latter was less the case in Bolivia and Bangladesh (see also description of methodology in the above). Information on Malawi, Mali and RDC is based on replies to e-questionnaires and additional skype interviews. In Mali, information has been crossed with a recent (draft) evaluation report on the impact of the FS programme. In Madagascar, evaluation reports are available that quantify effects on the level of outcome, these data have been cross checked with qualitative information from the group discussions.

Changes were noticed in the different countries visited (and those studied through e-questionnaires) but always on a small scale showing changes at the level of the areas (villages involved) of intervention of the NGO partners. The small scale does not diminish the positive effects noticed for direct beneficiaries (such as gardening and dairy for women and children, introduction of poultry, etc.). The evaluators were not able to collect conclusive information on intra-household distribution of benefits through workshops (NGO partners do not organize a follow-up on this and data are not available) or on changes for specific vulnerable groups (such as people living with HIV/AIDS), except for the group of mothers in the aged of procreation and small children (same reason: NGO partners mostly do not identify specific vulnerable groups, unless when working on nutrition and have no records related to other specific groups).

Below, the evaluators will discuss the three pillars, within the limitations of the limited availability of quantitative data (at the level of ICCO partners) on the impact and even on the outcome level.

Availability – The evaluators have noticed following changes (within the area of intervention of the partner NGOs): more and more diversified agricultural production and changes in the household management of food. *Increased agricultural production* was reported notably in Bolivia and in Bangladesh; the changes are limited). The changes in Bolivia were related to a bigger supply of water (irrigation contributing to improved and diversified agricultural production). The changes in Bangladesh are related to the introduction of new rice varieties

(allowing a prolonged agricultural season). Information from interviews confirmed that availability of food was not a problem in the regions visited in Benin. In Madagascar, food availability poses problems during the lean period.

In 3 countries a *more diversified production* was noticed through introduction of new varieties or cultures (such as rice varieties and potatoes in Bangladesh), recovery and management of soils (Bolivia, Benin), the introduction of livestock (mainly poultry such as in Bangladesh, Benin, but also for dairy such as in Bolivia and fish culture in Bangladesh) and small gardening (Benin, Bangladesh, Bolivia).

In Madagascar and in Benin *changes in the management of food* were noticed, thanks to the installation of cereal banks (storage in small quantities though) inducing a changed attitude towards storage of the harvest which diminished post-harvest losses and increased the availability of food (and access to food) for the households during the lean period. This was not the case in Bangladesh due to a lack of appropriate storage facilities and cash needs at harvest.

In all countries, there were clearly negative external influences on the availability of food stemming from: climate related problems in Bangladesh and Madagascar (floods, cyclones, salinity), Benin (floods and dry land), socio-economic problems in Bolivia (migration of men leaving behind families with little food, money and agricultural production means).

Changes in access to land were not reported unless in Madagascar where a structural progress in local treatment of land ownership rights and registration was realised. This resulted in increased tranquillity on land issues and reduced land conflicts and a recognition of the rights of women on land by different local institutions in the area. Problems with access to land were reported clearly by villagers and NGOs in Benin: it was confirmed through workshops with villagers that people that rent land have little security regarding what they can plant (permanent cultures are not allowed on rented land) and the time they are allowed to rent the land ('insécurité foncière'). This was particularly a problem for villagers coming from other departments and heading north of Benin where more land is still available. In Bangladesh, the land issue is particularly crucial due to high population density, but interventions were not observed at the level of the interventions areas of the partners covered by the field mission.³⁸

Accessibility –The evaluators noticed changes related to the lean period, household incomes, and access to credit. In Bangladesh, Malawi and Madagascar a *change in the lean period* was noticed : the lean period became shorter. In Bangladesh only older people could remember real hunger periods and the period until the next harvest became shorter. People however currently suffer loss of income due to post-harvest losses (bad storage facilities). In Madagascar, the lean period of the members of the cereal banks (also called SIIV, about 1700 in numbers) has been reduced (1/2 to 1/3 shorter) and quality of meals during the lean period has improved (based in input from group discussions).

³⁸ NGO staff interviewed and villagers did not refer to land issues or interventions on land issues. Land has been used more as a criterion for participation (involving the landless) rather than as an objective. RDRS reports however refer to activities to pursue rights for the landless, but this was not mentioned in the areas visited.



In Bolivia, beneficiaries reported that very few families suffered from a real hunger period. In Benin hunger periods were reported as recent as in 2007-2008 and the information collected during the mission does not allow to speak about a change in lean period. NGO partners referred to a change in lean period but this was not confirmed by beneficiaries.

An *increased income* for households was reported in all countries (mostly for direct beneficiaries of NGO interventions). The sources for this increase were the following:

- gardening³⁹ and IGA, such as: soya processing in Benin, small dairy processing units at family or community level in Bolivia providing a daily income for women, dress making and carpet weaving in Bangladesh limited though to certain seasons). Yet, most families in the villages do not have income apart from agriculture and land labour. Generally, the income from IGA tends to be too small to accumulate (or even maintain) assets. Even in Bolivia where changes in income seem to be more important but where the price increase of basic commodities diminishes the positive effect.⁴⁰
- increased integration in the labour market such as in Bolivia (husbands leaving their families for work in other areas and abroad) and in Bangladesh (mainly younger people emigrating and land labour increased demand because of the fact that the cultural season became longer),
- to a much lesser extent, production of cash crops such as selling of cloves in Madagascar (this is thanks to links between FS and ICCO FED program in Madagascar).

The stocks in the cereal banks (see under availability) were generally too small to generate income, although they provided access to credit, mainly in Madagascar (see further) and seeds and food.

The increased income allowed access to a greater variety of food products on the local markets in Bolivia (adding new types of food to the traditional ones) but not in other countries (no conclusive data on spending of extra income for food).

Access to credit only improved in the area visited in Madagascar where a micro finance system was supported (loan guarantee) and linked to the system of storage and has created openings to a value chain approach. Overall, the evaluators concluded that the impact of the credit remains small for vulnerable groups, compared to the total income of the households and mainly stabilized incomes of households ('urgency credit', small storage credit, credit for schooling, etc.). In Bolivia no changes were reported, none of the villagers spoken to has had access to credit; in Benin, the villagers benefited only from very small credits within their traditional systems of savings groups. They used to have more access to credit through budget lines of the partner NGOs or donor programmes in the area, both of these sources however were no longer available during the last years. Existing groups weakened and have not found

³⁹ Referred to as 'kitchen gardens' in Bangladesh.

⁴⁰ Typically, beneficiaries in Benin have highlighted the importance of gifts (for e.g. for school materials, equipment for gardening) during the workshops.

sustainable access to credit unless within their own groups but these are not able to cover the demand. In Bangladesh: credit is available but the interest rates and the (weekly) repayments are not appropriate for the development of IGA's and people are not willing to take credits out of fear for indebtedness. Villagers during workshops stated clearly: "One is poor when he/she cannot avoid to take credit".

A change in *saving behaviour* was not reported, although the practice of savings groups was wide spread in Benin and Bangladesh. In Madagascar, the microfinance institution involved as partner in the food security program of ICCO, indicated that it wants to put the focus on saving more central again.

Utilisation – The evaluators noted changes related to knowledge on nutrition (and hygiene) and the utilisation of food. The evaluators did not find convincing data to conclude on a *decrease in chronic malnutrition* for children under the age of 5 in the areas visited/areas of intervention between 2007 and 2010.⁴¹ Most concrete changes were observed in the villages in Bolivia and Benin, appreciation from beneficiaries was generally clear and high. Beneficiaries demonstrated *an improved knowledge on nutrition* in Benin (including surveillance and faster recognition of malnutrition, but only in 2/3 areas visited) and on hygiene in Benin, Madagascar and in Bolivia, the latter being related to improved access to water and sanitation. This also led to a clear decrease in the number of cases of diarrhea and the number of sick children which was unanimously reported as a very important effect by the villagers in 3 of the 4 countries (not in Bangladesh) during the village workshops.

Following improved knowledge, changes in the *utilization of food* were reported in the areas of intervention of the partner NGOs in Bolivia and Benin: introduction of new products or a variety of products in the meals (for e.g. more vegetables), changes in certain taboos (appropriate food for small children, for e.g. giving eggs to small children in Benin). Villagers in Bangladesh stated that the increased quality of food intake (e.g. vegetable consumption) did not have the desired health effect due to poor availability of drinking water and sanitation, demonstrating the important link between utilisation and access to water and sanitation.

Who benefited from the changes? – The evaluators can conclude that changes were mainly on a small scale (except in Madagascar) involving a limited number of villages (between 3 and 20) in a limited number of municipalities (2-3). Changes in general were noticed at the level of direct beneficiaries and did not privilege a particular target group or vulnerable group (see also in the above on target group identification), unless when considering:

- Changes related to increase of availability of food and increase of income: gardening and IGA, mainly benefiting women as target group;
- Changes related to access to land, such as in Madagascar: land ownership rights for women have particularly been promoted;

⁴¹ NGO partners have collected data on cases of malnutrition but the system of data collection did not allow us to be conclusive on trends (positive or negative) on malnutrition for children under the age of 5. Partners in Bolivia are conducting direct surveys but they are too recent to demonstrate concrete changes.



- Changes in utilization: mainly benefiting women in the age of procreation and young children. Here the orientation towards the most vulnerable is almost naturally present.

In Madagascar, the improved preconditions concerning land and credit and regarding cooperatives for farmers have disproportionately included less vulnerable groups (based on output from group discussions). In Bangladesh, Benin and Bolivia, activities related to IGA increased prestige of women. More control of women over the inventory of food was reported by the villagers in the workshops (for e.g. women members of the group on commercialisation in Tanguietà, Benin being able to provide breakfast to their children); conclusive data on changes in intra-household relations were not available though. The Bangladesh case makes it clear that even strong improvements in women's prestige and status due to their contribution to household income, combined with a greater control over food inventory, can go together with women still eating the last and the least.

Elements from the e-questionnaires in Mali, Malawi and RDC - The programmes in RDC are too recent to see any change in one of the three pillars; the programmes are coming from a situation of food and emergency aid (and will not be discussed further). Replies from Mali and Malawi confirm the findings in the above. To start with, changes happened on a limited scale. Following changes in the pillar of *availability* were recorded: more availability of food (more production and increased productivity related to rice in Mali and more diversified production through livestock and horticultural production in Malawi). Cereal banks and irrigation techniques (water) have played an important role in these changes, further to better use of manure/fertilizer, and improved seeds (Malawi). A specific attention for women having become owners of collective land or of irrigated vegetable fields was noted in Mali.

When looking at *accessibility*, the evaluators conclude that in both countries a change in lean period was recorded: decrease of the duration (Mali), decrease in number of households reducing their number of meals or food proportions (in Malawi). Households have access to additional but overall small additional income sources (for e.g. beekeeping in Malawi) and small savings and credits schemes in Mali. Except for the partner ELDIS where the rise in income was considerably (it was however not clear if this was mainly the result of rise in prices on the food market or not). In general, households have been less affected by early sales of harvest. In Malawi however the % of households that leave their field unattended to work on the field of others is on the rise indicating that the leverage of small activities is insufficient to address main causes of food insecurity.

The impact on *utilisation/nutrition* was clearer (as in the countries of the field visits): the partners have data indicating a decrease of malnutrition, more knowledge on nutritional aspects increased and changed practice (enriched and new food ingredients are used). In Mali a clear decrease in cases of illness was reported (thanks to access to potable water and hygiene/sanitation education) confirming the important link of FS with water in order to realise change.

4.2.2. SUSTAINABILITY

Most of the changes noticed are not yet sustainable although situation in Bolivia seems generally better (though not for some individual interventions). Sustainability in the countries visited seems to depend upon:

- Availability of water for production and utilisation, in the context of decentralisation mainly ensured by local governments and thus dependent on the availability of water programmes and the capacity of governments to implement them;
- The capacity of deconcentrated structures of state for agriculture⁴² and health to ensure access to inputs, advice and follow-up (for e.g. of knowledge and attitudinal changes related to agricultural techniques and hygiene);
- The capacity of local groups (for e.g. for the management of cereal banks and the support of awareness raising to promote attitudinal changes);
- The integration of activities in systems that allow a better access to finances for agriculture (such as micro-credit), to land and the development of a value chain.

These elements will be further developed in the chapters below, after the assessment of the resistance to shocks and the effects of changes on the use of natural resources.

Resistance to shocks – Households (in the areas visited) have experienced small improvements in their FS situation, mainly through changes in the pillar of availability and utilisation, more in particular diversification of production, improved storage and improved water management. The resilience on the level of households has improved consequently. In Bangladesh and Madagascar, these changes have been integrated in specific risk management programs. The introduction of rice varieties in Bangladesh adapted to climate change and the community and household risk management in Madagascar should be noted as being effective and strengthening the initial internal resilience achievements of the households, with more important leverage for risk management on the community level.

People in the beneficiary villages are in general less affected by disease break-out which allows them to work on their fields (thanks to improved access to water, but not noticed in Bangladesh) as are their animals (in Benin and in Bolivia). Villagers remains however very vulnerable to major shocks related to climate change and degradation of soils.

Effects on the use of natural resources – The evaluators did not notice (negative) effects on the use of natural resources in the countries visited. The findings however highlight the importance of land and soil management and the important link between FS and water (sustaining effects will clearly require specific attention for water source protection, availability

⁴² It should be noted however, that the state does not have an exclusive role in agriculture, private sector and farmers' organisations also have a role to play. There are thus other ways of ensuring access to inputs.



of potable water and management of delicate water (irrigation) systems). Addressing these important aspects is to a large extent connected with the capacity of local governments and deconcentrated structures of state (see further). In Mali and in Benin, some punctual investments towards agroforestry have been done.

Table 8: overview type of groups involved in the different countries⁴³

	Availability	Accessibility	Utilisation
Benin	Farmers (newly established groups, recent, NGO Bupdos, 34 groups) Savings and credit groups (federated, NGO Cebedes and GABF)	IGA Groups related to gardening Savings and credit groups	Weighing and measuring meeting groups/village Village Development Committees (including focal points for support and follow-up)
Madagascar	SIIVs (cereal bank associations SAF) cooperatives (SAF, TIAVO)	SIIV associations (SAF) Local cooperative banks (TIAVO) Communes (Fiantso)	Water management committees
Bangladesh	Village level community; groups – members are all the poor people in a community/village (about 60% of villagers) ⁴⁴	Village level community groups – members are all poor people in a community/village (idem)	No information for the areas visited
Bolivia	Womens groups in villages Peasant organisations and groups	Womens groups	Womens groups

Capacity of beneficiaries to manage and sustain changes – The sustainability of changes the villages depends a lot on the type (identity, contribution) and capacity of the groups of villagers/farmers involved in the areas of intervention (see table about the type of groups involved). Groups are stronger (more autonomous, better organised and more formalised, high contribution) in Bolivia and in Madagascar. In Bolivia, beneficiaries have done great efforts to establish irrigation systems and system maintenance and management is ensured through specific water committees in each community. In general, participation of beneficiaries in collective work or in decision making is more common in the interventions in Bolivia. In Madagascar organisations of farmers are emerging, for e.g. SIIV (cereal bank associations) and cooperatives (emerging from the cereal bank associations). Their organisational capacity is variable, strategic capacity is still weak and financial autonomy is variable but not guaranteed. The associations are linked to the microfinance services of Tiavo; their current role towards their members is further still rather limited. The local land committees strengthened by Flantso are functional and are formally linked with the communal land offices, communication systems are

⁴³ The evaluators have not sex-segregated data nor clear numbers about groups involved in the projects.

⁴⁴ From the Bangladesh report it appears that 2/3 partners visited have specific criteria to select participants for activities. The villagers in the village workshops confirmed that these criteria were applied. It was not clear however from the evaluation to what extent there was a systematic follow-up on the situation of the most vulnerable.

in place. In Bolivia, the links between the local groups and municipal programmes for water is increasingly important.

The groups in Benin are particularly weak though important for promoting solidarity and portray high dependence upon the NGOs. Their performance does not go beyond the traditional systems of solidarity, they consist of small savings and credit groups (grouped in federations which are hardly functional due to lack of access to credit), that are responsible (within the NGO programmes) for a variety of tasks such as the management of cereal banks. This management remains very informal and the evaluators did not come across examples of groups having identified a set of clear rules and procedures. More formalised groups are being established and developed in one area where support to groups of farmers is directly related to a government programme for distribution of (credits for) fertilizers (BUPDOS). Typically, difficulties for NGOs with integrated approach to develop relevant and differentiated local structures with villagers to cover all/different aspects of food security and develop claiming capacity are evident. It should be noted however that Beninese NGOs have invested in exchanges between villages which were reported to be very enriching by the villagers in the focus group discussions.

In Mali, several type of local groups were supported: network of nutritionists, cereal bank associations, water committees, network for seed production. The networks are increasingly autonomous, and responsibilities are transferred to village committees. There exist several examples of independent village committees. Women groups of AED (21) are officially recognized and economically and politically active. Still, the external evaluation indicates that local structures are too much considered as 'helpers for implementation (present or future implementation)', not as structures that need to develop orientation etc.

Also in Bangladesh several type of groups have been supported successfully but they appear to be linked to rather functional and limited roles (groups for managing stocks, groups for discussing land conflicts, etc.) in the domain of issues touching public aspects. Some NGO emphasised the limits of initiatives by communities (for e.g. for management of infrastructure and assests) and focused more on individual support for productive matters.

Sustainable access to inputs (for production) and services (related to agriculture, water and health) - Access to fertilizer, seeds, agricultural advice and training are currently mainly based on small scale interventions provided by the NGOs. In general, state services portrayed limited capacity (lack of means and sufficient staff, planning capacity) and their intervention in the field was therefore limited, despite needs expressed by target groups for specialized support for agricultural production and for marketing links (Benin, Madagascar). State structures are not ready to support these services but are also usually not equipped to take over/mainstream new approaches (such as agroforestry, use of manure) introduced by NGO's or to invest in the time consuming programmes to promote attitudinal changes related to nutrition. This explains why NGOs feel pressure to continue to be present in the field (attitudinal changes need a long time to develop). In Benin cooperation with deconcentrated services of state takes off, but mostly not through formal agreements or conventions (e.g. BUDPOS



facilitating access to fertilizer in cooperation with the state services and government funded programme for agriculture; training of focal points on new diseases or techniques with local health agents in Benin). Also in Malawi, the access to state services improved but has not been formalised.

Links with private sector to provide systematically these inputs and support to elaboration of 'fair' contracts with these private actors has not been addressed or achieved by the interventions, although in Bangladesh the links developed with the private sector are stronger (inputs) but not yet systematic. The interventions have tried to complement this absence of institutions to deliver inputs and services, in a creative way. In Bolivia, Mali and Malawi for example, local seed production by farmers has been promoted, making farmers less dependent on other distribution channels. In Malawi, village networks for ('first') veterinary services are supported (animators are trained by state services). In Madagascar, cooperation with state services (which have been completely dismantled) or other programs in the area of agricultural services and inputs, have been weak up till now but the vision is that the cooperatives (starting with COLDIS) will take a more important role in this respect in future. The link between FED and FS program in this country is thus very useful in that respect; the general importance of the link between food security and increased opportunities for income generation is underpinned by this country case.

Regarding access to water and nutrition services, links with local governments are more explicitly made and especially the link between local water committees and decentralized governments and services is more intensive. Despite the fact that these links are mostly made formally, their effectiveness is still not guaranteed and is country specific. In Bolivia, partnership is systematically developed between local groups and local government for implementation of water works. For nutrition, the search to link with decentralised government services is made via health services in Mali and Malawi and NGOs plead the health services to include nutrition aspects as transversal axe in their interventions. In Mali, health campaigns include now nutritional aspects. In Bangladesh, local government appeared to be rather 'absent' in the development process apart from the distribution of inputs – according to politicised priorities.

In Mali and in Benin, a link is sought with local governments, to ensure more attention for FS at local level (aiming at upscaling and sustainability of changes) in local government development and budget plans. In Mali, the introduction of local food security platforms is part of the national policy, but they are not considered as very functional today by the external evaluation report and they give weak overall orientation to food security priorities in the area. In Benin, the link is ensured through non-sector specific municipal platforms on FS (operationalisation of this is to be awaited).

Access to micro finance - In the countries visited rural credit/finance services are not available or not adapted to agriculture or to vulnerable households, apart from Bangladesh where there is very strong competition amongst different MFIs and a lot of cases of indebtedness. This lack of access to financial services by the target group impacts negatively the size of the effects of the interventions (e.g. limited access to inputs, limited trade credit for local cooperatives), the sustainability of the impact of the interventions (households can't reinvest in

their activities), the stability of the impact of the interventions (emergency expenditure jeopardizes the effects) and the replication and multiplication effects of the interventions (other households can't copy a successful approach). In all studied countries, partners have actively searched for links with microfinance systems, but this has only been successful where ICCO has supported partners in this search (Mali) or where ICCO has supported a microfinance institute as a partner, related to the FS program (Madagascar). Even in these cases, vulnerable groups keep having difficulties to find effective access to these products. In Madagascar the interventions have directly contributed to rural penetration of microfinance (rural cooperative banks of Tiavo), but only a small part of the vulnerable groups have access to microfinance, and the banks lack capacity to give credits for investments on the mid term.

It is not just the absence of financial services adapted to the target group that negatively impacts the effectiveness and sustainability of the interventions, but also the fact that approaches and instruments to finance agriculture and food security related social activities, are not harmonised and thus don't contribute to a more sustainable overall approach in the countries or to changes in attitudes of the target groups.

System approach - In some of the interventions, the evaluators find a more systematic approach from all aspects related to inputs for production, ingredients for improved diets, aspects of marketing, targeted at the same target group. This comprehensive system approach, not necessarily related to one value chain, witnesses higher effectiveness and sustainability. In Bolivia for example, women are controlling better their access to inputs for production, agricultural techniques (incl. water source management) finance for public aspects (via links to municipality), local market outlets. Also in Bangladesh, some of these examples can be found: SLOPB intervened in a value chain approach from supply of inputs to access to markets ; RDRS provided training for IGA (carpet weaving) and marketed the products. In cases where this is not systematically done, overall impact remains limited. In Madagascar for example, the important progress on the level of access to microfinance and land right registration, has not yet been valorized economically, as overall agricultural and economic productivity and competitiveness are too low, aspects which get increasing attention lately by the ICCO interventions.

Additional elements from the e-questionnaires in Mali, Malawi and RDC – The replies to the questionnaires confirm that interventions can improve resistance to external shocks but at the same time points at similar challenges: weak village groups (tend to remain very informal for nutrition or are related to village development committees), efforts to establish more formal groups for IGA and other activities are taking place, weak development of business approach (for e.g. management of cereal banks) or value chain approach, some improvement in input provision system with state structures (informally). Saving is mainly 'social saving for emergencies' (few indications that savings are invested in production). The interventions in RDC have up till now focused on aid and are only gradually developing a focus on development (recent interventions).



4.2.3. SPECIFIC CONTRIBUTION OF THE NGO PARTNERS

Under this heading, the evaluators first describe the input of the NGO partners related to FS and will continue with an assessment of their stronger and weaker points in how the programmes were set-up and this in relation to the realisation of changes and sustainability.

Description of input - In the table below, the reader can find an overview of the type of input/activities provided through the different partners in the countries of the field visit. Findings of the e-questionnaires from Mali and Malawi confirm that similar activities were provided in those countries. Information on RDC learns that inputs are mainly focused on production (including creation of seed banks and small credits for seeds, support to poultry and small cattle, seed production) in the framework of re-launching agricultural production; attention for access is very recent. Attention for utilisation in RDC will be integrated in the new programme PASAK which was only launched end of 2010. Yet some partners, such as CIM BUSHI have experience already with nutrition (through nutritional centres)

Availability	Accessibility	Utilisation (only for Bolivia and Benin, Mali, Malawi)⁴⁶
<ul style="list-style-type: none"> - Training in agricultural techniques (sometimes through farmer field schools) - Introduction of new varieties (for e.g. of rice) - Introduction of small gardening and poultry - Facilitating access to means of production, such as seeds, small equipment, fertilizer - Access to water, irrigation (pumps, river diversion, water holes) and management - Introduction of and support to establishment of cereal banks - Agroforestry (Mali, Benin, 	<ul style="list-style-type: none"> - Mobilisation of villagers: facilitation of (re-) establishment of savings and credit groups - Increased market-oriented Introduction of small poultry - (Limited) support to exploitation of vegetable gardens - Identification and support to IGA (and women) and transformation activities - Sheep and goat banks - Functional alphabetisation - (Limited) support to functioning of management of cereal banks (and water systems for Bolivia and Mali) - (Punctual) support and 	<ul style="list-style-type: none"> - Awareness raising and training on nutrition, hygiene, preparation of meals - Availability of diversified food ingredients and gardening - Organisation of village based meetings for weighing, measuring and general follow-up through village focal points - Recuperation centres for malnourished children (Benin) - Support to ensuring access to potable water (Bolivia) - Links with deconcentrated health services

⁴⁵ When the countries are indicated, it means that interventions were specifically well developed in those countries., creation of seed banks and small credits for seeds, support to poultry and small cattle, seed production in the framework of re-launching agricultural production, attention for access is very recent.

⁴⁶ There have been interventions on utilisation in Bangladesh: reports on CCDB and RDRS refer to this (for e.g. nutrition centre for CCDB and nutrition education programme for RDRS. However, none of these activities have been clearly mentioned by the NGO staff/villagers involved in interviews/workshops. Utilisation in RDC is integrated in the new programme PASAK which was only launched end of 2010. Yet some partners, such as CIM BUSHI have experience already with nutrition (through nutritional centres).

<p>Madagascar)</p> <ul style="list-style-type: none"> - Training Agricultural techniques and itineraries - Provision of Agricultural kits containing the first necessities for starting crop production including certified seeds (RDC) 	<ul style="list-style-type: none"> - facilitating of access to rural micro-finance - Improved awareness on landownership rights and improved land rights registration - Support to formation of rural cooperatives 	
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From this overview, the evaluators can conclude the following on the interventions of the NGO partners:

- In relation to the FS pillars addressed: the focus of interventions was clearly more on food availability and utilisation (more in particular nutrition), although the latter was not addressed in Madagascar or Bangladesh. The evaluators cannot quantify this input by referring to partners' budgets: partners do not use the three pillars to draft their budgets. When looking at availability, there is clearly lower attention for measures important for agricultural productivity. Activities are situated in the domain of diversification, small irrigation systems etc. and punctual other changes for agricultural productivity. The appreciation by the beneficiaries of this lack of investments in agricultural productivity was mainly negative in Madagascar, where indeed agricultural productivity has only been very punctually addressed during 2007-2010. Also, the limited attention for agricultural productivity in Madagascar was in contrast with the attention for structural preconditions like access to land and rural financial services, putting associations in a position where they cannot valorize these structural gains economically.
- In relation to climate change, the ICCO interventions in Malawi and Madagascar demonstrate an increased focus on diversification and resilience. In Malawi, a new partner (active on the national level) has been included, specifically to address climate related matter at the national level (lobby) , in collaboration with the partners active in direct poverty alleviation (capitalization of experiences at grass root). Also in Madagascar, the ECHO projects are directed towards risk management, with important aspects of agriculture (diversification, adapted varieties, agricultural techniques) and social cooperation in the communities. The approaches were evaluated as very effective (external evaluation). Also in Bangladesh, this aspect is emerging (mostly through diversification of products). However, in Bangladesh, in view of the serious climate change threats, the measures are evaluated as inefficient to counter major negative events.
- When looking at type and frequency of interventions: most frequent interventions are gardening, support to small saving and credit schemes, establishment of cereal banks, introduction of new crops or varieties (soy, rice varieties, potatoes, vegetables), small livestock and poultry, training/education and monitoring through village focal points on nutrition, hygiene and sanitation. Less frequent interventions are: off-farm IGA, commercialization of surplus production, transformation, addressing land issues and access



to land, addressing access to water for agriculture (other than gardens) except in Bolivia and in Mali, (functional) alphabetization, addressing access to rural financial services.

- In Madagascar, the program knows a prudent shift towards a value chain approach. The cereal bank associations, which were already linked to the rural credit system, have created cooperatives to increase their production and marketing competitiveness. Possibly links will be established with COLDIS in future (the grass root cooperatives becoming members of COLDIS). Also in Malawi one partner has started with the analysis of value chains to orient their future approach.

Assessment of stronger and weaker points in set-up of programmes - In the table below, the evaluators have summarised their assessment of stronger and weaker points of the NGOs' input when considering the realisation of changes and sustainability.

Table 10: Assessment of input in relation to the realisation of changes and sustainability

Country	Stronger (as revealed by the country reports)	Room for improvement (as identified in the country reports)
Benin	<ul style="list-style-type: none"> – Embedment in local villages (through integrated approach) – Expertise in nutrition (specialisation, GABF and CEBEDES) – Interaction with deconcentrated structures of state (pragmatic and aimed at implementation or training of focal points) – Link with municipal development plans emerging – Mobilisation of all local stakeholders emerging – Capacity for mobilisation of individual villagers (through team of animators and system of focal points aiming at and resting upon the revitalisation of existing endogenous groups or village committees (CEBEDES, GABF) – Supporting farmers' groups in capacity building emerging (BUPDOS) 	<ul style="list-style-type: none"> – Addressing apparent need for functional alphabetisation – Strategic link with water programmes (to ensure synergy) – Strategies for facilitating access to micro-credit for villagers – Prioritisation and targeting of interventions – Risk management (also in relation to climate change) – Strengthening groups to become more autonomous (emerging but too much focused on lack of access to credit) – Definition of strategy on strengthening of groups (how and to what end) beyond the strategy of mobilisation for provision of services/organisation of punctual activities (initiatives for informing villagers about rights emerging) – Mechanism for replication of small interventions and working with focal points – Formalisation of relations with deconcentrated state structures (and capacity building to deliver services in the field) – Developing strategy to address land issues
Madagascar	<ul style="list-style-type: none"> – Strong link with grass root – Penetration of rural microfinance (Tiavo) – Organisation of farmers (SIVs and cooperatives) – Start of development of value chains (SAF, TIAVO, Coldis) – Strengthening harmonisation of approaches to finance agriculture – Developing systems, such as land certification process involving related decentralised structures (FIANTSO) 	<ul style="list-style-type: none"> – Attention for strategic partnerships to increase agricultural productivity, access to water for agriculture – Valorisation economically the created enabling environment – Relations with municipalities for their role in economic development – Developing mechanism to ensure identification of and follow-up of effects on food security of specific vulnerable groups – Hasty processes to set up cooperatives



	<ul style="list-style-type: none"> - Organisational and institutional capacity building of local government for downward accountability and tax recovery (Fiantso) - Information distribution and capacity building of civil society (clearly for CEDII) - Attention for environment and agriculture - Investments in potable water 	
Bangladesh	<ul style="list-style-type: none"> - Community level focus (RDRS and CCDB) - Women as prime beneficiaries (CCDB) and involvement of women (RDRS, SLOPB) - Start of Development of value chains (SLOPB) - Integrated approach - Development of IGA and access to markets (RDRS) 	<ul style="list-style-type: none"> - Taking into account risks of climate change and disaster - Strategic link with water programmes (to ensure synergy) - Working on risk mitigation (for e.g. asset protection, increasing the number of long term deposits) - Strengthening groups to become more autonomous (empowerment approach) and be more than channels for project implementation - Definition of strategy on strengthening of groups (how and to what end) beyond the strategy of mobilisation for provision of services/organisation of punctual activities - Definition of strategy to work with local government - Cooperation with local NGOs outside of the network - Definition of strategy on how to address the high competition between competition amongst the MF institutions and the high levels of indebtedness; high cost of credit - Land issues not observed in the areas visited by the evaluators
Bolivia	<ul style="list-style-type: none"> - Partnership with municipalities on water - Cooperation with all public institutions (and other NGOs, part. Pasos), links between population and public institutions - Participation of beneficiaries in collective work or in decision making (part. Sartawi) - Expertise in nutrition 	<ul style="list-style-type: none"> - Mechanism for replication of small interventions (limited to exchanges between farmers) - Land issues: addressed at a general lobbying level (AIPE)

In all countries, the evaluators found evidence of partners trying to find ways to improve impact, the incentives for this stem from a combination of factors such as: shortage of funds (which push for other ways to realize change) and stricter donor requirements (see also further on the roles of ICCO). In the comments below, the evaluators have referred to experiences noted in the countries from the e-questionnaire where relevant.

Stronger aspects of the NGO input - From the overview in the above, the evaluators can conclude the following related to the stronger aspects:

- The link with the grass roots and mobilisation capacity: this was present in all countries and partners. Through this characteristic the NGO partners, for e.g. in Benin have gained recognition from other stakeholders (both state actors and NGOs), which is also important with regards to advocacy and lobby. If lobby is used for up-scaling (and ensuring that more people can benefit from positive interventions), a clear and effective link with the grass roots is important.
- The aspect of nutrition demonstrates an added value to the integrated approach by easing the access to vulnerable groups, by focus of mobilisation at grass root and by a clear orientation towards the total concept of food security (whereas for example the pillar of access to markets risks to be measured on the level of incomes only and loose orientation towards food security). Examples have been recorded in Benin, Mali and Malawi. NGO partners working on nutrition tend to enter a village and target all villagers based on an analysis of nutrition situation at the level of the village. Concrete activities can be easily targeted to the vulnerable group of women in age of procreation and their children. Typically, this approach is based upon a system of animators working with village focal points, which is workable but poses risks for the sustainability (see difficulties for NGOs to keep this network up and running in Benin, Mali). In Malawi, the interventions have collaborated with the decentralized health services for aspects of monitoring mothers and children and to integrate aspects of nutrition in health campaigns.
- A minority of partners visited are strongly intervening on nutrition and demonstrate a specific expertise. For them, specialization has helped them to make a difference in relation to nutrition and to add value to other development initiatives (see clear recognition of these partners by beneficiaries). In general, most partners in the global ICCO FS program are not specialized but cover different types of activities and interventions. There are exceptions next to the ones mentioned for nutrition and this is more obvious in Madagascar . In Madagascar, a clear tendency towards inclusion of specialized partners has taken place since 2007 (Fiantso for land, Tiavo for microfinance, SAF and COLDIS for organization of farmers) allowing to make significant structural changes for enabling environment, stimulating formalization of links between different domains of intervention (eg. Link between storage and credit is formalized now), allowing replication by other institutions and programs and allowing for more professional lobby trajectories by some of the involved partners. Also in Bangladesh one of the partners (SLOPB) focused on a limited number of



economic activities (including on the technical aspects), resulting in significant impact on production and income. Apart from the noticed importance of specialization the evaluators also point to the fact the dynamic of an integrated approach is difficult to align/ harmonize with the way of working of government (deconcentrated and elected) since they are (still) very much steered by sector programmes.

In all countries, the evaluators have found evidence of efforts to interact and cooperate with deconcentrated state structures and municipalities (more strongly developed and more directly linked to communities in Bolivia (supported by more advanced framework for decentralization) and weakly developed in Bangladesh. Efforts are mainly directed at facilitating implementation of (government) programmes and activities. Different cases (such as the case of the NGO Bupdos in Benin and the government programme PUASA for providing access to fertilizer) demonstrate that this type of intervention aimed at facilitating access to means is workable, more in particular in the framework of a concrete programme or a particular sector. The evaluators noted little intervention or focus by the partners on capacity building of decentralized or deconcentrated services (either by the NGO or by strategic linking with other NGOs and programmes). This will however become important in case NGOs want to develop more activities on advocacy and lobby: it does not make sense to develop claiming capacity when the government side is not developing. This is already understood by different partners, see intention in Benin to lobby for access to financial means for municipalities. In Madagascar, it is exactly Fiantso, a partner which intervenes on intervention strategy 2 and 3 (strengthening voice, influencing lobby) who is strengthening the capacity of communes, in terms of land right registration, communication, tax recovery, participatory planning, budget planning etc.

Weaker aspects - In relation to the weaker aspects the evaluators can conclude the following:

- Systems for replication are weakly developed in 3 of the 4 visited countries (Bangladesh, Benin, Bolivia). To improve replication, NGO partners refer to initiatives for 'learning and lobby', these are mainly developed through coalition building (see further). There are no mechanisms in place to ensure application (of lessons learnt) or to follow up on the effects of advocacy and lobby, nor to finance potential replication. Madagascar forms an exception. Different mechanisms and approaches have promoted replication: specialized partners have developed innovations which are shared with other actors and for which financial support (outside of ICCO) has been found to replicate them, the innovations stemming from the region supported by ICCO, are also shared within their own organizations to be applied on higher level (several regions or nationally). In Madagascar, mechanisms that link several sectors (between partners) have been particularly innovating within the local context and attracted attention of other programs and donors (link cereal banks and rural microfinance, link land certificates and rural microfinance).
- Working with local groups: in general there is weak strategy for creating and supporting (autonomous) groups (what type of group, to realize which change?). Partners in Madagascar and in Bolivia have a more advanced/targeted approach in supporting groups based on clear objectives (rather than needs). This might be explained by the fact that interventions in these countries are implemented in a particular sector (see water in

Bolivia). Working in a specific sector seems to facilitate a more effective structuring of civil society because it provides clearer indications of roles and tasks of the groups supported. This aspect is particularly weak in other countries: groups seem to be used as channels for project implementation and find it difficult to explain and describe their roles and responsibilities. Interaction between the NGO partners and these groups tends to be frequent and is mostly based on a village wide needs assessment . These NGO partners lack clear and effective strategies for strengthening beneficiaries as right holders (although efforts to change these approaches are emerging in Benin and Malawi) and experience a difficulty to leave behind the village approach .

If NGOs will focus more on the 'right to food' in their daily activities and on advocacy (which is currently the case in Benin but not yet fully accepted by partners or embedded in their strategies in Bangladesh) this will challenge their current way of working with groups. It should be noted that working through village committees seems to work in the field of utilization/nutrition although there are risks to sustainability because services remain dependent on NGO programmes (government structures too weak). In Madagascar the organization of farmers is currently framed within a shift towards a value chain approach.

- Access to credit: the evaluators noticed that all NGO partners are concerned about the link between their beneficiaries and micro-credit but they did not develop a firm/explicit strategy to take the small savings and credit groups beyond their internal credit mechanism and/or to link them to (existing) MF institutions and/or programmes. The situation is different in Madagascar where ICCO has supported the penetration of rural microfinance by rendering a loan guarantee for Tiavo on a crucial moment in their organizational development. The storage system of the cereal bank associations has been linked to access to credits of Tiavo. This integration has not been a smooth one, but demonstrates positive results. The 11 'mutelles' of Tiavo has also started a new cooperative (collection, conservation, marketing) to increase the mutual leverage of credit and agriculture for economic development. Also in Malawi, ICCO facilitated links of partners with microfinance, these effects have not been evaluated yet..
- Climate change: the evaluators found that partners in general are not prepared for the important challenges related to climate change. When looking at Bangladesh there are few efforts to reduce risk of loss of assets through floods and cyclones, most of the interventions are not disaster prone. In Madagascar, currently the ECHO projects are supporting disaster risk management, of which effects are evaluated positively (external evaluation report). The food security interventions in Madagascar are currently situated in some of the most cyclone prone zones of the intervention region
- Strategic links with other programmes (for eg. on water or specific programmes for the very poor): the evaluators found that, more in particular the link with potable water is key for realizing change in the pillar of availability and utilization. It is therefore to be remarked that, except for Bolivia (integration with water programmes from government or donors), NGO partners have not ensured strategic links with water programmes/interventions in their areas. In Madagascar, the water programme with the EU facility (ICCO with consortium of



NGOs, amongst which SAF) is increasing its geographic overlap with other interventions (ICCO) in V.7.V.

- Further, the evaluators noted that in Bangladesh and Benin, government has developed specific programmes for very poor households: the evaluators noted that NGO partners have not (or not significantly) linked up with these programmes for e.g. to ensure inclusion of specific target groups in their programmes or to influence on the modalities of these programmes introducing eligibility criteria related to FS and nutrition.
- Reaching specific vulnerable groups: the interventions of the NGO partners did only reach specific vulnerable groups to a limited extent. In general, the intervention of the NGO partners do not show explicit attention for vulnerable groups, especially not with regards to interventions in the pillar of availability and accessibility. Of course, specific vulnerable households (but not the very poor) are included in the existing groups (Benin) or in the newly created ones (Madagascar); but the NGO partner leaves it to the groups to ensure that vulnerable households are included. In Madagascar, it was noticed that the more groups move to economic aspects of food security (access to markets, microfinance), the more fragile the inclusion of vulnerable households becomes.

4.3. INFLUENCE ON POLICY MAKING: POSITIONING AND VOICE

Two evaluation questions were formulated to assess the influence of ICCOs' partners on policy making, the extent to which they give voice to beneficiaries and how this changed the governments assuming responsibility for the right to food. The evaluators will answer both questions together: from the chapter on coherence it was clear that partners in the countries visited or included in the e-questionnaires have some experience with lobby and advocacy but generally not developed in a very systematic way (more developed in Bolivia, Mali, Bangladesh (but not for the regions visited) and in Madagascar -with one partner)

In the following the evaluators will summarise and comment the main findings on the positioning of ICCOs' partners (in the FS domain mainly) and their lobby actions (and the results thereof). The comments are based on the findings in the country reports and e-questionnaires. The focus is mainly on the NGO partners visited and not all FS partners of ICCO in the country.

EVALUATION QUESTION	DESCRIPTION CENTRAL QUESTION	JUDGEMENT CRITERIA
EQ 6: Improved position and capacity of organizations to influence policy making	To what extent have partner organizations improved their organizational capacity and accountability, to what extent are they part of structural networks (i) to	6.1 Organizational capacity and accountability of partner organizations has changed 6.2 Cooperation of partner organizations with other relevant organizations develops into legitimate networks

	learn about the right to food and (ii) to represent together the target group towards other local and national stakeholders and (iii) to diversify their resources ?	6.3 Changed recognition and capabilities of the network and of the partner organizations to claim right to food 6.4 Partner organizations have contributed to improved positions of networks to influence policy making
EQ 7: National and international policy makers demonstrate more interest in the right to food	To what extent have partner organizations and/or their networks improved their lobby and advocacy activities and to what extent have they been able to influence the interest of the policy makers to promote the right to food for all?	7.1 The national and international lobby strategies of partner organizations address relevant issues 7.2. Interest of national and international policy makers in the right to adequate food has changed 7.3 Partner organizations have contributed to increased interest of policy makers for the right to food for all

The questions in the above were reformulated (see under point 2.3.) as “how are ICCO’s partners positioned (towards their target groups, other NGOs and the lobby targets), what lobby actions have been undertaken and what are the results thereof?”

Main findings and conclusions:

- The ICCO partners are working close to their target groups (villagers, small farmers) but in general portray weak downward accountability mechanisms: mechanisms are informal and related to involvement of beneficiaries in decisions over activities and beneficiaries are only to a limited extent aware of development objectives, the situation being generally better in Bolivia. This can be explained by the type of NGO (for e.g. service deliverers and their area based approach involving villagers through informal groups and village meetings) and the general approach of the NGO towards supporting groups (which is mostly not very explicit, see in the above). This finding contradicts the importance attached by ICCO to the accountability of its partners (see in the above under ‘ICCOs’ strategies for FS). There is a variety in experiences: capacity for positioning at local level towards beneficiaries is generally weaker in Benin and Bangladesh but stronger in Bolivia and Mali where target groups are more organised.
- Local cooperation and interaction with other NGOs is not always present and – if present, focuses on operational issues. It is generally stronger developed in Bolivia, Madagascar and Mali. Generally, ICCO partners interact with state agents and local government for the execution of certain activities and, to a lesser extent at municipal level, to contribute to the formulation of local development plans.
- ICCO partners are present at the national level, because they cover a larger territory (with head offices in the capital), or because they belong to a national network, or because they have joined a coalition on FS (or a combination thereof). The positioning at national level is



often influenced by one ICCO partner having more specific expertise in advocacy and lobby (notably in Bolivia and in Mali, in Malawi for climate and in Bangladesh for 2 partners but not in the areas visited). In Madagascar several partner organisations are involved in lobby at the national level but only one has been included in the sample for this evaluation. A more strategic approach towards networking is to be strengthened.

- As such, the capacity of ICCO partners to give voice to their target groups demonstrates a strong point (link with the grassroots) but also some weaknesses. The situation might evolve thanks to recent and relevant initiatives: mobilisation of local actors in Benin, sensitisation about rights and duties in Bangladesh and in Benin, more attention to strategic partnerships and lobby through the coalitions (in Bolivia, Bangladesh, Benin and Madagascar). However, improving downward accountability does not seem to be on the agenda of partners/coalitions. Only in Madagascar and in Bolivia, there are some examples of involvement of target group in lobby trajectories. New initiatives are clearly stimulated by the coalition approach, financed by ICCO; both in Madagascar and in Bangladesh these coalitions are unique in relation to FS (not in Benin, where here is a FS platform or in Bolivia where ICCO already finances a specialised FS network for lobby).
- Experience with systematic lobby strategies and trajectories is generally weakly represented amongst the ICCO partners (unless in Bolivia and partly in Madagascar in Mali and in Bangladesh, where more specialised partners are active). Many NGO partners find it difficult to integrate lobby in their strategies (and allocate budgets to this). Experience has been build up over the last years, but strategies are not yet beyond the initial phase.
- There are different examples of successful lobby at local level. Most often, this lobby is ad hoc, technically oriented and aimed at solving problems, ensuring access to services (see Benin and Bangladesh) rather than at orienting future strategies. The latter is however addressed to a certain extent through the involvement of NGO partners in the elaboration of municipal development plans (Benin, Bolivia, Mali). In Madagascar communication between local government and local communities/ committees is strengthened.
- Lobby seems most successful when connected to dynamics of national or regional policies/initiatives (new Constitution in Bolivia, influence of Tiavo on modalities of FRDA in Madagascar)) and/or when executed by NGO partners specialised in a specific sector (e.g. influence of Fiantso in Madagascar on the AMVR status of land, influence of CEDII and Fiantso on management of railway in Madagascar).
- In Bolivia the right to food is included in the new constitution thanks to the contribution of AIPE (together with many other NGOs). In other countries, the 'right to food' is not yet explicitly mentioned in policy documents of the governments. There is a general trend towards governments showing more openness towards assuming their responsibility (see specific government programmes and initiatives), but generally statements and funding programmes are not the issue; the effective commitments and modalities are more problematic. In Mali for example, the government has agreed on important principles regarding the right to food and small scale agriculture, but at the same time contradicts this

principles when for example private investors appear or when regional development programs promote certain inputs (GMOs).



2.8.1. POSITIONING

Table 11: summary of elements related to positioning (in the field of FS)		
	At local level	At national level
Bangladesh⁴⁷		
Other NGOs	<ul style="list-style-type: none"> – Systematic cooperation with other NGOs is not sought – Active in same programme as implementing agencies (for e.g. DFID fundes SHIREE-project) 	<ul style="list-style-type: none"> – Networking on FS emerging within the Coalition financed by ICCO and with ICCO partners (BWSP platform, with common bulletin) – One partner (CCDB) with involvement in specific networks but not specifically related to FS
Beneficiaries (including accountability)	<ul style="list-style-type: none"> – Mechanisms for accountability are not described – CCDB: few or no signs of beneficiaries being able to enquire about the organisation's performance; beneficiaries are mainly still largely seen as recipients of CCDB inputs, including training and capacity building (weaker downward accountability). – RDRS more attention for the concept of rights (over needs) but limited NGO accountability 	<ul style="list-style-type: none"> – No information collected on this
Lobby targets/ government	<ul style="list-style-type: none"> – Focus on ensuring equitable distribution of available inputs and resources (operational, no strategy to influence decision-making processes) – Differences in relations: SLOPB very few contacts, RDRS cooperation with officials, CCDB contacts 	<ul style="list-style-type: none"> – Focus on ensuring equitable distribution of available inputs and resources (see RDRS)
Benin		

⁴⁷ The Bangladesh report mentions more information on 2/3 visited partners (CCDB and RDRS) in relation to positioning and lobby, but this information was not validated by the field mission (not observed during the visit nor mentioned by the NGO staff interviewed).

Other NGOs	<ul style="list-style-type: none"> - Generally systematic cooperation, limited to informal and ad hoc contacts - Different approach emerging: NGO partners taking initiative to mobilise local stakeholders around FS, active role in set-up of municipal platforms (2010) 	<ul style="list-style-type: none"> - 1 NGO partner (CEBEDES) member of PBSA (nationwide network on FS) - Common programme of ICCO partners financed for FS in a coalition (PROSSAN Alliance) - Evidence for Bupdos and Cebedes of being active in different networks (related to their other, non FS programmes) and in other ICCO financed coalitions
Beneficiaries (including accountability)	<ul style="list-style-type: none"> - No documents describing mechanisms for accountability - Evidence of information at start of activity in village (involvement in problem identification), beneficiaries can influence on decisions for activities - Periodical results sharing at village level - 1 partner (Bupdos) started with 'contract' based approach of supporting farmers' groups 	Accountability towards beneficiaries through national networks and coalitions not yet an issue for NGO partners
Lobby targets/ government	<ul style="list-style-type: none"> - Different approach emerging: NGO partners taking initiative to mobilise local stakeholders around FS, active role in set-up of municipal platforms (2010) - New approach towards municipalities as duty bearers (which should claim for appropriate means towards central government) - Operational interaction with (individual) agents of deconcentrated structures of state (pragmatic, aimed at implementation) - Evidence of recognition of added value of NGO in local development 	<ul style="list-style-type: none"> - No official representation in national initiatives on FS (expert from CEBEDES is member of working group to establish the 'Conseil National de l'Alimentation et de la Nutrition(CAN)')
Bolivia		
Other NGOs	<ul style="list-style-type: none"> - Little involvement of other NGOs in the areas of intervention (except for Pasos, no confirmation of cooperation) - Evidence of cooperation with different local institutions 	<ul style="list-style-type: none"> - Formal and sytematic exchange with the coalition ('Group of 6) financed by ICCO, supported by a common programme - Participation in the network AIPE (also ICCO partner), with central role in mobilising partners for lobby (and well networked in Latin-America) - Missing link of networking at regional level



Beneficiaries (including accountability)	<ul style="list-style-type: none"> - Quite strong experience : system ensuring some level of co-decision of beneficiaries with regards to activities - Evidence of improved capacity of target groups (rural communities and womens' groups to claim their rights) - Capacity of the NGO needs to be demonstrated when working with the local authorities (requirement for being involved in local development programmes for e.g. on water) 	<ul style="list-style-type: none"> - No information
Lobby targets/ government	<ul style="list-style-type: none"> - Working through official agreements with municipalities within water (infrastructure) projects - Presenting schemes for co-financing to the municipality as leverage for their own investments - Evidence of recognition of added value of NGO in local development 	<ul style="list-style-type: none"> - Difficult political context for cooperation
Madagascar		
Other NGOs	<ul style="list-style-type: none"> - Through regular contacts with other programmes: focus on operational issues - Evidence of bilateral interactions/cooperation between ICCO partners - Active participation of NGO partners in different institutions or networks at the regional level (in their sector, not specifically FS related): for e.g. Fiantso, creation of multi-actor platform regarding access to land - Weaker link with agricultural programmes/institutions 	<ul style="list-style-type: none"> - Cooperation in coalition (ICCO supported) LIFE, since 2010 formal association - Evidence of active participation in different networks (in their sector, not specifically FS related and not in particular oriented towards lobby)
Beneficiaries (including accountability)	<ul style="list-style-type: none"> - Weak formal downward accountability and communication systems, but NGOs very present at the local level - Weak link between beneficiaries and regional networking of partners (except for FIANTSO including beneficiaries in lobby) 	<ul style="list-style-type: none"> - Communes are involved in national lobby trajectories by Fiantso. - Regarding the lobby concerning the rail way, CEDII and Fiantso have involved civil society committees and communicated to them on progress.
Lobby targets/ government	<ul style="list-style-type: none"> - Evidence of recognition of added value of NGO in local development - Influence on approaches of other donors (e.g. attitude towards grants vs. credit for economic development) 	<ul style="list-style-type: none"> - Difficult political context for cooperation

Mali, Malawi, RDC		
Other NGOs	<ul style="list-style-type: none"> – Mali: operational contacts with Christian Aid, Oxfam Novib, Unicef,: 'sharing for common development agenda', share information on activities and approaches. – RDC: members of networks in Kivu not specifically FS but related to agricultural production (Federation of organisations of farmers in South Kivu and Platform for the agricultural vulgarisation in South Kivu). Many contacts with INGOs 	<ul style="list-style-type: none"> – Malawi: Partners of ICCO are also member of the ACT alliance; – Malawi: Card is member of 'Civil society for agriculture' . Malawi: Eldis is member Malawi microfinance network. But the networks themselves have not yet had important impact at the national level. – Mali: operational contacts with Christian Aid, Oxfam Novib, Unicef,: 'sharing for common development agenda', share information on activities and approaches. – RDC: not specifically on FS (more related to NGO issues)
Beneficiaries	<ul style="list-style-type: none"> – Informal systems for designing programmes and decision on activities, no further information 	<ul style="list-style-type: none"> – No information
Lobby targets/ government	<ul style="list-style-type: none"> – Malawi: CARD collaborates with local line ministry of agriculture for them to provide training, actual implementation of activities with the target groups. – Mali: All NGOS have been involved in the elaboration of the commune development plans and have strengthened their permanent dialogue with the mayor. AMSS has developed initiatives towards the mayors to take better into account food security in the commune development plans. AMSS has also been able to pass a collaboration with the agricultural services to assure the monitoring services and technical follow up of irrigated rice fields. OMAES works closely together with health and sanitation services of the commune; AED works together with agricultural services for cereal banks. – Mali: The local food security committees ('communal et de cercle') which exist everywhere in Mali, are not very effective and work with very low operational budgets. – Mali: exchange concerns mainly technical matters (how to make it work) and is not sufficiently supported by a vision or a shared vision between stakeholders as to allow more strategic discussions and influence – RDC: contacts with government services at local level for 	<ul style="list-style-type: none"> – In Malawi, one partner (national level was specifically attracted to lobby (environment, climate change). This partner will promote other ICCO partners (faith based operational partners) to perform more lobby trajectories. – Mali: Also at the international level, the coalition (FS) collaborates with other organisations: FIAN, RAPDA, ANRF to advocate and lobby. Most concrete lobby trajectory has been where partners have contacted ANRF to advocate and lobby with FIAN on behalf of farmers who had lost their land without compensation. Process is set on hold by government.



	exchange and training mainly (and with local chiefs for assistance in selection of target groups)	
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Comments on the table in the above and on other topics related to the positioning of NGO partners reflect upon capacity evaluations within NGO partners, accountability of NGO partners towards their beneficiaries, capacity of networking with other NGOs (including within the ICCO coalitions), capacity for lobby and cooperation with government actors and concludes with findings from the e-questionnaires.

Capacity evolutions within NGO partners - In Bolivia, Benin and Madagascar, partners state they have evolved over the last years, this was most significant in Madagascar. In Benin, partners referred to ICCO capacity building efforts in 2005-2006: the evaluators noticed that this input (mainly focused organizational and technical issues) did not lead to major changes in the organizations, but that reflection related to the PROSSAN Alliance pushed the partners again to more reflection. The lack of clear capacity building plans in the organizations and the follow-up on this might be an explanation for the low level of effect of the previous initiatives. Partners in Madagascar have gone through important changes in organizational structures; their human resource management and financial management has improved. For Bangladesh there are signs that one of the partners (CCDB) has weakened when looking at its performance and effectiveness (not linked to ICCO support) while others have clearly evolved including as a result of ICCO's support. It should be noted for Bangladesh, Benin and Madagascar that capacities are mainly concentrated in a few persons. For e.g. in Benin: for at least 2/3 partners visited, the team of animators needs extra support/capacity building to evolve with the new directions of the NGOs. Finally, the evaluators note that all partners (except for those in Bolivia and decreasingly in Madagascar) are dependent upon ICCO's finances to implement their FS related programmes (this is confirmed by the e-questionnaires as well).

Accountability - The accountability towards beneficiaries is in general weakly developed and limited to (informal) interacting with beneficiaries over the identification of problems allowing a certain influence over the choice of activities.⁴⁸ This is different in Bolivia where cooperation with municipalities requires NGOs to demonstrate their capacity for downward accountability. The partners in Madagascar have assessed their capacity for formal downward accountability and especially communication as weak (discussed during joint workshop). The weakness is particularly clear in Benin and in Bangladesh, which might be explained by the type of NGO partners (service NGOs) that see accountability as the act of providing services to those in need (see also in the above on the approach towards strengthening of local groups). For the evaluators however and for ICCO, accountability is an important element in assisting target groups to claim their rights.

Capacity for networking with other NGOs - there are few examples of NGO partners playing leading roles in networking (see AIPE in Bolivia and Fiantso in Madagascar in different regional multi actor networks and initiatives, mainly related to land and decentralisation). In Benin and in Bangladesh, there is little evidence of cooperation at the local level with other NGOs and stakeholders in the field of FS although partners in Benin became increasingly active during the year 2010 in mobilising local actors around FS (municipal platforms). In Madagascar, partners

⁴⁸ Findings are confirmed by the study of ICCO Alliance: Hurkmans, D. (2009). Downward accountability, an explorative view of ICCO alliance partners.



were clearly interacting with other NGOs at regional level (some of them ICCO partners) within the framework of different funding programmes (sector and not FS-specific though). The cooperation in Madagascar was much focused on operational issues.

The country cases highlighted that the ICCO supported coalition forming in the different countries has been an important step in promoting exchange and interaction (and in strengthening the capacity for lobby). Clearly, this is still in an early stage and the institutional framework and operational modalities are different in each country. All coalitions have a clear focus on learning and linking and on lobby. The idea behind the learning is that approaches and instruments can be harmonised (not necessarily copied). The objectives of the coalition are the clearest in Bolivia and in Benin, the integration of cooperation is most advanced in the latter: alignment of interventions in one programme with common objectives, though executed in different regions and with different target groups, joint formulation of indicators and M&E system, joint diagnostic of FS situation in the country – not yet finalised though). In Madagascar, several partners are supporting already the same target group and also lobby trajectories are undertaken together between partners (CEDII and Fiantso, Voarisoa and SAF).

When looking at the mix of organisations in these coalitions, the coalitions tend to be limited to NGOs and ICCO partners (in Madagascar, members of the coalition also include ICCO partners for FED). Generally speaking, members of the coalition are not thinking about enlarging the coalition in the near future. The link between the coalitions and existing networks (such as AIPE in Bolivia and PBSA in Benin) is not clear.

Capacity for lobby - In Bolivia, Madagascar and in Bangladesh there is at least 1 (visited) partner (AIPE in Bolivia, Fiantso in Madagascar and RDRS and CCDB in Bangladesh which is more specialised in advocacy and lobby. The capacity (and recognition) of AIPE in Bolivia is without doubt; it is the only partner in the sample with clear specialisation on the legal or legislative level related to FS. The organisation recently introduced a number of changes to increase its performance and accountability towards its affiliates (with results according to the latter). Generally, the capacity of the NGO partners in Bolivia related to lobby is more strongly developed than in the other countries visited and shows improvement in intervention capacity, realism and agreement on coordination.

In Benin, Madagascar and Bangladesh, NGO partners have benefited from specific trainings/workshops on advocacy, through the coalition or separate capacity building (see for e.g. Fiantso which was able to follow a course at the KIT in the Netherlands related to decentralisation and local lobby, with ICCO support which has increased its strategic approach and has helped in identifying some weaker aspects). It should be noted that partners might have experience with lobby through other programmes (this is for e.g. the case for CEBEDES in Benin who developed specific expertise in a programme on sustainable production funded by another donor) but this expertise was in that case not exploited in the field of FS. For different partners in Benin, Madagascar and Bangladesh it is clearly difficult to accept consequences for the prioritisation of lobby in their programmes; they want to mobilise resources and to increase their direct impact on poverty reduction. As for the capacity for interaction, the approach of coalitions is also playing an important role in promoting the understanding of NGO partners on

lobby and lobby strategies, their capacity to draft a lobby strategy and their capacity to execute lobby actions.

Contacts with government actors - All partners have established contacts with government at the local level; both extension workers from the state (deconcentrated structures of the state in agriculture and in health) and local government. The Bangladesh case illustrates that NGOs choose different strategies (from 'avoidance' with SLOPB to cooperation for implementation with RDRS). In Benin and Mali, partners have generally established good working relations with state agents but in Benin, they are unable to establish formal agreements with the state structures (see also in the above under sustainability). The Mali, Bolivia case portray stronger experiences (long-lasting in the case of Bolivia) in working together with municipalities; interacting on a more frequent basis is emerging in Benin through the establishment of municipal platforms for FS. In Madagascar, it is mainly one of the three visited partners that is strong in its cooperation with communes and which has started to replicate their approach. It should be noted that the current context in Bolivia and in Madagascar is limiting the space for NGO partners to interact in an effective way with government at national level, see also in the above on highlights of context).

Links with the private sector - The evaluators note that NGO partners and FS programmes do not show many evidence of links with the private sector; there are just a few examples of contacts related to agricultural production in Benin. Contacts with private sector in Madagascar are more elaborated , following the nature of the programme and the identity of Tiavo (micro finance) and Coldis (cooperative).

Additional information from the e-questionnaires - This information confirms that programmes in the different countries portray different stages of capacity for networking (but still very much focused on sharing information and exchange and on technical issues) and lobby but that there is generally a move towards more networking and lobby. Overall, the questionnaires confirm a need to strengthen capacity for planning, M&E, analysis and capitalization of experiences into strategic visions and positions. In Malawi, partners are not yet very strong in networking (or are partners in networks that are not very effective) and their capacity for lobby is limited (this is less the case for CARDS). Typically, the NGO partners in Malawi are faith based organizations that have a lot of expertise in implementing projects directly with the beneficiaries. A new partner is added to the partner portfolio will support their capacity for lobby regarding environment/climate changes.

The Mali case is quite similar to Benin though more advanced: NGO partners show positive attitude towards cooperation and have been involved in the elaboration of municipal development plans and established dialogue with the Mayors' office. More formalized agreements with deconcentrated structures of state are noted. The external evaluators of the FS program in Mali, conclude that the municipal platforms on FS in Mali are not functioning very well and suffer from low operational budgets.⁴⁹ .

⁴⁹ These platforms are representing all relevant local actors (NGO, state and private sector) at the local level and are coordinated by the municipal authority.



2.8.2. Lobby actions

Table 12: overview of lobby actions by the NGO partners (in the countries visited)		
	Local level	National level
Bangladesh	<ul style="list-style-type: none"> – RDRS: organisation of field visits for government officials, extension workers and politicians (in order to introduce short duration varieties of rice - too soon to assess effect – For partners involved in coalition: started with awareness raising activities at local level – too soon to assess effect – Evidence of support to punctual lobby activities of individual local groups at village level 	<ul style="list-style-type: none"> – No examples yet, development of strategy not started
Benin	<ul style="list-style-type: none"> – Evidence of support to punctual lobby activities of individual local groups at village level – Lobby for attention for FS in municipal development plans (succeeded already in the case of Bupdos) and municipal budgets – no results yet 	<ul style="list-style-type: none"> – PROSSAN Alliance is working on a strategy and identification of priority lobby topics (not yet clear)
Bolivia	<ul style="list-style-type: none"> – Lobby to include specific collective investments (water) in the municipal plans (Sartawi and Pasos) with villagers and based on their identified needs – Lobby for more gender equality (with results, see IFFI) – Lobby for including local products in school meals (Pasos) – Preparing for the design and drafting of 'cartas organicas' at the level of municipalities 	<ul style="list-style-type: none"> – AIPE: Contribution to the right to food in the national constitution (since 2006, with inclusion of a specific article 16 on the right to food in the new 2009 Constitution) – AIPE: introduction of a law proposal on the right to food (2008) – no result (not a priority for the present government) – AIPE (with the indigenous women organisation Las Bartolinas) is working on a law proposal on food sovereignty – no results yet
Madagascar	<ul style="list-style-type: none"> – Tiavo: influencing donors/ programmes regarding the modalities of their programmes (using short term grants instead of credits for investment in economic activities) – Fiantso: regional lobby trajectory (with other ICCO partners) resulting in signing a regional convention on rural security, – CEDII and Fiantso, In cooperation with civil society: lobby for changes in management of railway 	<ul style="list-style-type: none"> – Fiantso (with SIF): lobby for a change in the status of AMVR land (note: former plantation/colonial land): status of this land was changed Contribution – Also other partners of ICCO which are not assessed specifically in this evaluation, have lobby trajectories at the national level (ex. Voarisoa: biological farming, phytosanitary products)

Comments on the table in the above and other elements related to the execution of lobby activities:

- Overall, the experiences with specific lobby (trajectories) are punctual, mainly executed at the local level (with exceptions for Mali, Bolivia and Madagascar) or emerging and too soon

to evaluate effects. Bolivia is a particular case: through the AIPE network, partners have been involved in targeted lobby actions for many years already. AIPE also has a clear lobby agenda with issues related to international trade, agro-fuels, promotion of traditional crops although these have not yet been addressed. The Madagascar case also portrays different experiences with lobby, but these are not directly related to the right to food or food security.

- The evaluators have not been able to assess the involvement of partners in international lobby (see limitations of the evaluation). Clearly, Bolivian partners have capacity to be involved (see links of AIPE with different networks); international lobby started in Madagascar (Fiantso) and cases were presented in the e-questionnaires related to Mali (most concrete lobby trajectory has been where partners have contacted Africak Network on the Right to Food (ANRF) to advocate and lobby with FIAN on behalf of farmers who had lost their land without compensation. Process is set on hold by government.. Partners in different countries have been involved in international conferences with the assistance of ICCO.
- Few partners have developed a more structural lobby or advocacy approach (including action research): AIPE In Bolivia, Fiantso in Madagascar (action research women and land rights), CARDS in Mali. Their role and added value in the FS programmes in those countries has been noted. In Bangladesh and in Benin, lobby strategies will be developed mainly within and through the coalition. For many coalition members in Bangladesh lobby is quite a new strategy.
- Involvement of beneficiaries: the evaluators conclude that few partners involve the beneficiaries/target groups in their lobby (or lobby on their behalf): some examples exist in Madagascar and in Bolivia). In Mali, ICCO has supported partners to organize a local platforms of interest groups of farmers, women groups and other interest groups to lobby local authority to support food security initiatives.
- Influence of advocacy and lobby has been noted in Bolivia and Madagascar (1 of the studied partners) and to some extent in Mali (through networking). The results are clear but generally limited (ad hoc initiatives) and this is also confirmed by the information from a recent impact evaluation in Mali.⁵⁰ In Bolivia, the country report was critical in the assessment of the result on the new 2009 constitution integrating an article on food security: AIPE certainly contributed to this result but together with other organizations (question of attribution could not be conclusively answered) and the new article does not at all guarantee that government will ensure the right, the country report clearly states that the problem does not lie any more at legislative level but at the implementation and claiming levels; laws and principles exist but are not applied.

⁵⁰ The evaluation 'Evaluation Finale: Synthèse des Evaluations de programmes Triennaux 2008-2010' de Sécurité Alimentaire Mes en Oeuvre au Mali par les ONG AED, AMSS, GRAT et OGES, en Partenariat avec L'ONG ICCO – Version Provisoire- confirms that the influence for lobby is limited due to the weak capacity of local groups and the municipal platforms, the fact that partners mainly focus on exchange (related to technical issues) and are not supported by a vision or a shared vision allowing more strategic discussions and influence (page 15 et 16).



4.4. ASSESSMENT OF THE CONTRIBUTION OF ICCO/KIA

EVALUATION QUESTION	DESCRIPTION CENTRAL QUESTION	JUDGEMENT CRITERIA
EQ 8: Assessment of the contribution of ICCO/KIA	To what extent has ICCO applied different roles and how have these been appreciated by ICCO's partners? To what extent have ICCO and its partners developed adequate partnership relations to reach their objectives? To what extent does ICCO add specific value compared to other programs and stakeholders? How efficient have the contribution of ICCO and partners been ?	8.1 Extent to which ICCO has played different roles 8.2 Partners appreciate the role of ICCO and the partnership relation supports the objectives of the partners and ICCO 8.3 Possibility to verify and support the efficiency of the program

Main findings and conclusions:

- ICCO has clearly played the role of strategic financier, broker and capacity builder. The role of broker was mainly operationalised through the support of ICCO to coalition building (bringing partners together, stimulating reflection, elaborating the type of coalition, supporting the elaboration of a contextualized FS strategy, etc). Only in Madagascar, ICCO demonstrated other broker roles (linking partners and programmes to financial institutions and donors).
- Partners most easily recognized the role of ICCO as a funder and capacity builder (the latter less in Bolivia, although ICCO recently financed a capacity building trajectory on food security in the country – not mentioned by the partners). As a funder and main funder in most of the cases (except for Bolivia), ICCO indirectly influenced a lot on the FS programmes through the support to coalition building (creating additional funds) and critical dialogue (stimulating reflection on organizational issues and change in approaches). In Madagascar, ICCO demonstrated important leverage capacity of its interventions and roles played.
- In general, partners appreciated the fact that ICCO leaves sufficient space for partners to develop their own programmes, because this helps them to preserve their identity. In this sense, partners welcome the coalition approach as a support in the further development of their programmes but are uncertain about the possible effects on their identity (with an increased focus on synergy and possible enlargement with other actors).
- Partners were also critical, more in particular about the lack of clarity about the long term policies of ICCO, the term of financing, the increased pressure for demonstrating results

and the artificial separation between FS strategy and the programme related to access to markets

- The evaluators conclude that better formulated indicators and more realistic programmes increasingly contribute to the capacity of both partners and ICCO to verify efficiency and effectiveness of the efforts/interventions. The evaluators also found that reflection upon replication is not yet strongly developed in the countries (level of alliances and individual partners).

2.8.3. ROLES OF ICCO

ICCO has clearly played the role of strategic financier, broker and capacity builder. The role as (international) lobbyist was not assessed in this evaluation (see in the above under limitations of the evaluation). Between 2007-2010, the roles of financier/funder and broker were most obvious for the evaluators. This is explained by the effects of the PROCODE process (see in the above). The role of broker was mainly operationalised through the support of ICCO to coalition building in the different countries: bringing partners together, stimulating reflection, elaborating the type of coalition, Only in Madagascar, ICCO has also demonstrated other broker roles (financial institutes, other donors, importers).

Partners easily recognised the role of ICCO as funder, but less of lobbyist (only in Bolivia) and broker (except in Madagascar). The concept of broker was mainly not very well understood; partners in Bangladesh and Benin referred to the fact that ICCO facilitated contacts with the Dutch Embassy. All partners acknowledged the role of ICCO as capacity builder. In Madagascar and in Benin (though before 2007), ICCO financed specific capacity building trajectories. Capacity building came in common packages, although individual trajectories were possible. Partners in Bolivia and Madagascar referred to capacity building as 'critical dialogue' with ICCO.

As a funder and main funder in most of the cases (except for Bolivia), ICCO indirectly influenced a lot on the FS programmes through this support for coalition building, stimulating organisational change (Madagascar) or a change in approach (Benin). Partners clearly felt that a change in their approach and organisation was needed and accepted this although it was difficult: in Benin for e.g. ICCO decided to have a transitional year in 2007 with less financing for that year, partners were uncertain about future financing, there were delays (formulation of new programme integrating new aspects and untimely arrival of funds).

In Madagascar, ICCO can demonstrate important leverage effects of its interventions as broker, as financial donor and by supporting capacity development of partners. SAF for example, as an organization at the national level, works in all regions of Madagascar and uses its increased capacity for strategic and operational approaches in other regions in Madagascar. The improved capacity of the partners, also allows them to approach other donors, as they can better respond to the exigencies of the international donor organizations. A project proposal for



the EU, formulated independently by Fiantso for example, has recently been approved. Their broker activities of ICCO aren't always directly linked to the FS projects (and to the geographic area) specifically financed by ICCO. For instance, through the funding of some consultancies and workshops and brokering, a proposal has been submitted to the French embassy in Madagascar for the set-up of a basket-fund for the CSO in Madagascar. Also the leverage obtained through a strategic use of MFS funds has been important, for example for the risk management and water project in Madagascar, respectively only 15 and 38% of the funds are from MFS (while in earlier stages, this was more than 80%) but have been complemented by other sources/donors who got convinced of the approach.

2.8.4. APPRECIATION OF ICCO AND ITS' ROLES

In general, partners appreciated the fact that ICCO leaves sufficient space for partners to develop their own programmes, because this helps them to preserve their identity. In this sense, they welcome the coalition approach as a support in the further development of their programmes but are uncertain about the effects on their identity: partners in Bolivia, Bangladesh, Benin and Madagascar welcome additional funds for cooperation, but prefer bilateral contracts with ICCO and are reluctant (clearly in Benin and Madagascar) for the time being to enlarge the coalition. They appreciate the discussions and exchange about their programmes and reports, but tend to feel uncomfortable about the connection ICCO tends to make between their effectiveness and organisational and management issues.

Partners were critical about the following issues: (i) lack of clarity about the long term policies of ICCO (and what is felt as 'frequent' changes) and about the term of financing, (ii) the pressure for result orientation (positive to insist on attention for impact but with negative effects on the choice of target groups, e.g. the choice to work in more dynamic villages and with more dynamic groups of the society (Madagascar) because they can present results at the end of the day; e.g. not time to develop participatory selection mechanisms) (iii) the link between FS programmes and FED programmes (the separation is felt to be artificial, economic aspects and access to markets should be an important aspect of food security and should not be focused on food crops only, for the partners).

Partners expect more support for international exchange, capacity building in lobby and support for lobby (mainly ensuring access to information), this was less the case in Bolivia.

The evaluators conclude that the coalition building has contributed a lot to the emergence of the elaboration of a more contextualised FS strategy in the countries (most noticeable in Benin and emerging in Madagascar- in Madagascar particularly the focus on FS is increasing compared to 'rural development' more in general), the identification of opportunities to increase impact of individual programmes (through joint learning (see Benin 'institutional learning') and lobby and to operational integration of the interventions of different partners (only in Madagascar).

2.8.5. POSSIBILITY TO VERIFY EFFICIENCY

ICCO collects data on results of projects through the regional offices which process them in the ICCO database. Partners acknowledge that the attention to well formulated indicators at outcome level has increased. In Benin partners have jointly formulated a shared set of indicators and are developing a common system for follow-up (not finalised yet). Also in Madagascar this is considered as one of the priority activities for the Coalition in 2011. The evaluators concluded that monitoring of impact in general and effects on specific vulnerable groups is generally weakly developed. In Bolivia, AIPE developed a complete and complex information system on food security called SISAN, but none of the partners visited was working with this system. Also in Malawi, some of the partners have developed relevant and quantitative monitoring systems focused on food security. The better developed monitoring and evaluation systems are systematically linked to partners which have invested a lot in nutrition/ preventive health aspects of food security.

The evaluators find that reflection upon replication is not yet strongly developed in the countries and at the level of alliances and individual partners. Yet the evaluation can point to different examples of efforts to scale up interventions and effects in the countries; generally more attention is given to learning (without sufficiently specifying how learning will ensure that lessons will be integrated in daily practice) and to lobby.

Interesting experience can be noted in Madagascar: a strong point in the partners' approaches and projects is their strong focus on replication or multiplication of tests/pilots. Replication and multiplication does not only happen through expansion of the activities towards new municipalities (for e.g. 3 to 28 municipalities by Fiantso - land and decentralisation) but also by connecting to other organisations of partners, by lobby and advocacy by partners (mainly Fiantso) and more recently by sharing lessons learnt, approaches and instruments with other local actors.



5 Conclusions

The evaluators answer the different evaluation questions and elaborate on their answers in the paragraphs below.

5.1. ON ICCO'S POLICY AND STRATEGY

EQ 1 - To what extent have the policy and strategies of ICCO offered a specific framework to address the rights and needs related to food security of the most vulnerable groups? (clarity and relevance)

Answer: the ICCO policy in general offers clear choices, but for some aspects the choices are less clear/weakly underpinned or not sufficiently elaborated and the policy is weaker in terms of operationalisation (guidelines for implementation). As such, regional offices of ICCO lack the tools to use the policy (as an internal reference framework) in their dialogue with partners upon their programme proposals and to ensure that specific aspects of the policy will receive sufficient and effective attention from the partners (for e.g. on inclusion of vulnerable groups in general or the relation with HIV/AIDS).

EQ 2 - To what extent are the ICCO strategies and policies translated into the cooperation and to what extent have possible synergies in the strategies been used optimally (coherence)?

Answer: few partners submit programmes that are 100% dedicated to FS: 52% of the budget of MFS funded projects is effectively used for FS and about 1/3 of projects and partners spends more than 70% on specific FS interventions. According to the ICCO database there are clear links between typical FS interventions and other domains (such as democratization, water, local market development and health) but these links did not appear that clear from the evaluation (except for Bolivia and Madagascar).). The ICCO policy is not purposely translated into the partner portfolio (which remained more or less the same in the countries of the sample for the evaluation except for Madagascar). Generally, ICCO did not execute a prior analysis of the risks and opportunities related to the existent partner portfolio with the introduction of the 2007-2009 Food Security Policy. However, it is a work in progress and the coalition approach has proven to support efforts to ensure coherence of interventions of separate partners. The current partner portfolio is not automatically ensuring specific attention for vulnerable groups and their needs or for intra-household relations. The overall partner portfolio is however allowing ICCO to pay increasing attention to strengthening civil society and lobby (emerging but challenges related to downward accountability and a vision on how to strengthen groups).

- The ICCO policy in general offers clear choices, but for some aspects the choices are less clear or not sufficiently elaborated, such as: the link with economic development (including the access to credit) and the link with decentralisation. The evaluators also noted that the policy was weaker in terms of operationalisation. As such, regional offices lack the tools to use the policy (as an internal reference framework) in their dialogue with partners upon their programme proposals and to ensure that specific aspects of the policy will receive sufficient attention from the partners (for e.g. on inclusion of vulnerable groups in general or the relation with HIV/AIDS).
- Based on the context description, the evaluators can highlight some stronger and weaker aspects of the ICCO policy. Identified as strong are a.o. the focus on lobby for the right to food and the focus on utilisation (and nutrition). Weaker aspects are: lack of clear indications on the focus (how to combine strengthening resilience with local economic development?) and the balance between direct poverty alleviation and the development of an enabling environment, new governance arrangements (local, national and international level) and preconditions for FS.
- The ICCO policy is not purposely translated into the partner portfolio (which remained more or less the same in the countries of the sample for the evaluation except for Madagascar). Generally, ICCO did not execute a prior analysis of the risks and opportunities related to the existent partner portfolio with the introduction of the 2007-2009 Food Security Policy. ICCO works with proposals coming from partners and tries to influence on them through dialogue. The effects of this dialogue have been noticed more in particular in the fact that partners generally pay more attention to ‘the right to food’ and portray and increased concern for realising impact.
- From the sample in the evaluation, the evaluators conclude that the current partner portfolio is not automatically ensuring specific attention for specific vulnerable groups and their needs or for intra-household relations. The overall partner portfolio is however allowing ICCO to pay increasing attention to strengthening civil society and lobby. The sample for the evaluation portrayed some weaknesses when looking at capacities for and results of lobby (with exceptions).
- Because ICCO is not imposing, it allows partners to elaborate programmes that are adapted to local contexts. ICCO urges partners to execute contextual and baseline analysis which they do (observations from the evaluators) and increasingly within the context of coalitions (programme approach).
- The FS programmes of ICCO as processed in the ICCO database are characterized by an integrated approach, meaning that few partners submit programmes that are 100% dedicated to FS: 52% of the budget of MFS funded projects is effectively used for FS and about 1/3 of projects and partners spends more than 70% on specific FS interventions. According to the ICCO database there are clear links between typical FS interventions and other domains (such as democratization, water, local market development and health) but



these links did not appear that clear from the field visits or the e-questionnaires (unless for example in Bolivia with water and Madagascar with local market development and water).

- Madagascar is an exception in the sample of the evaluation when looking at exploiting complementarities between partners and programmes; the programme is increasingly concentrated in one region through a number of independent, specialised partners and with increasing overlap of interventions in the same municipality and the same target group. In all other countries from the sample, operational integration between partners in the field is not yet taking place: ICCO tends to work through bigger partners that implement integrated programmes. Evidence from the field however clarifies that it is difficult for partners to be ensure needed specialization in these integrated programmes

5.2. ON CHANGES IN THE FOOD SECURITY SITUATION

The evaluation questions 3-5 are formulated in a similar way and are summarised into one question for the conclusions:

EQ 3-5: to what extent have the interventions allowed to influence food availability, access to food and improved utilisation of food for vulnerable households in a structural and gender sensitive way?

Answer: except for Madagascar, the food security interventions have demonstrated a focus on food availability and on utilization of food and less on access to food. In Madagascar, Bangladesh and Malawi, interventions are more clearly and increasingly linked with climate risk management. Most clear effects of interventions are found for improved food utilization (and the attribution to ICCO partners is clear). Effects for improved (agricultural) production remain limited (availability), but had clear impact when aspects of water management and diversification have entered. From the data available on the interventions, it is not clear how effects are distributed intra household. Inclusion of vulnerable groups was best guaranteed with activities related to food utilization or when nutritional interventions were used as entry-point for other activities. The evaluators find that most of the other interventions do not take sufficiently into account the existence and specific needs of the vulnerable groups) in their areas of intervention. There is a certain nuance because the evaluators clearly noticed that NGO partners are gender sensitive (although systematic follow-up on the effects of the activities on women and their position could be improved).

Concerning the structural character of interventions: the projects have not really succeeded in making links with important agricultural programs or with existing (or emerging) mechanisms to finance agriculture. Therefore the leverage effect of changes to eradicate the basic causes of food security and poverty of the concerned population is limited. Except for Madagascar and Bolivia, the effects also remain quite local and/or isolated.

Financial sustainability of the initiatives remains a challenge. Initiatives require continuous support from partners. This is less pronounced for activities in the public area of health and water where partners manage to link them to specific sector programs. In all countries a search to access (micro)finance for agricultural or other productive activities has been very central with initial success in Malawi and Mali and with an exception in Madagascar where a microfinance institute is a partner of ICCO. Even these arrangements demonstrate weaknesses related to access by vulnerable groups, deviation to consumption credits (although useful, this remains insufficient to realise sustainable change in the pillars of availability and accessibility) and lack of mid term credit products.

- Analysis of primary data on changes in food availability, access to food and utilization of food has only been found in Malawi and in Mali to a certain extent (countries involved in e-questionnaires). Even there, some of the information contradicts each other and interpretation remains difficult.
- Except for Madagascar, the food security interventions have demonstrated a focus on food availability and on utilization of food. This can be explained by the history of the FS programme. In Madagascar, Bangladesh and Malawi, interventions are more clearly and increasingly linked with climate risk management and resilience by diversification of production, improved water management, adapted crop varieties, etc.
- Most clear effects of interventions are found for improved food utilization (and the attribution to ICCO partners is clear). When combined with improved or diversified gardening, or with improved access to potable water, these effects have effectively resulted in improved utilization of food. From the data available on the interventions, it is not clear how these effects are distributed intra household.
- Effects for improved (agricultural) production remain limited (availability), but had clear impact when aspects of water management and diversification (e.g. considering small livestock, new crop varieties) have entered. Household management of food and improved management of food stocks via cereal banks result in positive effects but the size of these effects remain limited. The projects have not really succeeded in making links with important agricultural programs or with existing (or emerging) mechanisms to finance agriculture. Therefore the effects remain limited and are mostly situated in the domain of small changes in food diversification and stock management.
- The effects on improved food utilization and availability thus exist but remain small. Their leverage effect to change basic causes of poverty of the concerned population is limited (e.g. emigration or men from rural areas has not changed in Bolivia, income gains are negligible compared to food price increase, volume of stocks in cereal banks remains limited to promote economic development). Except for Madagascar and Bolivia, the effects also remain quite local and/or isolated (not well linked to sector programs or to decentralized institutions). The coverage in terms of villages, communes and population touched is acceptable but remains limited as direct replication or multiplication mechanisms are not in place, except in Madagascar.



- Inclusion of vulnerable groups is best guaranteed with activities related to food utilization or when nutritional interventions are used as entry-point for other activities. The evaluators find that most of the other interventions do not take sufficiently into account the existence and specific needs of the vulnerable groups (with RDC as an exception and Bangladesh to a certain extent) in their areas of intervention. The NGO partners are clearly gender sensitive, for e.g. through their choice of activities that attract and/or benefit women, but a systematic follow-up and analysis of the effects is not ensured. This makes it particularly difficult to gain insight in the status and evolution of intra household relation.
- Financial sustainability of the initiatives remains a challenge, even to some extent for Bolivia. Initiatives require continuous support from partners. This is less pronounced for activities in the public area of health and water for which partners manage to link them to specific sector programs (Bolivia, Mali, Malawi) and for which the local management committees show strong commitment thanks to their initial contribution to the investment and dynamics and thanks to sufficient training and follow up. Initiatives for nutrition have generally demonstrated more important challenges in this respect, although some examples for more (financial) sustainable approaches are emerging in Mali (linked to profits of cereal banks) and in Malawi (mainstreaming in health campaigns of districts). In the area of production and economic development, financial sustainability has appeared to be more difficult. In all countries a search to access (micro)finance for agricultural or other productive activities has been very central with initial success in Malawi and Mali and with an exception in Madagascar where a microfinance institute is a partner of ICCO. Even these arrangements demonstrate weaknesses related to access by vulnerable groups, deviation to consumption credits and lack of mid term credit products.
- The partners of ICCO have supported several type of groups and local structures. As mentioned, the groups concerning management of public activities or investments, seem to maintain their activities. The evaluators note that other groups are rather considered as channels of support (financial support, capacity development) to individuals at grassroots. They are not organized to increase their claiming capacity or to improve their competitive position in economic input or output markets (except for Madagascar). The example of Madagascar (associations, cooperatives) shows however, that formal organization of farmers supports openings for their future market access.

5.3. ON INFLUENCE ON POLICY MAKING

EQ 6-7: how are ICCO's partners positioned (towards their target groups, other NGOs and the lobby targets), what lobby actions have been undertaken and what are the results thereof?

Answer: the ICCO partners are working close to their target groups but in general portray weak downward accountability mechanisms (with a certain variability in experiences from weaker to stronger). Local cooperation and interaction with other NGOs (non-ICCO partners in their region

of intervention) is not always present. If present this cooperation focuses on operational issues. ICCO partners are present at the national level. A good positioning at national level of partners/their coalition is often influenced by one ICCO partner having more specific expertise in advocacy and lobby. There are different examples of successful lobby, mainly at local level. Most often (with Bolivia as an exception), this lobby is punctual, technically oriented and aimed at solving problems rather than at orienting future strategies (although evolving). There exists a general trend towards governments showing more openness towards assuming their responsibility. However, statements and funding programmes are not the issue; the effective commitments and modalities are more problematic and remain so.

- The ICCO partners are working close to their target groups (villagers, small farmers) but in general portray weak downward accountability mechanisms. Mechanisms are informal and related to involvement of beneficiaries in decisions over activities and beneficiaries are only to a limited extent aware of development objectives. Yet, there is a variety in experiences: capacity for positioning at local level towards beneficiaries is generally weaker in Benin and Bangladesh but stronger in Bolivia, Madagascar and Mali where target groups are/have been more organised.
- Local cooperation and interaction with other NGOs is not always present and – if present, focuses on operational issues. It is generally stronger developed in Bolivia, Madagascar and Mali. Generally, ICCO partners interact with state agents and local government for the execution of certain activities and, to a lesser extent at municipal level, to contribute to the formulation of local development plans (stronger in Bolivia, Mali and emerging in Madagascar and Benin).
- ICCO partners are present at the national level, either because they cover a larger territory (with head offices in the capital), either because they belong to a national network, either because they have joined a coalition on FS (or a combination thereof). A good positioning at national level of partners/their coalition is often influenced by one ICCO partner having more specific expertise in advocacy and lobby (notably in Bolivia and in Mali, and in Malawi for climate).
- As such, the capacity of ICCO partners to give voice to their target groups demonstrates a strong point (link with the grassroots) but also some weaknesses. The situation seems to evolve thanks to recent and relevant initiatives in different countries: mobilisation of local actors in Benin, sensitisation about rights and duties in Bangladesh, Madagascar and in Benin, more attention to strategic partnerships and lobby through the coalitions (in Bangladesh, Benin and Madagascar). However, improving downward accountability does not seem to be on the agenda of partners/coalitions. Only in Madagascar and in Bolivia, there are some examples of involvement of target group in lobby trajectories.
- Experience with lobby strategies and trajectories is fairly represented amongst the ICCO partners (more in particular in Bolivia and partly in Madagascar and in Mali, where more specialised partners are active), but the weaker downward accountability mechanisms are a challenge for the capacity to influence policy. Further, the efforts are in early stages (except



for Bolivia and Mali to a certain extent) and strategies are not yet very systematic. Moreover, many NGO partners find it difficult to integrate lobby in their strategies (and allocate budgets to this). Experience has been build up over the last years, but strategies are not yet beyond the initial phase.

- There are different examples of successful lobby at local level. Most often, this lobby is punctual, technically oriented and aimed at solving problems rather than at orienting future strategies.
- Lobby seems most successful when connected to dynamics of national or regional policies/initiatives and/or when executed by NGO partners specialised in a specific sector (examples in Bolivia and Madagascar).
- In Bolivia the right to food is included in the new constitution thanks to the contribution of AIPE (together with many other NGOs). Also in other countries, there exists a general trend towards governments showing more openness towards assuming their responsibility (see specific government programmes and initiatives), but generally statements and funding programmes are not the issue; the effective commitments and modalities are more problematic and remain so. In Mali for example, the government has agreed on important principles regarding the right to food and small scale agriculture, but at the same time contradicts this principles when for example private investors appear or when regional development programs promote certain inputs (GMOs).

5.4. ON THE ROLES OF ICCO

EQ 8: what has been the contribution of ICCO?

Answer: ICCO has clearly played the role of strategic financier, broker and capacity builder. The role of broker was mainly operationalised through the support of ICCO to coalition building (bringing partners together, stimulating reflection, elaborating the type of coalition, supporting the elaboration of a contextualized FS strategy, etc). As a funder (and main funder in most of the cases except for Bolivia), ICCO indirectly influenced a lot on the FS programmes of partners. The latter most easily recognized the role of ICCO as a funder and capacity builder (less in Bolivia). In general, partners appreciated the fact that ICCO leaves sufficient space for partners to develop their own programmes, because this helps them to preserve their identity. In this respect, the coalition building is accepted by them both as an opportunity and a risk. Partners were also critical, more in particular about the lack of clarity about the long term policies of ICCO and the artificial separation between FS strategy and the programme related to access to markets (FED). The evaluators found that reflection upon replication and innovation is not yet strongly developed in the countries/programmes.

ICCO has clearly played the role of strategic financier, broker and capacity builder. The role of broker was mainly operationalised through the support of ICCO to coalition building (bringing

partners together, stimulating reflection, elaborating the type of coalition, supporting the elaboration of a contextualized FS strategy, etc). Only in Madagascar, ICCO demonstrated other broker roles (e.g. linking partners and programmes to financial institutions and donors with multiplication effects at the national level).

- Partners most easily recognized the role of ICCO as a funder and capacity builder (the latter less in Bolivia). As a funder (and main funder in most of the cases except for Bolivia), ICCO indirectly influenced a lot on the FS programmes through the support to coalition building (creating additional funds) and critical dialogue (stimulating reflection on organizational issues and change in approaches). In Madagascar, ICCO demonstrated important leverage capacity of its interventions and roles played.
- In general, partners appreciated the fact that ICCO leaves sufficient space for partners to develop their own programmes, because this helps them to preserve their identity. In this sense, partners welcome the coalition approach as a support in the further development of their programmes but are uncertain about the possible effects on their identity (with an increased focus on synergy and possible enlargement with other actors).
- Partners were also critical, more in particular about the lack of clarity about the long term policies of ICCO, the term of financing, the increased pressure for demonstrating results and the artificial separation between FS strategy and the programme related to access to markets
- The evaluators conclude that better formulated indicators and more realistic programmes (in terms of results expected and timelines) increasingly contribute to the capacity of both partners and ICCO to verify efficiency and effectiveness of the efforts/interventions. The evaluators also found that reflection upon replication and innovation is not yet strongly developed in the countries (level of alliances and individual partners).

5.5. OVERALL CONCLUSION

Has ICCO been able to make a difference in changes in the FS situation of beneficiaries and in claiming rights for vulnerable target groups and influencing policies – and to what extent?

It can be concluded that the interventions of ICCOs partners have mainly made a difference for improved resilience of local sections of the population, including vulnerable groups when nutrition is addressed. In Madagascar, another pathway has been followed and progress has been made to establish an enabling environment for future food security, with more important multiplication effects, but more fragile inclusion of vulnerable groups. Both type of effects have not yet been able to provide sufficient leverage or have not been sufficiently valorized to make households permanently escape from poverty, basically because they have not been able to develop a strong structural approach by linking up with important agricultural programs and/or with adapted finance schemes and because commitments of policy makers don't materialize



(and therefore more systematic and strategic lobby actions are to be developed, which is the aim of the ICCO FS coalitions).

The evaluators find that interventions and NGOs have been able or can make a difference if (the aspects named can be interlinked):

1. Interventions are linked to sector programs (via decentralized or deconcentrated services, via other specialized institutions or programs);
2. Partner organizations develop competencies and networks in specialized fields of intervention;
3. Nutrition is used as entry point by the interventions;
4. Investments in agricultural productivity are important;
5. The currently present needs based approach at grassroots level can be directed towards an approach where economic opportunities are addressed or where pro poor market access is linked to initial achievements in basic needs;
6. Sufficient attention is given to preconditions for food security in terms of access to land, micro finance and water (preferably in combination and thus, if necessary because of lack of specialisation via linkages to existing programs or institutions);
7. Links with programs or mechanisms that finance agriculture are elaborated and partnerships with the concerned institutions are supported to guarantee better adapted and diversified financial services (between partners of ICCO and these institutions).

When looking at the changes in claiming rights for the vulnerable groups and influencing policies, it can be concluded that partners tend to be well positioned at the local level (embedded in the area of intervention, connection with the grass roots, interaction with government actors), though their mechanisms for downward accountability are weak (which tends to be linked with their local area based approach and weak strategy for structuring civil society) and their capacity for cooperation with other actors in the same region (unless for Madagascar) is not yet strongly developed. This negatively influences on their capacity for claiming rights.

ICCO has influenced on the FS programmes in the countries, mainly through a combination of its' roles as funder and broker and within the framework of supporting coalition building in the countries. The effects were noticeable in different respects: putting the right to food on the agenda of partners, striving towards programmes that guarantee more impact, elaboration of contextualised FS programmes, stimulating reflection on approaches to improve FS situations, highlighting the importance of (developing capacity for) lobby, ... The example of Madagascar demonstrates that the combination of the three roles can have multiplication effects that reach further than the involved levels of partners and further than the specific intervention area.

Although the evaluators did not assess the capacity of the regional offices to support the FS programmes and the partners in the different countries, it is clear that these offices have only been installed recently and that there are now in the process of making more explicit their roles

and added value. In this respect, the evaluators note that the operationalisation of the ICCO policy on FS offers too little guidance for the regional offices to engage in a critical dialogue with the partners, to enhance their roles as brokers and to stimulate synergy and innovation in the field.

5.6. ANALYSIS AND IDENTIFICATION OF DILEMMA'S

Based on the analysis of the above, the evaluators have identified a number of dilemma's towards the aim of ICCO to enhance positive outcomes and to support partner organisations working in the field of food security.

FS policy and strategy of ICCO - The evaluators conclude that the FS policy and strategy of ICCO offers clear choices and provides a good start to work within the different countries of intervention. More in particular the focus on utilisation (nutrition), next to the other two pillars of availability and access adds value to what other INGOs are doing in the sector of FS and clearly points to a gap in many country policies. The increased attention for advocacy and lobby should be noted as well. The evaluators feel that the coalition approach of ICCO strengthens the contextualisation of ICCOs' policy which ensures sufficient adaptation to the countries of intervention. The evaluators also noticed some clear gaps in the strategy and in choices (little reference to value chains and economic development, the context of decentralisation, the access of beneficiaries to finances, weaker clarity about the balance between supporting direct poverty alleviation and support to preconditions and the creation of an enabling environment (for FS through income generation) and new governance arrangements). The evaluators find that the FS policy and strategy of ICCO could be more operationalised; ICCO refers to concepts and principles (such as inclusion of specific vulnerable groups) that are relevant and crucial but these are not sufficiently clear/explicit nor operationalised by ICCO. ICCO quite rightly leaves space to NGO partners in translating the concepts and principles to the local reality, but direction to ensure that the core essence is maintained is not always given.

The evaluators understand that the newly established regional offices can play an important role (for e.g. through intensified critical dialogue) to ensure that important concepts and principles receive sufficient attention through the contextualisation and operationalisation of strategies.

The evaluators find that there is room for improvement in the current policy and strategy to provide sufficient guarantees/measures for sustainability of changes and to increase leverage for beneficiary groups to leave their situation of survival, to improve their FS situation and to develop.

Translation of the FS strategy in the countries visited – The evaluators find that the translation of the ICCO strategy on FS did not yet take place in Madagascar (rural development approach evolving towards FS) and was weak in Bangladesh (focus on rural development with scattered interventions related to FS). In RDC, the focus was until recently very much on



emergency aid but is evolving. The translation is more obvious in Bolivia, Benin, Mali and Malawi. Typically, the NGO partners in the different countries are characterised by a local area/village based approach, responding to different types of needs as service NGOs. Focus of the intervention of the partners in overall is on availability and on utilisation, with RDC as an exception (working through farmers' organisations and - only very recently though - with a link to 'access to local markets') and Madagascar (more attention to access).

Impact and changes in the field – The changes noticed by the evaluators (based on field visits and documentation) in relation to FS are limited when looking at scale and require a continuous input/support from the partner organisations. Typically, many ICCO partners apply a local area based approach and are not specialised. Specialisation (and the promise it entails for strong synergy in one region) seems however an important precondition for impact and upscaling (see for e.g. the potential of the programme in Madagascar).

The evaluators conclude that changes are most noticeable in the pillar of availability and nutrition (where the latter can be clearly attributed to the NGO partners). With regard to the direct beneficiaries, the changes have contributed to resilience of households (stabilisation of income of individual households, less drop backs in deep poverty, but no escape out of poverty) but they fall short to help these households to take a significant and sustainable step out of poverty based on their improved resilience regarding food security. The evaluators state that to improve food security in a sustainable way in the given context, interventions should also take into account poverty and opportunities to increase income.

The evaluators find that most of the interventions do not take sufficiently into account the existence and specific needs of the vulnerable groups (with exceptions as mentioned in the above) in their areas of intervention unless when intervening in the domain of nutrition (clear identification of specific vulnerability). The challenge of upscaling (meaning: more people can benefit from changes and effects) can be addressed in different ways. The evaluators have identified 4 of them: (i) access to funds (either the NGOs receive more funds to replicate their programmes in other regions or with other beneficiaries; either beneficiaries have access to funds, for e.g. micro-finance), (ii) develop systems through which changes can be sustained (see for e.g. land certificates in Madagascar) and linking local groups to private actors and governments (see emerging attention for the multi-actor approach at municipal level in Benin), (iii) learning and (iv) lobbying (addressing particular problems and/or trying to influence on visions and on systems).

The evaluators find that reflection upon replication (which way to choose in a particular context?) and innovation is not yet strongly developed in the countries and at the level of alliances and individual partners. Yet the evaluation can point to different examples of efforts to scale up interventions and effects in the countries; generally more attention is given to learning (without sufficiently specifying how learning will ensure that lessons will be integrated in daily practice) and to lobby.

5.7. RECOMMENDATIONS: AVENUES FOR IMPROVEMENT

The evaluators conclude that ICCO has been able to contribute to impact at household level, but that there are certain challenges to ensure a larger impact and sustainability. The evaluators do not have a blue print – changes are depending a lot on the history and identity of ICCO and its partners – but can propose some avenues for improvement (things to be thought over, directions to reflect upon).

The recommendations are related to conclusions on ICCO's strategy (recommendations 1 and 2), the changes in the food security situation (inclusion and structural approaches) (recommendations 3-5), lobby (recommendation 6) and the roles of ICCO (recommendation 7).

1. Partner mix in relation to the three FS pillars and three ICCO objectives: need for more strategic choices within a given context (challenging the historical partner portfolio)

With the introduction of the 2007-2009 FS policy, ICCO challenged partners to review their approach without analysing in depth the risks and opportunities for working with these partners or potential new partners. ICCO could give more attention to this in the future and create room for a more deliberate partner choice which takes into account a clearer role division between partners. Further to this, ICCO could provide more incentives to partners to professionalise and to strive for more specialisation. The coalition building poses both a risk and an opportunity to realise this.

The Madagascar case is already an example of a more deliberate partners choice; the complementarity of working with specialised partners in one region has demonstrated effects also in relation to upscaling.

Attached to the above mentioned points is the question (challenge) whether ICCO should be specialised in the three pillars in each country (or can coherence be provided through seeking closer collaboration with other stakeholders, for e.g. in the coalitions). Ensuring stimulation of performance, impact and innovation in each of the three pillars requires a high level of specialisation from the side of ICCO (regional office and staff) and thus the choice to invest in all three or 1 or 2 pillars only should receive some reflection (in which context, ICCO's support to this or that pillar can add value?).

2. Decentralisation: reflection on how to interact with aspects of service delivery within a decentralised context

The evaluators noted that the reality of decentralisation did not receive a lot of attention in the FS policy of ICCO. In the field, NGOs partners are trying to adapt to the reality of municipalities assuming a number of (new) responsibilities, often without having access to the necessary means. The evaluators note that for e.g. in Benin and in Mali, the partners have chosen to focus on the municipality as a duty bearer, more in particular through the establishment of broad municipal FS platforms (and trying to avoid substitution). An evaluation in Mali however already



pointed to the weak performance of FS platforms at the level of the municipality. It seems easier to work with municipalities within a sector approach because programmes and funds are very much directed by line ministries (even within a context of decentralisation). More in particular in Benin, the value chain approach is very much guiding all development efforts from central to local level. A broad FS platform might thus not be the most effective way to address the issue of FS and the right to food in the context of decentralisation: it requires a decision from the municipality to find funds that are not clearly earmarked to one specific sector and its regulations (be it water or health or the value chain of rice or ...) and supposes capacity of the municipality to integrate different sectors at local level, which is obviously not yet present.

Thus, reflection is needed on how to best interact with different levels of government and different types of government arrangements and modalities for implementation of policies in relation to (or interacting with) FS interventions.

3. Identification and inclusion of specific vulnerable groups: more attention for identification of groups and their needs and effective follow-up of changes

Having attention for the existence of specific groups and their needs in the area of intervention is relevant, most certainly when there are signs of intra-group inequality (which seems to be less the case in Bolivia where inter-group inequality is more prominent). Specific vulnerable groups exist and they are different for each pillar of food security (and different depending on context): if these groups are expected to participate in programmes and if results are also meant to benefit them, their household/situation needs a minimum of stabilisation and thus specific attention.

ICCO has not given much direction on the issue; the policy refers to people living with HIV/AIDS, female headed households and women in the age of procreation and young children. The identification of these groups is not concretely operationalised (what does it mean for programming and strategies at the level of partners?), nor challenged (for e.g. female headed households involved in IGA are not necessarily more vulnerable than old male farmers). Partners are requested to explain their choice of target group but the opinion of ICCO on this issue (for e.g. in the critical dialogue) does not seem to be binding.

The evaluators state that ICCO can and should give more direction, because the sensitivity for specific groups is not automatically present at the level of the NGO partners. Although it should be noted that NGOs involved in utilisation/nutrition tend to be clear upon the group of women in the age of procreation and young children and they are gender sensitive in their choice of activities. Further, the Madagascar case teaches us that attention for inclusion tends to fade away when programmes are moving towards economic aspects of FS.

Most NGO partners have experience with developing activities that attract certain groups (for e.g. gardening and IGA for women), the specific selection of groups was however less the case (exceptions were noted with some partners in RDC, Mali and in Bangladesh). Most NGOs do have no experience in developing a system to follow-up inclusion of vulnerable groups within the beneficiary group they are working with (it is left to the group and the traditional aid

mechanisms to take care of the most vulnerable) or within their area of intervention (and in relation to local government and existing development programmes).

4. Access of beneficiaries to micro-credit and micro-finance: need to structurally link FS interventions with systems (for e.g. for micro-finance)

In all countries, partners apply strategies to improve access of beneficiaries to money. Their first step is to stimulate the establishment of savings groups. Clearly these fall short for groups that are ready to take the next step beyond crisis management of their household budget and leave their situation of poverty behind. Assisting groups and individuals taking this step seems very complicated for several reasons of which the main reason is that available mechanisms are not adapted to the specific needs and situation of these groups. The situation seemed easier in Bolivia, where the programmes were connected to water programmes (co-)financed by the (local) government within the framework of their investment programmes for public works.

Helping groups in taking the next step is necessary to strengthen the effect/impact of the results and to make them sustainable. Seeking to establish a more structural link with funds (programmes or access for beneficiaries) is also necessary to facilitate upscaling of effects. This can be done in different ways, one of which is trying to influence on the modalities of programmes.

The structural link to funds and institutions for micro-finance benefitting the vulnerable is not present in the current FS policy: it not mentioned as a strategy/axe, there are no indicators ensuring follow-up on the changes and there is no (not yet) attention within the coalitions for this. The Madagascar case offers interesting lessons (yet this case was taken from the programme financed by FED). Apparently the attention for this issue was more present in the past; changes in the policy of ICCO related to credit however lead to the fact that the so-called 'consumer credits' were no longer part of ICCO interventions. The evaluators suggest that this should be reviewed.

The next question is how ICCO can operationalise this apparent need to have a more structural link with funds and MF institutions: should ICCO work through alliances, establishing a clearer link with its own programmes (OICKO credit and FED), should ICCO stimulate its partners in a more systematic way and invite them to suggest scenario's and systems based on modalities that are adapted to the specific target groups, ... The evaluators understand that the regional ICCO offices are looking already into the link with FED programme. Challenges are clear: FED programmes are often situated in other regions, linkages can and will influence on inclusion of vulnerable groups (see the Madagascar case) and thus requires sophisticated monitoring and evaluation of the FS situation and elaboration of a common approach towards inclusion first.

5. Linking beneficiaries with value chains/access to markets for the poor: reflection upon a structural approach to integrate the poor in value chains

There is a clear demand from the side of the partners to explore opportunities to link beneficiaries to value chains. The separation between FED and FS programmes within ICCO is



quite strong and the question was raised by partners and evaluators to what extent this needs to be maintained. Clearly, groups that have been supported for e.g. on availability at a certain point need to be included in a value chain (see the e.g. of Bolivia where the women manage the local chain, may be facilitated by the isolated position of the villages?).

The evaluators noticed for e.g. in Benin that the link between FED and FS is on the agenda (again). They suggest that the issue is further reflected upon in different countries and programmes involving the regional offices (see also in the above).

6. Going beyond the lobby to increase the interest for the right to food

The policy of ICCO states that the main aim of policy influencing is to raise the interest for the right to food. The evaluators state that this interest is already there in many countries but that more commitment is needed, more coherence with other policies (e.g. investment policies) and more input is needed on implementation modalities of policies and programmes. Given their link with the field, the ICCO partners would have an added value to focus on this. Of course the first step would be to assist partners in acquiring more knowledge and skills on lobby in general but mostly on the analysis of implementation modalities at local level and the identification of specific stumble blocks.

7. Developing ICCO's role in stimulating innovation

The evaluators have noted that ICCO plays an important role in capacity building supporting partners in how to do things (such as M&E, lobby, ...) and providing information on technical aspects related to the field of specialisation (for e.g. what is FS, what are the three pillars, ...?). ICCO's role in stimulating innovation is less obvious: the critical dialogue for the acceptance of programme proposals is of course one way. Clearly the regional offices and regional councils will play a major role in this. The evaluators have no information about how regional offices are expected to stimulate and support innovation.





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ICCO Food Security Programme Evaluation – Annexes to the synthesis report



ICCO Food Security Programme Evaluation – annexes to the synthesis report



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1 Annexe : list of abbreviations

ABS	Access to basic services
ANRF	African Network on the Right to Food
CBO	Community based organisation
E.g	For example
FS	Food security
FED	Fair Economic Development
FIAN	Food First International and Action Network
HIV	Human Immunodeficiency Virus
IDP	Internally Displace Persons
MFS	Medefinancieringsstelsel
OS/ID	Organizational strengthening, institutional development
PO	Program officer
RO	Regional office

2 Annexe: documents consulted

Following documents have been consulted in addition to the documents already mentioned in the inception report and in the country reports

Hurkmans, D. (2009). *Downward accountability, an explorative view of ICCO alliance partners.*

Sanou, B.W.; Bandiougou, S. and Sakho, S. (2010). *Synthèse des évaluations de programmes triennaux 2008-2010 de sécurité alimentaire mis en œuvre au Mali par les ONG AED, AMSS, GRAT et OGES, en partenariat avec l'ONG ICCO.* Rapport provisoire.

3 Annexe : ToR for the assignment

Note: annexes to these ToR have not been included

1. Introduction

ICCO & Kerk – in – Actie have a long history in involvement with food security. The current food security sub program has its roots in the work of the former organization Dutch Interchurch Aid (DIA) and later on the so-called VPO program (till 2000) in which food assistance as part of emergency relief was the centerpiece. When ICCO and DIA merged, the emphasis of projects shifted from food aid to food security. In food security also the aspect of marketing agricultural produce was integrated. Lobby and advocacy on food security both on national levels) and towards international organizations (World Trade Organisation) also became an issue. Point was to make governments more aware of their responsibility with regards to food security of their population.

In ICCO and Kerkinactie's recent business plan (2007 -2010) food security is one of the subprogram's under the Access to Basic Social Services Programme to support the right to food for all. Food security is understood from the perspective of the right to food, and mostly directed at the household level; lobby directed towards food security is an important part of the programme. ICCO & KerkinActie have been supporting food security programmes in countries in the three continents: Africa, Asia and Latin America. In 2010, the last year of the MFSI business plan, ICCO and Kerkinactie is interested to know what the results of its food security programme have been, and especially whether the intended results for the target groups have been reached, and in a judgment of ICCO's involvement (both financial and otherwise) in this subprogram.

2. Background

Food security occupies a central place in the world-wide struggle against poverty—where hungry people lack the energy to make a living and poor people often do not have the resources to buy or grow their food. Currently over 1 billion people are living in a situation of food insecurity. Women face a double burden in this regard. They have specific nutritional needs because of child bearing and raising, while also forming a larger proportion of those living in extreme poverty and often have, within households, less access to adequate food—something to which children are also especially vulnerable.

Apart from the individual dimension of hunger, food insecurity also has local, national and international ones. Trade, environmental degradation, political disadvantage or war— all influence people's access to food. The international community has paid ample attention to food security over the last decades, with the right to food being part of the universal declaration of human rights already in 1948. This culminated in the Millennium Development Goals, where one of the goals explicitly stated to halve the proportion of people suffering from hunger by 2015.



ICCO aims at structural poverty alleviation and strives for the recognition and implementation of the International Human Rights. Structural poverty is mainly manifest in the South, but its deeper causes are to be found both in the South and in the North. This is the reason why ICCO works on a direct contribution to poverty alleviation in the so-called developing countries, and at the same time supports structures, systems and processes in both the South and the North which do contribute to a more fair division of prosperity, wealth and power all over the world. These higher objectives are guiding ICCO's 3 main themes:

- Access to Basic Social Services
- Democratization and peace building
- Fair Economic Development (FED)

concepts

In the box below the definitions are given which are in use in ICCO/KerkinActie regarding food (in)security.

Definitions used:

Food security : food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active, healthy life.

Food insecurity: food insecurity exists when people are undernourished as a result of the physical unavailability of food, their lack of social or economic access to adequate food, and/ or inadequate food utilisation.

Source: Policy paper ICCO on food security 'Towards sufficient, safe and nutritious food for all (ICCO, 2009)

Food security is a concept that relates to several levels: from individual level and household level to national level. Food security depends on three pillars: sufficient availability of food, adequate access to food and proper utilization of food. The specific role of women is important in each of these. These three pillars have been translated in instruments to be used in the different food security activities of partner organizations, dependent of the context in which these activities are being carried out.

A special feature of household food security has to do with food assistance and vulnerability to disasters. In these situations of emergency people could face the risk of becoming food insecure as well. But mostly emergency situations simply enlarge already existing conditions and aggravate the vulnerability of the people concerned. Therefore, a process is set in motion to make food security programmes, more attentive to disaster preparedness and early warning systems over the coming years. In acute emergency situations, analysis indicates that food assistance is the appropriate response, ICCO & KerkinActie will provide such support. Act International, of which ICCO & KerkinActie are a member, is an important

partner in situations where food assistance is being given. As such food assistance is not a part of the food security programme, but the question on the relation (read transition) between the two is.

causes

Food insecurity is mostly a consequence of inequalities and imbalances at national and international level. Examples are: poor emphasis on the development of agriculture in low-potential areas, unequal distribution of land and other resources, unbalanced emphasis on cash crops for export compared to food crops, inefficient markets for food crops, unfair international trade agreements and distortion of national markets by subsidised agricultural exports or dumping of food through food aid. Furthermore natural disasters, nowadays increased by climate change and man-made calamities like war. At individual level lack of attention for nutritional factors adds to food insecurity. These factors often coincide; think of African conflicts causing huge food crises and HVI/Aids interfering with food security, or failing governmental policy in combination with natural disasters causing yearly food shortages. The tension under which small producers in developmental countries produce agricultural crops, namely in short mono production for the international markets vs. a more or less diversified production for local and own consumption definitely is another important contribution to food insecurity.

In this complex reality which defines food security there are a number of stake holders varying from NGOs (including partner organisations of ICCO, member organizations (both producers and consumers), governments, the EU, business and knowledge institutes.

ICCO KerkinActie and food security

Food security programs mostly are focused on household level and have an integrated approach to be able to pay attention to the access to, availability of and control over food of sufficient quality. For this reason attention is paid to related concepts such as the right to food and food sovereignty and underlying factors like agricultural development, access to land, control over means of production, gender and civil society building. To cover the international dimensions of food security ICCO and Kerkinactie also are involved in international lobby and advocacy on this issue. The main target groups for the food security programme are the most vulnerable groups. They are defined as small holders, IDPs, female –headed households. And within households, some partner organizations, especially focusing on nutrition security, direct their interventions towards women and children under 5yrs.

objectives food security program 2007 - 2010

The right's based approach to food security is the backbone of the ICCO and KerkinActie's food security programma, namely: the right to sufficient food of good quality for every woman, man and child. Starting from this the *central objective* of the food security program is to improve the food security



situation of target groups by collaboration between and amongst partner organizations and other actors. To stimulate the formation (and sometimes form) of strong networks and consumer's groups which are directed to involve vulnerable and marginal people by the formulation and criticizing of policy which directly affects them. The central objective is elaborated in 3 food security objectives:

1. Improved food security of the most vulnerable groups.
2. The voice of vulnerable people is heard in policy making.
3. Governments assume their responsibility in the realization of the right to food for all.

In realizing these food security objectives three strategies are used (mostly in one or other combination): poverty alleviation, civil society strengthening, lobby and advocacy. The strategies are implemented through interventions such as financial support to partner organisations, strategic financing (programmes with different stakeholders), intermediation, capacity development, and strengthening public and private support in the North. These general strategies and interventions are also used to realize the three food security objectives.

programmes and resources

ICCO & KerkinActie have about € 8 million/ year on the food security program (expenses 2007 – 2009 are €25,97). This amount is spent over the three continents. The specific context in regions and countries defines what kind of specific programmes are supported.

In Africa ICCO & Kerk in Actie has food security programmes in West Africa ((e.g. Benin, Benin, Burkina Faso and Mali) and in Southern Africa (e.g. Malawi, Madagascar and South Africa). In post-conflict countries (DR Congo, South Sudan, North of Uganda), the focus is primarily on the transition from a situation where people depend on food Assistance to structural improvement of food security, esp. of resettled IDP. Given the specific context in Africa the programmes have a wide focus. This varies from integrated sustainable agricultural development, water management (e.g. small scale irrigation techniques), environmental restoration (soil and water conservation), diversification of food and diet base, to diversification of income and food crop production and mother-and-child nutrition. Special attention is given to the impact of HIV/Aids to food security.

In Asia food security programmes are implemented in India, Pakistan, Bangladesh, Afghanistan and Nepal. Supported programmes include agricultural development, homestead gardening, networking and lobby for the right to food and land. In Myanmar focus is on food security in the aftermath of Nargis (with attention to networking amongst partner organizations and capacity building). In the Andes region, the focus is on promoting the right to food and food sovereignty, with a strong emphasis on capacity building and systematisation of the best practices. In Haiti, a food security network and programmes centering on agricultural production, soil and water conservation and diversification are supported.

More information on the budget and the actual expenses up till 2009 can be found in appendix

focus evaluation

The focus of this evaluation will be the subsidy period under the so-called MFS I (2007 – up till first trimester 2010)

3. Evaluation outline

Results of this evaluation will serve accountability, learning (e.g. insert experiences in the food security programmes ICCO currently is supporting) and policy development purposes.

3.1 Purpose of the evaluation

More specifically, ICCO will use the findings of this evaluation to:

- To show and account for the results of ICCO's involvement in food security
- To weigh, judge and assess this engagement
- To draw lessons for future activities with respect to food security

The results of the evaluation should allow the ICCO & KerkinActie to be able to make a more informed choice of further development of its food security programme in the future.

A possible follow-up to the evaluation could be an adjustment of the policy choices made with respect to the food security programme of the ICCO Alliance.

3.2 Evaluation objective

With this evaluation ICCO wants to get an answer to the question regarding the results of ICCO & KerkinActie's food security programme during the period 2007 – first trimester 2010. Therefore the objective of this evaluation is to answer the following evaluation question:

To what extent have ICCO & KerkinActie policy, strategy, procedures and programmes over the period 2007 – 2010 contributed to an improvement in the food security situation of the intended target groups in the countries where this programme is implemented?

More specifically, to what extent have the ICCO & KerkinActie food security policy and programme contributed to:

- An improved in food security of the target groups specified under the food security programme
- Making the voice of the vulnerable people heard in policy making
- Governments assuming their responsibilities in the realization of the right to food to all.



3.3 Evaluation questions

a. *ICCO & KerkinActie's policy*

1. What policy has ICCO & KerkinActie drafted in on the (sub) theme food security (also implicit policies)?
2. Is there coherence between the 3 objectives of the food security programme? Does ICCO/KIA consider one of the three objectives as the central one? Is there a hierarchy of objectives? How has ICCO conceptualized and elaborated the relationships between the three objectives?
3. Is there coherence between the 3 strategies (sufficient availability of food, adequate access to food and proper utilization of food) used in the reaching improvement in the food security of the most vulnerable groups? Does ICCO/KIA consider one of the three strategies as the central one? Is there a hierarchy in the use of strategies? How has ICCO conceptualized and elaborated the relationships between the three strategies?
4. How should the formulated policy be assessed in the light of the current context (after e.g. the crises, influences from climate change, international attention for food and nutrition security).
5. Has ICCO & KerkinActie selected its partner organizations and supported interventions that are congruent with the formulated food security policy?

b. *Changes in the food security situation of selected target groups and the relation with ICCO & KerkinActie supported interventions*

- 6 . In what way did the food security situation of the (selected) target groups change during the period 2007 – first trimester 20101 concerning:
 - availability of food?
 - adequate access to food?
 - proper utilization of food?
7. Can these changes be assessed – and to what extent- as an structural improvement in the food security situation of the most vulnerable groups?
8. To what degree and in what way can the changes under 6 be explained by the interventions of partner organizations of ICCO & KerkinActie?

c. *Influence of beneficiaries on policy making with regards to food security and the relation with relation with ICCO & KerkinActie supported interventions*

9. What evidence can be found of the voice of vulnerable people influencing policy making with regard to food security during the evaluation period?
10. In case beneficiaries do influence policy making, to what degree could these findings be explained by the interventions of partner organizations of ICCO & KerkinActie?

d. Governments assuming their responsibilities in the realization of the right to food to all and the relation with relation with ICCO & KerkinActie supported interventions

11. What evidence can be found of governments assuming their responsibilities with regard to realizing the right to food for all?

12. In case governments do assume their responsibility in this field more, to what degree could these findings be explained by the interventions of partner organizations of ICCO & KerkinActie?

e. Contribution of ICCO & KerkinActie

13. What contribution did ICCO& KerkinActie make in reaching the results on the food security situation by the partner organizations? (ICCO KerkinActie specify their different roles as: financing, networking, capacity building and L&A)

f. Synthesis

14. What lessons could be drawn from the cases studies to enhance the positive outcomes (diminish the negative) and to effectively support partner organizations working in the field of food security?.

While answering the evaluation questions, the specific role of women in the implementation of the food security interventions, and the impact that HIV/Aids have on the implementation of food security interventions (especially in Africa) should be taken along.

3.4 Limitations & scope

The evaluation will look into food security activities as financed by ICCO & KerkinActie over the period 2007- first trimester 2010. Most preferably the evaluation selects countries over the three continents in its sample for field visits.

Food (in)security as concept applies to various levels (from: the individual to household and national level). This evaluation will only focus on the levels where the food security projects and programmes are supposed to have a direct influence, namely the food security situation on the individual and household level; therefore the evaluation won't focus on changes in the food security situation on national level.

In Mali a peer review among partner organizations working on food security took place in 2006 at the start of a new financing cycle. In case of selection of this country, this peer review might be of relevance for this evaluation as well.

The food security program is only in its start up phase for Madagascar (due to political unrest in the year 2009) and Afghanistan. It might not be advisable to include these two countries in the selection for field visits. The food security programme in Madagascar and India is part of the Appreciating the Programmatic Approach Process; the reports from this process could be taken along in this evaluation instead.



3.5 representativeness

The programmes and countries to be covered in the field analysis will be selected on basis of the inventory of activities, and further discussion with the food security specialist and the R&D unit. The selection presents a cross selection of food security activities as financed by ICCO & KerkinActie, and chosen in a way that they are representative for the total food security programme. The selection does not have to be statistically representative, but is intended to provide a sufficiently illustrative sample of said food security activities supported by ICCO.

3.6 Result levels and evaluation criteria

The evaluation will address results in relation to food security at outcome level. The evaluation criteria applied in this evaluation are effectiveness, sustainability and relevance. If possible the evaluation will try to assess efficiency. In defining these concepts ICCO follows the definitions as formulated by the Development Assistance Committee (DAC) van de OESO¹.

4. Methodology

4.1 General approach

The research will start with an inception phase, in which ICCO's policy and strategy in relation to food security be analyzed (research questions under a).

The second phase of the research covers the questions under b, c and d, and consist of field research by means of a small number of case studies (see also 3.5 for remarks on representativeness). The field study will be carried out in Latin America, South Asia and Africa.

The third phase of the research will lead to a consolidation of the findings in a synthesis report (research questions under e and f).

The evaluation will be carried out by a team of evaluators from the North and 3 from the South. The Northern evaluator will act as team leader. ICCO will contract the team leader; the co- evaluators will work under the responsibility of the team leader.

The evaluation needs to meet the standards set out by the Policy and Operations Evaluation Department (IOB), an independent body of the Netherlands Ministry of Foreign Affairs (see annex 4, in Dutch)

4.2 Detailed methodology

a. Phase 1: inception phase

¹ <http://www.oecd.org/dataoecd/29/21/2754804.pdf>; p33

In the inception phase two activities will be carried out to be able to address the questions 1-4: policy / review (including theory of change guiding the (sub) programme) and desk study. An analysis will be made of the intervention logic used by ICCO with regard to its activities on food security. Furthermore this phase should include:

- a review of the relevant literature
- a systematic review of all relevant project files (see appendix 3 for an overview of partners working on the theme of food security), reports and other documents (evaluations carried out, research done on the topic available at ICCO).
- Interviews with the AtBS programme manager and the food security specialist and (in case still present) desk officers (see foot note 2) and lobbyists, the POs working in the first pilot regions (India and West-Africa), and others to get an insight in existing policy and practice in food security.
- Interviews with other relevant informants (organizations and individuals) in the Netherlands.

In this phase also the preparation of phase 2 takes place. This includes a general refining of the research questions and development of indicators and judgment criteria based on 3.3.

Based on the basis portfolio analysis the evaluators should come up with a proposal for countries to be included in the field study (the selection should be representative for the total of ICCO' interventions on food security). For each of the selected countries a refinement of the research questions, indicators and judgment criteria should be made.

Finally the sources of information and the techniques of data collection are identified. This phase will be concluded with a working document of the inception phase. Approval of the working document is a condition for the start of the next phase. The team leader will guarantee that in this phase the various field studies will be assessed according to a uniform logic. A meeting with the food security specialist on this working document will be hold.

b. 2nd phase: case studies – data collection²

The data collection will include:

- a desk study of the context of the food security interventions in the case study countries
- further desk study of documents
- more in depth analysis of an argued number of files of partner organizations in the selected countries. The selection should do justice to the objectives of ICCO's food security programme, the

² Evaluators should be aware of data limitations. Baselines might not be available for all countries where the food security programme is implemented. Data limitations might occur in the ICCO files, as well as in the administrative systems of the partner organisations. Furthermore it is foreseen that due to ICCOs decentralization process a substantial part of the desk officers in the ICCO Global Office (Utrecht) won't be available anymore while at the same time their colleagues in the Regional offices lack the necessary historical knowledge



- strategies used, the food security levels (individual / household), and other for the food security programme relevant criteria.
- additional interviews with ICCO staff
- fieldwork in the selected countries case studies, including interviews with informants from the sector, partner organizations and target groups.

Each case study will address the research questions 5 – 13 against a thorough context analysis of the development in the food security situation of the selected target groups.

The aim of the country case is to:

- complete lacking information of phase 1;
- to verify already collected data, and collect additional data on partner organizations and target group level (looking for intended as well as unintended, positive and negative effects; and taking a gender perspective into account). The study should use specific research techniques to collect this type of information.
- in addition to partner organizations other reliable and appropriate data sources and informants should be consulted as well. Triangulation of data found in the desk study and other relevant recent research is needed
- share the information collected with at least the partner organizations, but preferably also with other relevant stakeholders in the field, in order to create a common understanding and stimulate the learning process of relevant stakeholders.

The phase will be finalized with reports on the selected countries giving answers to the questions 5 – 11. These reports have the status of working documents.

c. 3rd phase - end report

The final phase of the evaluation involves the integration and analysis of the results of the desk study and the field study, brought together in an end report. Herein also the evaluation questions 12 and 13 (part d) will be answered.

5. Responsibilities

The responsibility for the evaluation lies with the R&D unit of ICCO (Dieneke de Groot, PME unit). She will work in close cooperation with the Programme Specialist / Learning Facilitator food security Stineke Oenema.

Within the ICCO Alliance the evaluation will be supported by a small internal reference group: the composition besides the food security specialist has yet to be decided upon (most preferably programme officers in the RWOs in the countries under research responsible for programmes with a food security component). The reference group will be chaired by

Dieneke de Groot. In addition, an external reference group will guide the evaluation by reading and commenting the report of the desk study, and the draft and final reports.

6. Planning (tentative)

Part of evaluation	Time investment
Selection consultants	May 2010
Inception phase	May June 2010
Go – no go moment	August 15 2010
case studies - data collection	September - October 2010
Analyzing and report writing	November I 2010
Submission of draft final evaluation report	Mid December 2010

7. Evaluation team

The team of evaluators should have the following qualifications:

- knowledge of the theme Food Security
- various aspects of Food Security (e.g. food security and conflict transformation)
- knowledge on working according to a programmatic approach
- knowledge of the NGO sector
- knowledge on the relationship between Food Security and the market oriented approach of food production and relation to conflict etc
- knowledge of gender aspects of Food Security
- experience in the carrying out of complex evaluations
- experience with relevant participatory and learning methods

8. Budget

A budget should give a breakdown of the expected number of days per team member and their fees. Prices need to be calculated in Euros', are maximum prices and cannot be changed during the contract. The **maximum** budget available for the complete evaluation (including *all* case studies and synthesis phase) is € 140.000. (**VAT inclusief**)

Payments:

The payment procedure is the following:

30% at acceptance

30% at presentation draft report



40% after receipt of approved final report and financial justification

9. Bibliography

- ICCO business Plan 2007 – 2010, food security program (H III Programma 3D: Voedselzekerheid, pp. 322 - 338)
- ICCO Monitoringprotocol food security
- Towards sufficient, safe and nutritious food for all. Food security Policy of ICCO & Kerk in Actie (jaartal)
- Policy document on food security (2006)

4 Annexe: Overview of working documents

For 4.1. and 4.2. see separate documents

4.1. INCEPTION REPORT

4.2. FIELD REPORTS

4.3. REPLIES TO E-QUESTIONNAIRES

Below, the replies to e-questionnaires are integrated. The reports on the interviews have not been recorded in formal reporting.

E-questionnaires: overview of respondents	
Mali	
Organisation	Replies on questionnaire/Respondent of interview
Programme Officer ICCO	Replies on questionnaire received, interview with Prosper Sapathy, programme officer Bamako
OGES	Replies on questionnaire received, interview with Moumouni Traoré, president of OGES
AED	Replies on questionnaire received, interview with Korotimi Thiam Faye, secrétaire Exécutive
OMAES	Replies on questionnaire received, interview with Massaman Sinaba, responsible for the execution of the programme

Malawi	
Programme Officer ICCO	Replies on questionnaire received, interview with Sophie Makoloma (Christian Aid) and Brenda Kacheche (ICCO)
CARDS	Replies on questionnaire received, no interview
ELDIS	Replies on questionnaire received, interview with EMMANUEL MPONYA. PROGRAM MANAGER
CCAP	No reply
RDC	
Programme officer ICCO	Replies on questionnaire received (PASAK programme), no interview
CIMBUSHI	Replies on questionnaire received, interview with Mr. Basende, agronomist at CIMBUSHI
PAU-ADEPA	No reply
ADI-KIVU	No reply
APIDE	Replies on questionnaire received (RESKI programme), no interview



1.1.1 MALI

Programme officer

ICCO's Regional Office/representation	
What is your position within the regional office ?	Programme Officer Food Security for Mali and Burkina & Programme Officer Health for Ghana
How long have you been working for ICCO? And on this position?	Since March 2009 and to date for the position
Coherence of the implementation of ICCO's strategies and policies	
In what way is (or is not) ICCO's FS strategy, policy and theory of change reflected in the operational activities/choices for the country concerned (e.g. focus of expenditure; choice of partner organisations and target groups,...) and why? How are priorities set? How have recent evolutions in the context influenced this priority setting?	<p><i>Please indicate whether a country strategy exists</i></p> <p>Food security programme strategy exists and this is also adapted to country context accordingly by responsible country P.O (document??)</p> <p>ICCO had bilateral partnership with about 6 local NGO involved in food security interventions and 1 Segou Regional Platform of NGO network. The 6 or 7 NGO are located in different parts of 4 Regions of Tombouctou, Mopti, Segou and Sikasso. These 6 NGO have also form a coalition of NGO involved in a Programmatic Approach of linking and learning. The partners have also pulled part of their resources together (or extra resources from ICCO??) in a pool for this Programmatic Approach for food security intervention. This contributed significantly to the emergence of a strong and competent networks of NGOs committed to strengthening the claim-making capabilities of target-groups and developing innovative policy proposals aimed at influencing public policies to realize the Right to Food.. The food security and programs are combined to create synergy for effectiveness and impact of each of the program.</p>

<p>Which criteria are used to guarantee that partners execute a qualitative context and target group study for the design of operational strategies?</p>	<p>Before a local NGO receives funding from ICCO to become a FS program implementing partner, the NGO would present a project proposal in which project context analysis is presented explaining the food security situation, causes of food insecurity and vulnerable target groups and reasons why they are targets. Experience also show that children’s nutritional status are the most sensitive indicator for food insecurity within a community; and so the partner will also present a baseline information child nutritional status. The partners context analysis would also be required to produce data on food production/availability and also accessibility in terms of food cost and also utilisation. The utilisation component will also need to look at potable water, hygiene and sanitation situation within the community and preventable disease patterns such as diarrhoea and malaria incidence among children – check these programme documents?.</p>
<p>How do you assist partners in identifying and involving local stakeholders (representing the target group) in the design of operational strategies? How do you assist partners in their targeting strategy (vulnerable groups)?</p>	<p>The programmatic approach strategy adopted by ICCO makes it imperative for partners to involved local authorities and also project target groups at all levels in the project cycle including project preparation and design as well as its implementation and evaluation. Project results agreements are aggregated in terms of ages, gender, as well as base on rural and urban segregation, in order to reveal or target the vulnerable groups.</p> <p>But how assist them in case this does not work?</p>
<p>Do you experience (changes in) formal or informal downward accountability of partners towards their target group? Please explain.</p>	<p>Downward accountability of partners to target groups is more in terms of how much of the needs of the target group partner project activities has been able to satisfy; than through a right-based approach. But horizontal accountability occurs between partners and target groups; and is carried out both formally and informally on regularly basis during partner project visits, donor visits or during project evaluation visits.</p>
<p>Do you and/or the partners make use of operational synergies between (i) different ICCO programs (other than FS) within the country and between (ii) different programs on the local,</p>	<p>Yes, partners as well as myself make use of operational synergies a lot: for example ICCO food Security coalition partners collaborates with International organizations such as FIAN, RAPDA or ANRF (Africa Network on the Right to Food) to advocate and lobby on behalf of community people losing lands etc.. Also the partners use the ANRF platform to advocate for policy changes that promote food security and right to food.</p> <p>Food security program is coordinated with Water program to promote increased food production as well</p>



<p>national and international level) to reach certain objectives or target groups? (vertical and horizontal synergy) Please explain.</p>	<p>promote awareness on water and sanitation issues. How is this done – question on the how is not yet answered??</p> <p>Food security and food utilisation by the body has health components and so there is collaboration with the Health program for nutrition, hygiene and preventive health activities, such as immunisation of children and pre-natal consultations of pregnant women.</p> <p>Also food security program collaborates with local market development wing of Fair Economic Development programme for marketing and income generation. Local Food producer organizations also cooperate with FED program for microcredit and financial services.</p>
<p>Assessment of ICCO's contribution</p>	
<p>Which is/are the most important roles³ ICCO is playing in the country and why? How did you come to this choice? What are the current challenges for ICCO to make a difference?</p>	<p>ICCO's role is important in strategic funding of some local NGOs located in remote and isolated areas in Regions such as Timbuktu. ICCO is also building capacities – how?? of these local NGO and promoting their ability to form coalitions or joint existing networks where their representation and voice can be heard. This way they are in better position to influence national policies in favour of vulnerable groups, food security and rights to food.</p> <p>The current challenges for ICCO is the force of market economic which is overshadowing the social and humanitarian dimensions of development. The limited resources available to vulnerable groups is creating more marginalization and disempowerment for vulnerable groups. Groups of people not able to meet their basic needs for survival are unable to claim their basic human rights nor take responsibility for their own lives.</p> <p>Role of broker and of lobbyist?</p>
<p>Describe the way ICCO stimulates ownership of (the ICCO) development objectives with its</p>	<p>ICCO promotes “PROCEDURE” which implies programmatic approach to development; co-responsibility among partners for development planning, resources and outcome; and decentralisation which allows partners to make decisions for improved development and well being within their local context.</p>

³ These roles can be: financing and capacity development of partners; broker between public, private and CSO's in the South and between North and South; participation in lobby and financing of allies for lobby and communication,...

<p>partners.</p>	<p>Programmatic Approach allows for joint planning and action that result in results that no one partner or organisation could achieve alone.</p> <p>Check to what extent continuation of funding was related to alliance</p>
<p>Is the duration of support for specific target groups and partners based on achievements of specific milestones? If not, what are the criteria?</p>	<p>Yes, this is based on a number of milestones, among which in my opinion, one of the most import milestone is where the local partners and stakeholders are working in a coalition together with international actors in dealing with both local and international development issues, using right based approach rather than needs based.</p> <p>Check evolution to rights based approach, what does it mean?</p>
<p>To what extent are you building the capacity of partners, what is the strategy, what is the focus of your capacity building</p>	<p>The aim is for us to use funding resources strategically to deal with relief and development issues, while developing capacities and at the same time linking and learning among ourselves as partners and advocating and lobbying for what we are learning in support of the vulnerable and the poor of the world. The focus of the capacity building is linking and learning among partners dealing with similar issues; as well as cross-learning with others both locally and internationally.</p> <p>What are the components of the linking and learning strategy?? How is the regional office reporting to The Hague??</p>
<p>Do you/your partner share/harmonize planning, evaluation, roles and approaches with other key local stakeholders, agencies and donors? What kind of added value do you think you/your partners bring to these harmonisation processes?</p>	<p>Our ICCO partners go beyond sharing/harmonizing planning, evaluation and learning among themselves, to working with partners of other sister donor colleagues such as Christian Aid, Oxfam Novib, Unicef, DED; as well as government service providers like ministry of Agric and animal husbandry, min of Health etc.. and also local elected authorities.</p> <p>Our partners are open to collaborate with others with an attitude of learning/receiving and sharing/giving from their experience. Our partners' collaboration with organizations either from south or north is far beyond mere receiver and donor of funds to mutual benefit sharing for a common development agenda.</p> <p>More concrete??</p>



Improved food availability at the household level

Can you describe with a case of one of the partners⁴ how intended results have been achieved on the level of food availability? What have been important results? What were the key elements of success? How was the sustainability⁵ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?

Support of partners with **water pumps** to communities who could pump water from the Niger river to irrigate nearby farm lands, has promoted and increased rice and other crop production. This has increased food availability and income for the village people.

Partners have also supported the **digging of wells** in villages and taught women associations how to grow **vegetable gardens**. The results are that varieties of vegetables, never grown nor eaten in some of these villages have become available. This has improved food availability in these villages and improvement in nutritional status and health of children.

Income obtained from the food production was used for the maintenance and running cost of the water-pump as well saving for the pump replacement. Village women have learned the skill of vegetable growing and will continue to grow these and hence sustain food production. **The contribution from partners, were training given to villagers in food production; as well as initial investment in the acquisition of the water pump.** Challenges for partners were **getting enough funding to replicate their success in many more communities;** and also **changing attitudes of village people to new techniques of food production** very quickly.

⁴ A case refers to a process or set of activities of one or more partners and possible interaction with other stakeholders. The case has to be representative for the approach or results of the partner(s). It can also be a case of which you have learnt a lot in terms of good practice of remaining challenges.

⁵ An important aspect is the sustainability of these changes, determined by individual (attitudinal, management capacity,...) and institutional aspects (functioning of local food markets, systems for input distribution, access to land etc.) and by external market and climate factors. Can the changes be made sustainable and why (not)? Following questions are therefore important: (i) whether disaster preparedness and shock resistance has improved (exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase food production; (iii) whether CBOs have become more autonomous and locally embedded; (iv) whether the strategies, interventions and systems promoted have no future adverse effects on natural resources and on the right to food security of all; (vi) whether local systems for input distribution and for access to information are strengthened; (vii) whether access to credit, land and water have structurally improved.

Improved access to food by vulnerable households and individuals

Can you describe with a case how intended results of the ICCO programme have been achieved on the level of access to food? What were the key elements of success? How was the sustainability⁶ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?

As describe about vulnerable households were able to sell excess food produced in their farms to purchase other foods they could/did not grow themselves.

How have vulnerable groups been selected, which criteria are used???

Partners also selected families of malnourished children in the communities as vulnerable households and so carried out a number activities as follow with them:

1. Establishing **sheep/goat banks** with initial stock given to the vulnerable families. These families paid back with offsprings which were later loaned to other families.
2. **Small savings and loans schemes** were also establishment with the families for doing income generation activities of their choice. Income from these activities were used by the families to buy food to supplement their household needs.

Improved (proper) utilization of food by vulnerable households and individuals

Can you describe with a case how

Nutrition and hygiene (health) education were given to village people to prevent diarrhoea and ill-health

⁶ An important aspect is the stability and sustainability of these changes, and why or why not these changes are sustainable. Following questions are therefore important: (i) whether disaster preparedness and shock resistance related to food production or provision of local markets has improved (diminished exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase productivity; (iii) whether farmers are better organized in CBOs and CBOs have become more autonomous and locally embedded; (iv) whether systems promoted have no future adverse effects on natural resources and on safeguarding local food availability of all; (vi) whether local systems for input distribution and access to information are strengthened; (vii) whether access to credit, land and water have structurally improved, also for women.



<p>intended results of the ICCO programme have been achieved on the level of food utilization? What were the key elements of success? How was the sustainability⁷ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?</p>	<p>among village people especially among children.</p> <p>Also clean potable water provided to villages enable them to have access to clean water and thereby stop using polluted/contaminated water.</p> <p>Key elements of success were behaviour change communication and provision of clean water to community people.</p>
<p><i>Improved position and capacity of organizations to influence policy making</i></p>	
<p>Can you describe with a case how intended results of the ICCO programme have been achieved on the level of influencing policy making⁸? What were the key elements of success? How was the</p>	<p>ICCO supported partners to organize a platform of community (commune/district level) interest groups of farmers, women groups and other interest groups for lobby for local authority to support food security initiatives.</p> <p>As a result of this the food security lobby group has pressed for the integration of investment policy in food security or production in the commune development plan.</p>

⁷ The sustainability of these changes depends on the occurrence of disease break outs. Apart from the shock resistance and preparedness for these break-outs, the level to which taboos have been addressed, specific groups as older women, TBA's and local healers have been included in the sensitization and the level to which intra household relations and attitude towards sanitation and hygiene have been influenced, will determine greatly the sustainability of the efforts. Institutionalizing health and nutrition coaching and counseling will also be important, just as the sustainability of access to water and decentralized health care systems. At the higher level than household level, it will especially be important to arrive at better coordination between decentralized public sectors to target efforts at improving nutritional status.

⁸ Please make a distinction between changes in the capabilities of partners to claim right to food; improved recognition and real influence on local policy making.

<p>sustainability of the results guaranteed? How did your partner contribute to these results? What were the challenges?</p>	<p>Is this the case for all partners and all communes??</p> <p>Key elements are the training given to community people in lobby and advocacy tools.</p>
<p>How do you assess the capacity of partners in networking and cooperation?</p>	<p>Partners are already cooperating among themselves for linking and learning and have also access training resources from Unicef and other government service departments. They have also used their coalition body to integrate and carry out activities with FIAN, ANRF and UN alternative reports</p> <p>Verify in documents !!!.</p>
<p><i>National and international policy makers demonstrate more interest for the right to food</i></p>	
<p>Can you give an example of a successful lobby or advocacy activity on the local, intermediate or national level)? Can you describe the key elements of success and challenges, the envisioned changes (and changes brought about) and the methodology and advantages of the chosen methodology of the trajectory? How did your partner(s) contribute to these results? What has been ICCO's role in this?</p>	<p>Local Partner FS Network collaboration with FIAN for the community whose farmland has been taken from them by Malian government Mali for construction without any compensation. The FS network contact FIAN and wrote an official letter to the Malian President coping the High Court and requesting for compensation for the people whose right to food production has violated.</p> <p>With what result??</p> <p>ICCO has a working collaboration an partnership with FIAN through which the Malia FS Network also linked with; and also with ANRF initiatives.</p> <p>Opzoeken FIAN</p>

OMAES



Votre organisation		
Quelle est votre position - et le nombre d'années que vous travaillez - au sein de l'organisation?	Massaman Sinaba Chargé des Programmes et travaille à l'OMAES depuis 2003	
Combien de personnes travaillent au sein de votre organisation?	2007: 88 2008: 92 2009: 77 Début 2010: 54	
Combien d'entre eux travaillent sur le programme ICCO? (Équivalent temps plein pour chaque projet)	Projet de Sécurité et de sécurisation alimentaire familial et communautaire 10 à temps plein Projet pour une Gouvernance partagée de la sécurité alimentaire 12 à temps plein	
Quel est le budget total de votre organisation et le % pour la sécurité alimentaire (SA)? S'il vous plaît indiquer ce qui tombe sous le label de SA dans votre organisation (en fonction de votre accord avec ICCO)	Budget global certifié (euro) 2007: 987 817 euros 2008: 1 081 460 euros 2009: 991 403 euros 2010: Non disponible	% sécurité alimentaire 2007 : 381 480 euros soit 39% 2008: 236 306 euros soit 22% 2009: 209 613 euros soit 21% 2010: Non disponible
Quelle est la vision et la mission de votre organisation. Quelles sont les références à la sécurité alimentaire et comment les interventions portent sur la	<p>Mission du cadre stratégique L'OMAES se donne comme mission principale le renforcement de la Société Civile pour une meilleure gouvernance locale dans les domaines de l'éducation, la santé et la sécurité alimentaire.</p> <p>Objectifs du cadre stratégique</p> <ul style="list-style-type: none"> - Améliorer l'accès et la qualité de l'éducation formelle et non formelle dans l'équité - Améliorer l'accès et la qualité en matière de la santé reproductive et promouvoir les activités préventives en 	

<p>vision et la mission)? Y a-t-il eu des évolutions récentes liées aux changements du contexte? Pouvez-vous expliquer? Quel est le focus dans votre programme de sécurité alimentaire: la disponibilité alimentaire, l'accès à la nourriture ou l'utilisation de la nourriture? Quel est le focus dans vos objectifs: l'impact direct sur le groupe cible, le renforcement des capacités des groupes de base ou sur le lobby et de plaidoyer?</p>	<p>matière de Sida</p> <ul style="list-style-type: none"> - Améliorer durablement la Situation Alimentaire et Nutritionnelle (SAN) des enfants et des communautés au niveau local - Renforcer les capacités de la société civile en influençant des politiques en matière d'éducation, de santé ; de sécurité alimentaire au niveau local et de défense des droits des enfants - Contribuer au développement des capacités des jeunes à jouer correctement leur rôle dans la société <p>- Une disponibilité de la nourriture. Dans le souci d'assurer la disponibilité des céréales, l'action, avec l'appui des communautés, va approvisionner les banques céréalières au niveau des villages retenus. Chaque banque sera dotée d'un stock initial et unique de 6 tonnes de mil.</p> <p>- Un accès à la nourriture sera garanti par une disponibilité à moindre coût de céréales pendant une période plus longue de l'année. La banque de céréales sera à but social mais la gestion sera économique. Toute la communauté peut y accéder. Les marges bénéficiaires dégagées permettront de renforcer l'activité, de subventionner l'accès des ménages très vulnérables ciblés aux céréales de la banque et la prise en charge des relais nutritionnistes pour le suivi nutritionnel des enfants.</p> <ul style="list-style-type: none"> - - Une meilleure utilisation de la nourriture sera assurée à travers la réalisation des activités de maraîchage, de petit élevage, de banques céréalières et de suivi nutritionnel. Ce qui permettra de réduire le taux de malnutrition et améliorera la situation socio-sanitaire dans les communes cibles du projet. Une alimentation riche et variée (qui contient les éléments nutritifs nécessaires à la bonne croissance des enfants, c'est-à-dire une alimentation qui intègre les légumes frais ou séchés, le lait produit par le petit élevage domestique pendant une longue période de l'année) sera assurée
<p>Qui sont les groupes cibles primordiales pour les projets mentionnés ci-dessus? Combien sont-ils ? Quels mécanismes sont utilisés pour atteindre ou</p>	<ul style="list-style-type: none"> - Dans les 20 villages identifiés dans l'étude nutritionnelle de base (avril 2006), le groupe cible est essentiellement constitué par 300 femmes de ménages décapitalisés (femmes mariées, divorcées, veuves ou dont le mari est en exode prolongé) plus 300 autres femmes vulnérables pour le maraîchage (soit 30 femmes/village) et les 777 enfants de la tranche d'âge de 0 à 5 ans des 300 ménages dans 20 villages des 3 communes de Banikane-Narhawa, de Koumaira et de Soboundou du Cercle de Niafunké - Le succès du projet de sécurité alimentaire familiale est largement tributaire d'un meilleur ciblage non



<p>inclure des groupes vulnérables au niveau de la SA ? Et de quels groupes parlent-ont ?</p>	<p>seulement des zones de malnutrition mais surtout des ménages effectivement vulnérables. Aussi le choix des femmes et des enfants comme cibles prioritaires du projet est plus qu'indispensable pour apporter une solution durable au problème de sécurité alimentaire et nutritionnelle</p> <ul style="list-style-type: none">- Les activités choisies doivent être viables, acceptées par les bénéficiaires et facilement prises en charge par eux. Elles doivent, en outre, contribuer effectivement à l'amélioration de la situation alimentaire et nutritionnelle. Ces activités doivent être complémentaires et permettre à la fois la disponibilité de la nourriture (banque de céréales) et l'accessibilité à cette nourriture par les ménages cibles (amélioration des revenus) ;- La nécessaire complémentarité de ces activités qui présentent toutes une dynamique interrelationnelle. C'est ainsi qu'à titre d'exemple l'élevage pourra fournir la litière pour le jardinage ; les résidus du jardinage pourront servir pour le bétail de fourrage.- La flexibilité dans l'attribution des activités : si certaines activités dépendent d'un seul ménage qui en est responsable (le petit élevage), d'autres nécessitent la mise en commun des efforts de toute la population cible (maraîchage, banque de céréales etc). D'où la nécessité du choix de l'association la plus dynamique et respectée par ses actions sociales pour veiller à la bonne marche de toutes ces activités. Rien n'empêche a priori qu'un même ménage choisi bénéficie de plusieurs volets des activités. Toutefois si les négociations sociales l'exigent, on pourrait privilégier certains ménages très pauvres.- L'organisation et la formation des bénéficiaires sont des préalables importants à la réussite des activités. Aussi, l'appui organisationnel et institutionnel doit-il précéder l'appui technique et financier ;- Un système de suivi/évaluation constitué d'une base des données régulièrement alimentée est un outil efficace de pilotage de ce genre de projets ;- Le désengagement se prépare dès le démarrage du projet. La réflexion sur la stratégie d'autonomisation des communautés doit se faire au moment de la conception du projet
<p>Où est-ce que les projets ICCO sont implémentés et depuis combien de temps vous travaillez là? Avez-vous des statistiques sur la situation au niveau de la SA dans ces zones ? (svp</p>	<p>De 1989 à nos jours, l'OMAES a travaillé sur la sécurité alimentaire et la nutrition dans les régions de Tombouctou, Ségou et Kayes par la mise en œuvre des activités d'aménagement de périmètres maraîchers et rizicoles; de petit élevage, de banques de céréales, de suivi nutritionnel, de protection de l'environnement, d'alphabétisation et de plaidoyer.</p> <ul style="list-style-type: none">- Les ménages en situation d'insécurité alimentaire et de vulnérabilité élevée sont concentrés dans le nord du pays, la zone ceinturant le delta central du Niger (plateau dogon, système de culture agro oignon) et la zone lacustre à Tombouctou (système de culture de décroue), avec notamment une proportion des ménages ayant le

<p>ajoutez des chiffres si ils sont disponibles ou mentionnez des sources.)</p>	<p>taux de consommation alimentaire le plus pauvre à Kidal (41%) et une proportion des ménages les plus pauvres dans les régions de Tombouctou (77%), Mopti (88%) et Gao (89%) (Rapport d'analyse - Enquête de base sur la sécurité alimentaire et la nutrition, Juin 2007, SAP-Commissariat à la Sécurité Alimentaire)</p> <ul style="list-style-type: none"> - La malnutrition aiguë touche environ 14,65% des enfants de 0 à 5 ans ou de 3 à 36 mois, en moyenne sur la période de 1987 à 2006. Les régions les plus touchées sont respectivement celles de Kidal (21,45%), Gao (17,55%), Tombouctou (17,33%) et Mopti (15,18%). Cette situation structurelle de la malnutrition aiguë dans ces différentes régions est confirmée par les résultats de la dernière enquête nutritionnelle (EDSM, 2006) qui dévoilent qu'un enfant sur six (15%) est atteint de la malnutrition aiguë et font apparaître une prévalence élevée de la maigreur dans les régions de Kidal (27%), Gao et Tombouctou (17%), Koulikoro et Sikasso (16%). - En ce qui concerne la malnutrition chronique, les régions de Sikasso, Tombouctou, Mopti et Ségou sont les plus touchées avec respectivement un taux moyen de prévalence de 45,2%, 43,9%, 40,9% et 40% selon l'enquête démographique et de santé (EDSM-IV) réalisée en 2006. Il est aussi inquiétant de constater, à partir de l'analyse des résultats des EDSM de 1987 à 2006, une dégradation dans l'évolution de l'état nutritionnel des enfants, particulièrement dans la quasi-totalité des régions du pays. - A la lumière des résultats de l'EDSM-2006, l'analyse de la malnutrition globale ou insuffisance pondérale qui permet de mieux appréhender l'état nutritionnel des enfants, fait ressortir que les régions les plus vulnérables sont celles de Tombouctou (32%), Sikasso (31%), Kidal et Koulikoro (29%).
<p>Qui sont vos principaux partenaires pour le programme de SA ? Quel est le but principal de cette collaboration ? (par ex. Échange, exécution conjointe du programme, information, formation, financement d'actions particulières,...)</p>	<ul style="list-style-type: none"> - Les communautés bénéficiaires : Elles sont actrices et bénéficiaires, elles sont impliquées à la conception, à la mise en œuvre et au suivi des activités du projet, en qualité de bénéficiaires ultimes elles mettent en œuvre l'ensemble des activités - Les autorités communales: elles intégreront les actions de sécurité alimentaire et de prévention des crises dans les plans de développement socio-économique et culturel et participeront à la planification et au suivi du projet. La relation partenariale durera tout le temps de la conception au transfert des activités. - Les comités locaux et communaux de sécurité alimentaire : elles appuieront l'équipe du projet dans le ciblage des familles décapitalisées et participeront dans la validation des rapports et des résultats des enquêtes nutritionnelles. - Les autorités administratives: elles participent à la mise en œuvre en assurant leur mission d'appui conseil aux partenaires des collectivités décentralisées



	<ul style="list-style-type: none"> - Les services techniques: Le Service d'agriculture local, le service d'élevage et le service socio-sanitaire apportent l'appui conseil nécessaire et le suivi de conformité pour la mise en œuvre et le suivi du projet, - ICCO (organisation néerlandaise) intervient au Mali dans le domaine de sécurité alimentaire depuis plus de 20 ans. Dans le cadre de cette présente action, elle participe dans l'appui conseil pour la définition de la présente Action ; le renforcement des capacités et de l'OMAES et des communautés dans l'action à travers des formations à l'intérieur du Mali aussi bien dans la sous région de l'équipe technique de terrain ; la promotion d'échange entre communautés bénéficiaires de leur programme ou d'autres en matière de sécurité alimentaire; le réseautage, avec d'autres acteurs en sécurité alimentaire au Mali et ailleurs etc. - OMAES est responsable de la conception et l'exécution du projet y inclus la coordination de tous les aspects du projet, surtout la mise en place de l'équipe technique, la formation, la gestion technique des activités et la gestion des fonds au niveau national et la production des différents rapports narratifs et financiers à l'intention des partenaires techniques et financiers.
<p>relations avec ICCO</p>	
<p>Depuis quand votre organisation est partenaire de l'ICCO?</p>	<p>Depuis 1998 nous avons commencé notre collaboration avec ICCO par l'exécution du Projet de Sécurité et de Sécurisation Alimentaire Familiale (PSSAF).</p>
<p>Pouvez-vous indiquer quels sont les éléments de la stratégie d'ICCO qui vous ont influencé</p>	<p><i>Si vous n'êtes pas au courant de la stratégie, mentionnez le svp.</i></p> <p>L'objectif d'amélioration de la sécurité alimentaire par la disponibilité (amélioration de la production) l'accès</p>

<p>dans vos programmes et vos opérations?</p>	<p>(amélioration des revenus) et l'utilisation (de l'eau, hygiène, santé</p>
<p>Quelle est la procédure et le processus d'acceptation de vos propositions de programme par ICCO? Comment appréciez-vous cela?</p>	<p>OMAES, sur la base des résultats de l'évaluation de chaque programme validés, élabore une proposition technique et financière qui est soumise à ICCO pour observations. ICCO formule ses observations par écrit dont les réponses sont intégrées dans la proposition finale. Au cours du processus d'élaboration des projets, des séances de travail regroupent les coordinateurs OMAES et les chargés de programme ICCO. Le processus est très formateur pour OMAES qui bénéficie de l'input (expertise) d'ICCO lors de la conception de ses programmes. Il est à noter également que le contact est permanent entre OMAES et ICCO et les délais entre les programmes sont relativement courts ce qui évite la démobilisation du personnel et le découragement des communautés.</p>
<p>Est-ce que ICCO a utilisé un scan organisationnel pour votre organisation ?</p>	<p>Non, ICCO n'a pas réalisé de scan organisationnel, il a toujours privilégié les rencontres de discussion avec le staff et le conseil d'administration ainsi que les visites de terrain qui lui permettent de donner des conseils à OMAES et de l'appuyer pour la mise en place de système de gestion (logiciel comptable) et de suivi des activités. Particulièrement pour le suivi des activités, ICCO utilise les services d'IC-Consult pour renforcer les capacités</p>



<p>Quand ?</p> <p>Dans quelle mesure cet exercice est pertinent pour votre organisation?</p> <p>Dans quelle mesure ce processus a pris en charge les priorités de votre organisation?</p>	<p>de ses partenaires en planification, suivi et évaluation.</p>
<p>Dans quelle mesure ICCO vous a stimulé / vous a soutenu dans le développement de la coopération et la synergie avec d'autres acteurs (dans la</p>	<p>Depuis bientôt quatre ans, ICCO a encouragé et appuyé techniquement et financièrement ses partenaires dans le domaine de la sécurité alimentaire à mettre en place un cadre de concertation en vue de partager les expériences et favoriser le réseautage. Par ailleurs ICCO appuie ses partenaires à obtenir des financements auprès d'autres agences comme la Fondation Turing et l'Union européenne même si aucun financement n'a pu encore être obtenu de l'Union Européenne.</p>

sécurité alimentaire)	
Quelles sont les mesures de suivi et évaluation des programmes ICCO?	Le cadre logique de chaque programme constitue la base du suivi et d'évaluation des programmes ICCO effectués par OMAES (suivi permanent) par ICCO par des rencontres avec les équipes des différents programmes et des visites terrain (périodiques) et des consultants externes (évaluation à mi-parcours ou finale)
<i>L'évaluation de la contribution d'ICCO</i>	
Quel est / sont les rôles les plus importants que ICCO joue dans votre pays et pourquoi? Êtes vous d'accord avec leur choix? Pourquoi (pas)? Quel rôle avez-vous apprécié le plus et pourquoi? Quel rôle devrait être plus élaboré, pourquoi et comment?	Les de ICCO sont essentiellement l'appui financier, le renforcement des capacités, le renforcement du dialogue et la coopération Sud/sud et nord/ sud, le lobbying et le plaidoyer. Ces rôles ont été définis de commun accord avec les partenaires et gardent tous leur pertinence.
<i>La formulation du programme</i>	
Comment pouvez-vous identifier les zones et parties prenantes pour les projets de sécurité alimentaire?	OMAES a une longue expérience des programmes de sécurité alimentaire, de cette expérience nous tirons une connaissance avérée des modalités d'intervention (Pourquoi intervenir) des critères d'intervention (comment intervenir et avec qui organiser l'intervention). Le principal défi reste pour nous de donner aux populations les capacités de mettre en œuvre de façon relativement rapide les solutions aux problèmes de malnutrition et de difficultés économiques.



	<p>L'identification des zones et parties prenantes des projets font à la demande des communautés et aux recommandations des évaluations des programmes par exemple le projet de Sécurité et de de Sécurisation Alimentaire Familiale et Communautaire (PSSAFACO) a té conçu sur la base des recommandations suivantes :</p> <p>Par rapport aux banques de céréales : étant donné la précarité de la production agricole de la zone assujettie aux aléas climatiques, les banques céréalières sont d'un apport important dans la politique de sécurité alimentaire de la zone. Les actions menées par l'Etat malien en vue d'une sécurité alimentaire nationale à travers la mise en place des banques de céréales au niveau des communes justifient, si besoin en était, la pertinence du volet.</p> <p>Par rapport à l'élevage domestique : comme l'affirment les bénéficiaires, le volet contribue véritablement à l'amélioration de la situation alimentaire des enfants à travers le lait produit par les animaux. Le petit élevage est également une source de revenus pour les bénéficiaires qui disent être désormais capables de rembourser leurs créances aisément et d'utiliser le reste des fonds à d'autres fins utiles.</p> <p>Par rapport au maraîchage : en considérant l'apport du maraîchage dans l'amélioration qualitative et quantitative de l'alimentation des ménages et dans la génération des revenus, la pertinence du volet dans la résolution du problème d'insécurité alimentaire et nutritionnelle est évidente.</p> <p>Par rapport au suivi nutritionnel : Le volet nutrition est une composante essentielle des programmes de sécurité alimentaire d'OMAES.</p> <p>En effet les enquêtes nutritionnelles de base nous permettent d'apprécier l'état nutritionnel des enfants de la zone d'intervention et est un critère fondamental d'intervention de OMAES dans un village.</p> <p>Ensuite le renforcement des capacités des relais et des mères des enfants est un gage certain de la compréhension des questions de nutrition et de prise en charge des enfants malnutris.</p> <p>Enfin le suivi périodique est un moyen adéquat d'apprécier à n'importe quel moment les effets de l'intervention</p>
Comment pouvez-vous identifier et impliquer les acteurs locaux (représentant le groupe cible) dans la conception des programmes opérationnels?	<p>Les principaux partenaires et leur implication dans les programmes:</p> <p>Les principaux partenaires sont :</p> <p>Les communautés bénéficiaires :</p> <p>Elles sont actrices et bénéficiaires et la relation entre elles et OMAES durera tout le temps de la mise en œuvre du projet</p> <p>L'ensemble des activités retenues, entre autres l'aménagement et l'exploitation des périmètres maraîchers ; l'achat et l'octroi du noyau aux femmes, le remboursement des sommes octroyées à l'association après 9 mois, le</p>

suivi de la dotation des autres ménages ; la gestion des banques de céréales ; l'appui conseil en AGR ; le suivi nutritionnel ; appliquent les connaissances acquises et assurent l'autonomisation du projet.

Les autorités communales :

En tant qu'émanation des populations et en leur qualité de planificateur et maître d'ouvrage, elles intègrent les questions de sécurité alimentaire dans leur plan de développement et en assurent leur financement. Dans le cadre de l'autonomisation, elles assurent la reconnaissance officielle des associations et participent au suivi de la mise en œuvre du projet et à la réception des activités transférées aux communautés.

Les comités locaux et communaux de sécurité alimentaire :

En tant que structures chargées au niveau local de la sécurité alimentaire, elles appuieront l'équipe du projet dans la confirmation du ciblage des ménages vulnérables.

Les autorités administratives :

Elles participent à la mise en œuvre en assurant leur mission d'appui conseil aux partenaires des collectivités décentralisées; comme avec les autorités communales la relation de partenariat durera tout le temps de la conception et de la mise en œuvre et transfert du projet

Elles recevront les données sur la situation des stocks pour alimenter les bases de données régionales et nationales

Les services techniques :

Le service de la conservation de la nature comme par le passé appuiera à la mise en œuvre du projet, cet appui est de caractère technique principalement pour les négociations sociales inter villages en vue de limiter les zones de mise en défens, l'appui conseil pour la mise en place des haies vives et des brises vents ;

Le service socio sanitaire

Ils ont de tous temps été des partenaires privilégiés des programmes de sécurité alimentaire de OMAES, ils ont de vive voix reconnu tout l'impact des ces programmes Cf. rapport de l'évaluation finale et souhaité la continuation des actions.

La collaboration se situe à deux niveaux et sous trois formes



	<p>Les animateurs mettront les activités de suivi nutritionnel en œuvre en relation avec les relais villageois et les ICPM, toutes les données par rapport à la situation nutritionnelle sont fournies aux ICPM pour leur prise en compte dans les données à envoyer au SIS local</p> <p>Au niveau cercle les données collectées et compilées sont transmises au SIS local pour information et appréciation de la situation nutritionnelle dans la zone d'intervention.</p> <p>OMAES participera au cadre local d'échange entre les intervenants dans le domaine de la nutrition, ce cadre se tient sous l'égide des autorités sanitaires.</p> <p>Le centre d'animation pédagogique</p> <p>Il participera à la mise en œuvre du programme principalement dans le cadre de l'alphabétisation des membres des comités de gestion Il assurera l'évaluation des sessions d'alphabétisation</p> <p>OMAES : est responsable de la conception et l'exécution du projet y inclus la coordination de tous les aspects du projet, surtout la mise en place de l'équipe technique, la formation, la gestion technique des activités et la gestion des fonds au niveau national et la production des différents rapports narratifs et financiers à l'intention des partenaires techniques et financiers.</p> <p>ICCO assurera le soutien technique (appui à l'élaboration, la mise en œuvre, le suivi et l'évaluation) et financier du projet.</p>
Comment garantissez-vous la participation de ces intervenants (représentants du groupe cible) dans l'élaboration du programme de SA ?	Cf point précédent
Amélioration de la disponibilité alimentaire au niveau des ménages (voir tableau synthèse des résultats)	

Pouvez-vous indiquer vos résultats principaux dans le domaine de la sécurité alimentaire pour la période 2007-2010?	Disponibilité alimentaire	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output	Outcome	outreach
		2008			
		2009			
		2010			
	Accès à l'alimentation	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output	Outcome	Outreach
		2008			
		2009			
		2010			
	Utilisation de l'alimentation	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output	Outcome	Outreach
2008					
2009					



		2010			
Amélioration de la disponibilité alimentaire au niveau des ménages					
<p>Pouvez-vous décrire un cas⁹ expliquant les résultats escomptés qui ont été atteints au niveau de la disponibilité de la nourriture? Quels ont été les éléments clés du succès? Comment la durabilité¹⁰ des résultats a été garantie? Les groupes vulnérables spécifiques ont été atteint et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis dans l'atteinte des résultats?</p>		<p>Si vous n'avez pas un cas, s'il vous plaît expliquer. S'il vous plaît confirmer avec des documents et des chiffres! Une disponibilité de la nourriture. Dans le souci d'assurer la disponibilité des céréales, l'action, avec l'appui des communautés, approvisionn2 les banques céréalières au niveau des villages retenus. Chaque banque a été dotée d'un stock initial et unique de 6 tonnes de mil. Ainsi au moins 06 tonnes de céréales sont disponibles en permanence dans chaque banque de céréale et au moins 9 302 personnes accèdent aux céréales</p>			

⁹ Un cas réfère à un processus ou un set d'activités d'un ou plusieurs partenaires et à une éventuelle interaction avec d'autres parties prenantes. Le cas doit être représentatif pour l'approche ou les résultats du partenaire. Ceci peut également être un cas qui vous a appris beaucoup en termes de bonnes pratiques ou de défis persistants.

¹⁰ Un aspect important est la durabilité de ces changements, déterminée par des aspects individuels (attitudinal, capacité de gestion,...) et institutionnelles (le fonctionnement de marchés d'alimentation locaux, systèmes pour la distribution d'input, l'accès à la terre etc.) et par des marchés externes et de facteurs climatologiques. Est-ce que les changements peuvent être durables et pourquoi (pas)? Les questions suivantes sont importantes: (i) est-ce que la préparation en cas de désastres et la résistance aux chocs est améliorée (la capacité de gérer les effets, la capacité de gérer les chocs); (ii) la mesure dans laquelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une incitative pour augmenter la production d'alimentation; (iii) si les organisations de société civile sont devenues plus autonomes et localement intégrées; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futures négatifs sur les ressources naturelles et le droit à la sécurité alimentaire de tous et toutes; (v) si les systèmes locaux pour la distributions d'inputs et pour l'accès à l'information sont renforcés; (vii) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurel.

Amélioration de l'accès à la nourriture pour les ménages et personnes

Pouvez-vous décrire un cas 2 expliquant comment les résultats escomptés ont été atteints au niveau de la disponibilité de la nourriture? Quels ont été les éléments clés du succès? Comment la durabilité 3 des résultats ont été garantie? Les groupes vulnérables spécifiques ont été atteint et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis dans l'atteinte des résultats?

Si vous n'avez pas un cas, s'il vous plaît expliquer.

S'il vous plaît confirmer avec des documents et des chiffres!

Un accès à la nourriture. Cet accès sera garanti par une disponibilité à moindre coût de céréales pendant la période la plus sensible de l'année à savoir la période de soudure. La banque de céréales sera à but social mais la gestion sera économique. Toute la communauté peut y accéder. Les marges bénéficiaires dégagées permettront de renforcer l'activité, de subventionner l'accès des ménages très vulnérables ciblés aux céréales de la banque et la prise en charge des relais nutritionnistes pour le suivi nutritionnel des enfants.

Amélioration de l'accès à la nourriture pour les ménages et personnes vulnérables

Pouvez-vous décrire un cas expliquant comment les résultats escomptés ont été atteints au niveau de l'accès à la nourriture? Quels ont été les éléments clés du

Si vous n'avez pas un cas, s'il vous plaît expliquer.

S'il vous plaît confirmer avec des documents et des chiffres!



<p>succès? Comment la durabilité¹¹ des résultats a-t-elle été garantie? Les groupes vulnérables spécifiques ont-ils été atteints et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis?</p>	
<p>Amélioration (bonne) utilisation de la nourriture par les ménages et personnes vulnérables</p>	
<p>Pouvez-vous décrire un cas expliquant comment les résultats escomptés ont été atteints au niveau de l'utilisation des aliments? Quels ont été les éléments</p>	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer. S'il vous plaît confirmer avec des documents et des chiffres!</i></p> <p>Une meilleure utilisation de la nourriture. Elle sera assurée à travers le maraîchage, le petit élevage, les banques céréalières et le suivi nutritionnel. Ce qui permettra de réduire le taux de malnutrition et améliorera la situation socio-sanitaire dans les communes cibles de l'action. Une alimentation riche et variée (qui contient les éléments nutritifs nécessaires à la bonne croissance des enfants, c'est-à-dire une alimentation qui intègre les légumes frais</p>

¹¹ Un aspect important est la stabilité et la durabilité de ces changements, et la raison pour laquelle ces changements sont (ou ne sont pas) durables. Les questions suivantes sont importantes : (i) est-ce que la préparation en cas de désastres et la résistance aux chocs liée à la production ou la procuration de l'alimentation de marchés locaux est améliorée ? (moins de vulnérabilité, la capacité de gérer les effets, la capacité de gérer les chocs) ; (ii) la mesure dans laquelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une initiative pour augmenter la production d'alimentation ; (iii) si les agriculteurs s'organisent plus souvent dans des organisations de société civile et si elles sont devenues plus autonomes et localement intégrées ; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futurs négatifs sur les ressources naturelles et sur l'assurance d'accès local à l'alimentation ; (v) si les systèmes locaux pour la distribution d'intrants et pour l'accès à l'information sont renforcés ; (vi) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurelle (pour les femmes inclus).

<p>clés de succès? Comment la durabilité¹² des résultats ont été garantie? Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis?</p>	<p>ou séchés, le lait produit par le petit élevage domestique pendant une longue période de l'année) sera assurée.</p>
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OGES

<p>Votre organisation Organisation Gestion Environnement Sahel (OGES)</p>		
<p>Quelle est votre position - et le nombre d'années que vous travaillez - au sein de l'organisation?</p>	<p>Nombre d'année</p>	<p>Position</p>
	<p>20 ans</p>	<p>Président</p>
<p>Combien de personnes travaillent au sein de votre</p>	<p>2007</p>	<p>16</p>

¹² La durabilité de ces changements dépend de la fréquence de la maladie. En dehors de la résistance aux chocs et de préparation à l'apparition de la maladie, la lutte contre les taboos, la mesure dans la quelle des groupes spécifiques comme les femmes âgées, TBA's et les guérisseurs locaux ont été inclus dans la sensibilisation et la mesure dans la quelle les relations intraménagères et l'attitude vis-à-vis la santé et l'hygiène ont été influencée, déterminera d'une façon importante la durabilité des efforts, l'institutionnalisation, la santé, le coaching et le counseling nutritionnel sera également important, comme la durabilité de l'accès à l'eau et des systèmes de santé décentralisés. A un niveau plus haut que celui du ménage, il est particulièrement important d'arriver à une meilleure coordination entre des secteurs publics décentralisés pour cibler des efforts pour améliorer le status nutritionnel.



organisation?	2008 18 2009 18 Début 2010 15																																		
Combien d'entre eux travaillent sur le programme ICCO? (Équivalent temps plein pour chaque projet)	Projet xxx: <table border="1" data-bbox="689 528 2152 759"> <thead> <tr> <th>Années</th> <th>PASA (ICCO)</th> <th>Securité Alimentaire Gao</th> <th>Trickle UP (TUP)</th> <th>Stage sans frontier</th> <th>Administration</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> <td>4</td> </tr> <tr> <td>2008</td> <td>4</td> <td>3</td> <td>5</td> <td>2</td> <td>4</td> </tr> <tr> <td>2009</td> <td>4</td> <td>3</td> <td>5</td> <td>2</td> <td>4</td> </tr> <tr> <td>2010</td> <td>4</td> <td>-</td> <td>5</td> <td>2</td> <td>4</td> </tr> </tbody> </table> Projet xxx: XXX					Années	PASA (ICCO)	Securité Alimentaire Gao	Trickle UP (TUP)	Stage sans frontier	Administration	2007	3	3	3	3	4	2008	4	3	5	2	4	2009	4	3	5	2	4	2010	4	-	5	2	4
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2008	4	3	5	2	4																														
2009	4	3	5	2	4																														
2010	4	-	5	2	4																														
Quel est le budget total de votre organisation et le % pour la sécurité alimentaire (SA)? S'il vous plaît indiquer ce qui tombe sous le label de SA dans votre organisation (en fonction de votre accord avec ICCO)	Budget global (euro ou dollar) <table border="1" data-bbox="689 1018 1077 1209"> <thead> <tr> <th>Années</th> <th>Projets</th> <th>S A</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>54 746 596</td> <td>30 750 000</td> </tr> <tr> <td>2008</td> <td>53 667 380</td> <td>2864052</td> </tr> <tr> <td>2009</td> <td>77860000</td> <td>34800000</td> </tr> <tr> <td>2010</td> <td>68980000</td> <td>45700000</td> </tr> </tbody> </table>		Années	Projets	S A	2007	54 746 596	30 750 000	2008	53 667 380	2864052	2009	77860000	34800000	2010	68980000	45700000	% sécurité alimentaire 2007 56% 2008 63% 2009 45% 2010 66%																	
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Quelle est la vision et la mission de votre organisation. Quelles sont	Les interventions cadre avec notre vision et notre mission car elles touchent les aspects de la dépendance céréalière par le bras de la production sécurisée. - Vision : OGES devient une ONG de référence au niveau en matière de développement durable et participatif . A ce titre elle sera associée à toutes les grandes concertations prises de décision devant réguler la associative en matière de développement dans la région, voir le pays.																																		

les références à la sécurité alimentaire et comment les interventions portent sur la vision et la mission)?
 Y a-t-il eu des évolutions récentes liées aux changements du contexte? Pouvez-vous expliquer?
 Quel est le focus dans votre programme de sécurité alimentaire: la disponibilité alimentaire, l'accès à la nourriture ou l'utilisation de la nourriture?
 Quel est le focus dans vos objectifs: l'impact direct sur le groupe cible, le renforcement des capacités des groupes de base ou sur le lobby et de plaidoyer?

- Mission : la conception et la mise en œuvre avec ses partenaires (communautés rurales et urbaines) de projets de développement durables et adaptés qui priorisent socio-économique et garantissant l'équité et la durabilité des acquis à travers un transfert des compétences aux bénéficiaires.
- Nos références à la sécurité alimentaire : réalisation d'environ 400 hectares de riziculture en matière d'eau et d'environ 800 hectares de périmètres maraichers, attente d'environ 5 à 7 tonnes de rendement à l'hectare
- Aménagement d'environ 200 hectares de mare Rizipiscicole

Disponibilité – Accessibilité	<ul style="list-style-type: none"> - Aménagement de rizières sécurisées des aléas pluviométrique grâce au pompage - réalisation d'espaces maraichers productifs grâce aux puits perenns - Octroi de micro crédit pour l'achat de céréales et la revente en période de pénurie avec des marges
Utilisation	<ul style="list-style-type: none"> - Volet nutrition pour une bonne utilisation de la production maraichère (recette culinaire appropriées)
Impact direct	<ul style="list-style-type: none"> - Baisse de l'exode rural - Baisse du taux de malnutrition - Stabilité des prix des denrées dans les villages
Renforcement des capacités	<ul style="list-style-type: none"> - Appui à la mise en place de fédération de producteurs rizicole (environ 300 membres) - Formation d'une cinquantaine des gestionnaires villageois

Qui sont les groupes cibles primordiaux pour les projets mentionnés ci-dessus? Combien sont-ils ?
 Quels mécanismes sont utilisés pour atteindre ou inclure des groupes vulnérables au niveau de la

Groupes cibles : les populations rurales (100%). Elles constituent les groupes vulnérables dans la zone car les revenus sont basés à 100% sur les secteurs agricoles (agriculture –élevage-pêche). Ces 3 secteurs furent touchés par la faiblesse pluviométrique et la crue. D'où l'instauration d'une insécurité alimentaire chronique. Ces groupes sont localisés à partir de sélection qui sont basées sur les indicateurs de pauvreté dégagés par les services techniques nationaux (enquête de pauvreté)



<p>SA ? Et de quels groupes parlent-ont ?</p>															
<p>Ou est-ce que les projets ICCO sont implémentés et depuis combien de temps vous travaillez là? Avez-vous des statistiques sur la situation au niveau de la SA dans ces zones ? (svp ajoutez des chiffres si ils sont disponibles ou mentionnez des sources.)</p>	<ul style="list-style-type: none"> - les projet sont implantés dans les zones du delta centrale de Mopti plus précisément dans le cercle de Mopti (Commune rural de Brondougou, Bassirou , Dialloubé, Konna) - OGES travaille dans ces zones depuis 1991 soit 19 ans - Tableau sur la sécurité alimentaire et la pauvreté (source enquête malienne de pauvreté) 														
<p>Qui sont vos principaux partenaires pour le programme de SA ? Quel est le but principal de cette collaboration ? (par ex. Échange, exécution conjointe du programme, information, formation, financement d’actions particulières,...)</p>	<p>ONG’s internationaux (<i>les nommer et qualifier la relation</i>):</p> <p>Organisations internationales (<i>les nommer et qualifier la relation</i>):</p> <p>Acteurs gouvernementaux (<i>les nommer et qualifier la relation</i>):</p> <p>Réseaux locaux (<i>les nommer et qualifier la relation</i>):</p> <p>Autres:</p> <table border="1" data-bbox="689 1086 2092 1347"> <thead> <tr> <th>Partenaires</th> <th colspan="2">Statut</th> <th>Nature de la collaboration</th> </tr> </thead> <tbody> <tr> <td>Comité régionale de la naudere credil Canada</td> <td>Etatique</td> <td>International</td> <td>Envoi de volontaires à court terme Exécution des projets de maraichage et de nutrition</td> </tr> <tr> <td>Ministère canadienne de relation extérieur</td> <td></td> <td>Financier</td> <td>-financement de projet au Nord (Gao)</td> </tr> </tbody> </table>			Partenaires	Statut		Nature de la collaboration	Comité régionale de la naudere credil Canada	Etatique	International	Envoi de volontaires à court terme Exécution des projets de maraichage et de nutrition	Ministère canadienne de relation extérieur		Financier	-financement de projet au Nord (Gao)
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Ministère canadienne de relation extérieur		Financier	-financement de projet au Nord (Gao)												

	(M CRE)			
	Trickle Up		Financier	Financement de micro-crédit dont les fonds sont investis pour l'acquisition de denrées
	Valorisation des ressources en eaux de surface (VRES)		Financier	-financement de la riziculture irriguée par motopompe et de maraichage
	Académie			-formation des bénéficiaires en gestion
				-identification des zones et des actions suivies conjonctives
relations avec ICCO				
Depuis quand votre organisation est partenaire de l'ICCO?	Depuis : 2005			
Pouvez-vous indiquer quels sont les éléments de la stratégie d'ICCO qui vous ont influencé dans vos programmes	<i>Si vous n'êtes pas au courant de la stratégie, mentionnez le svp. ICCO privilégie l'approche partenariale qui est une vision progressiste pour les structures du sud qui pour la plupart sont considères comme étant de organes d'exécution de structure du nord</i>			



<p>et vos opérations?</p>	
<p>Quelle est la procédure et le processus d'acceptation de vos propositions de programme par ICCO? Comment appréciez-vous cela?</p>	<p>Nous apprécions bien la procédure et le processus d'acceptation de nos propositions car la démarche n'est pas imposées , elle respecte la stratégie et vision du partenaire</p>
<p>Est-ce que ICCO a utilisé un scan organisationnel pour votre organisation ? Quand ?</p>	<p>Un questionnaire fut envoyer à l'organisation en 2007 . Les questions étaient pertinentes car elles touchaient les domaines d'activité, les missions et vision de notre structure de même que nos stratégie et approches d'intervention. Le processus apris en charge nos priorités car il n'y a pas eu d'actions imposées. En plus la démarche favorisait une concertation à l'interne qui enrichissait les débats à l'interne pour les réponses</p>

<p>Dans quelle mesure cet exercice est pertinent pour votre organisation?</p> <p>Dans quelle mesure ce processus a pris en charge les priorités de votre organisation?</p>	
<p>Dans quelle mesure ICCO vous a stimulé / vous a soutenu dans le développement de la coopération et la synergie avec d'autres acteurs (dans la sécurité alimentaire)</p>	<p>IC CO à financée des tables rondes avec les autres partenaires autour de la Sécurité Alimentaire une table ronde des partenaires existe et la concertation est permanente. Ces concertations sont suivies de visites d'échange terrain et des évaluations croisées qui ont aidé les acteurs à échanger les expériences et à appliquer des solutions à certaines difficultés existantes</p>
<p>Quelles sont les mesures de suivi et évaluation des</p>	<ul style="list-style-type: none"> - Le suivi s'opère par des missions périodiques du responsable chargé de la Sécurité Alimentaire sur le



programmes ICCO?	terrain. Pour l'évaluation et elle fut participative avec la participation d'une équipe de consultant externes renforcée par les membres des ONGs partenaires. Rappelons qu'une évaluation interne a mi-parcours est financé par le programme.							
L'évaluation de la contribution d'ICCO								
<p>Quel est / sont les rôles les plus importants que ICCO joue dans votre pays et pourquoi? Êtes vous d'accord avec leur choix? Pourquoi (pas)? Quel rôle avez-vous apprécié le plus et pourquoi? Quel rôle devrait être plus élaboré, pourquoi et comment?</p>	<p><i>Ces roles peuvent être: le developpement financier et des capacités des partenaires, mediateur entre le public, le privé et la société civile dans le Sud et entre le Nord et le Sud; participation au lobbying et au financement des alliés pour le lobbying et la communication.</i></p> <table border="1" data-bbox="689 660 2157 887"> <thead> <tr> <th data-bbox="689 660 1178 699">Rôle d' ICCO</th> <th data-bbox="1178 660 1664 699">Ressentiments</th> <th data-bbox="1664 660 2157 699">Raisons</th> </tr> </thead> <tbody> <tr> <td data-bbox="689 699 1178 887"> -financement de la sécurité alimentaire -financement du lobby - renforcement des capacités </td> <td data-bbox="1178 699 1664 887"> Accord Renforcement des capacités et responsabilisation des bénéficiaires </td> <td data-bbox="1664 699 2157 887"> Il s'agit des secteurs prioritaires qui conditionnent le développement. Ces actions dépassent les réalisations physiques par intégrer la dimension </td> </tr> </tbody> </table> <p>La poursuite du financement de la Sécurité Alimentaire devra être plus élaboré empénant en compte les aspects de durabilité (financier technique et environnementale)</p>		Rôle d' ICCO	Ressentiments	Raisons	-financement de la sécurité alimentaire -financement du lobby - renforcement des capacités	Accord Renforcement des capacités et responsabilisation des bénéficiaires	Il s'agit des secteurs prioritaires qui conditionnent le développement. Ces actions dépassent les réalisations physiques par intégrer la dimension
Rôle d' ICCO	Ressentiments	Raisons						
-financement de la sécurité alimentaire -financement du lobby - renforcement des capacités	Accord Renforcement des capacités et responsabilisation des bénéficiaires	Il s'agit des secteurs prioritaires qui conditionnent le développement. Ces actions dépassent les réalisations physiques par intégrer la dimension						
La formulation du programme								
Comment pouvez-vous identifier les zones et parties prenantes pour les projets de sécurité alimentaire?	Les zones sont identifiées en collaboration avec le conseil communal de développement conformément au programme de développement social (PDESC). Ces choix sont renforcés d'études participative d'identification des stratégies des activités							

<p>Comment pouvez-vous identifier et impliquer les acteurs locaux (représentant le groupe cible) dans la conception des programmes opérationnels?</p>	<p>Par l'approche participative (implication des bénéficiaires à l'identification des actions à l'exécution et au suivi des activités préparation conjointe du transfert des compétences</p>				
<p>Comment garanzissez-vous la participation de ces intervenants (représentants du groupe cible) dans l'élaboration du programme de SA ?</p>	<ul style="list-style-type: none"> - Implication dans l'identification des besoins et au choix des stratégies - exigence d'apport physique dans la réalisation des activités - mis en place de comite local de gestion et leur formation intensive et de préparer le transfert des compétences 				
<p>Amélioration de la disponibilité alimentaire au niveau des ménages</p>					
<p>Pouvez-vous indiquer vos résultats principaux dans le domaine de la sécurité alimentaire pour la période 2007-2010?</p>	<p>Disponibilité alimentaire</p>	<p>S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.</p>			
		<p>2007</p>	<p>Output -Riziculture : 127 T -Maraichage : 107T 547 en Oignons 61 T 100 en gombo</p>	<p>Outcome Couverture des besoins alimentaire: 6 mois /12 contre 3 mois / 12 4mois de consommation en légume frais et 8 mois légume sèche contre 0</p>	<p>outreach 3720</p>
		<p>2008</p>	<p>Riziculture :75 T 760</p>	<p>Couverture des besoins alimentaire:7</p>	<p>3905</p>



		2009	-Maraichage : 22T 905 en gombo	mois /12 contre 3 mois / 12 3mois de consommation en légume frais et 3 mois légume sèche contre 0	3905
		2010	Riziculture :157 T 220 -Maraichage : 27 T 482 en gombo 57 T 120 en Oignon Autres spéculations : 3T 059 (salade, poivrons,choux, beterrave,tomate, Obergine,piment, meinthe papaye et maïs) -Les données sont en cours	Couverture des besoins alimentaire: 9mois/12 consommation en légume frais et 8 mois légume sèche contre 0	
	Accès à l'alimentation	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output La production est auto consommée	Outcome	Outreach

		2008			
		2009			
		2010			
	Utilisation de l'alimentation	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output 32,90% taux de réduction la malnutrition des enfants	Outcome -baise du taux de malnutrition Connaissance des valeurs nutritives des aliments Connaissance de l'importance de la vaccination	Outreach -660 enfants de 0 à 5 ans L'enquête nutritionnelle se fait sur la base de poids âge
		2008	15,05% taux de réduction de la malnutrition des enfants		-608 enfants de 0 à 5 ans 155 femmes a âges des procrées 316 femmes allaitantes de 15 à 43 ans furent touchées
		2009	10,51% taux de		-216 femmes en âge



		2010	réduction de la malnutrition des enfants -----		de procréer dont 100 femmes allaitantes 19 ont reçus la vitamine qui est dû l'éloignement des villages encadrés du CSCOM et la pauvreté des populations -----
Amélioration de la disponibilité alimentaire au niveau des ménages					
Pouvez-vous décrire un cas ¹³ expliquant les résultats escomptés qui ont été atteints au niveau de la disponibilité de la nourriture? Quels ont été les éléments clés du succès? Comment la durabilité ¹⁴ des	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer.-l'accroissement de la production rizicole et maraichère</i> <i>S'il vous plaît confirmer avec des documents et des chiffres!- la diminution de a malnutrition</i> - la baisse de l'exode rural grâce aux travaux d'aménagement et d'exploitation qui durent 8 mois /12. Ces exemples confirment l'amélioration de la disponibilité alimentaire qui constituait le problème clé de zone. Ceci fut possible grâce au système de pompage motorisé qui sécurisait la production des aléas de la pluviométrie ; l'intensification des efforts de formations en techniques culturales et en gestion des comités de gestion démocratiquement élus qui sont pris la relève de l'équipe du projet. - Durabilité des résultats : des comités locaux formés ont prisent la relève dans les anciens villages et évoluent</p>				

¹³ Un cas réfère à un processus ou un set d'activités d'un ou plusieurs partenaires. et à une éventuelle interaction avec d'autres parties prenantes. Le cas doit être représentatif pour l'approche ou les résultats du partenaire. Ceci peut également être un cas qui vous a appris beaucoup en termes de bonnes pratiques ou de défis persistants.

¹⁴ Un aspect important est la durabilité de ces changements, déterminée par des aspects individuels (attitudinal, capacité de gestion,...) et institutionnelles (le fonctionnement de marchés d'alimentation locaux, systèmes pour la distribution d'input, l'accès à la terre etc.) et par des marchés externes et de facteurs climatologiques. Est-ce que les changements peuvent être durables et pourquoi (pas) ? Les questions suivantes sont importantes : (i) est-ce que la préparation en cas de désastres et la résistance aux chocs est améliorée (la capacité de gérer les effets, la capacité de gérer les chocs) ; (ii) la mesure dans la quelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une incitative pour augmenter la production d'alimentation ; (iii) si les organisations de société civile sont devenues plus autonomes et localement intégrées ; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futures négatifs sur les ressources naturelles et le droit à la sécurité alimentaire de tous et toutes ; (vi) si les systèmes locaux pour la distributions d'inputs et pour l'accès à l'information sont renforcés ; (vii) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurel.

<p>résultats a été garantie? Les groupes vulnérables spécifiques ont été atteint et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis dans l'atteinte des résultats?</p>	<p>sans appui externe -atteinte des groupes vulnérables : les femmes les enfants ont bénéficié de plus d'action (nutrition, maraichage, hydraulique micro crédit) en plus des autres activités (riziculture) - le défi portait sur la disponibilité céréalière. Grace à la riziculture irriguée au maraichage et au micro crédit ce défis fut relever car les évaluations finales des phases antérieures ont ressortent l'amélioration de la Sécurité Alimentaire</p>
<p>Amélioration de l'accès à la nourriture pour les ménages et personnes vulnérables</p>	
<p>Pouvez-vous décrire un cas 2 expliquant comment les résultats escomptés ont été atteints au niveau de la disponibilité de la nourriture? Quels ont été les éléments clés du succès? Comment la durabilité 3 des résultats ont été garantie? Les groupes vulnérables spécifiques ont été atteint et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis dans l'atteinte des résultats?</p>	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer.</i> 1^{re} – Les rendements cultureux en matière de riziculture sont passé de <i>S'il vous plaît confirmer avec des documents et des chiffres!</i> 1 t/ha dans les champs traditionnels à 5 à 6 T/ha actuellement 2^{ème} cas – le taux de malnutrition en 200.. est passé 60% à 45% soit une réduction de 14 , 29%</p> <p>Les éléments clés du succès : 1 – l'accroissement de la production et les productivités 2- les organisations de bases mise en place et leur implication a toutes les étapes les étapes du processus (identification, exécution suivi transfert) 3- l'autonomisation des comités de gestion locaux qui planifient exécutent sans assistance les actions entamées</p> <p>Les défis : le taux d'exode élevé dans la zone du démarrage du projet</p> <ul style="list-style-type: none"> - La mobilisation des populations confrontées à la pénurie alimentaire - Le manque d'organisation structure de base
<p>Et 9 . Amélioration de l'accès à la nourriture pour les ménages et personnes vulnérables</p>	



<p>Pouvez-vous décrire un cas expliquant comment les résultats escomptés ont été atteints au niveau de l'accès à la nourriture? Quels ont été les éléments clés du succès? Comment la durabilité¹⁵ des résultats a été garantie? Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis?</p>	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer.</i> <i>S'il vous plaît confirmer avec des documents et des chiffres!</i> La baisse du taux de malnutrition en 3 ans est l'exemple type de l'accès à la nourriture. Ce résultat fut atteint grâce à la production céréalière et maraichère renforcées par la formation intensive en nutrition et à l'autonomisation des comités de développement dans le cadre du transfert des compétences. Cette baisse a été possible grâce à la stratégie d'intervention de l'ONG à travers une implication et responsabilisation des bénéficiaires et le choix des activités et de stratégie appropriée. La durabilité des actions surtout au niveau nutritionnel est acquis grâce aux comités de nutrition mis en place et opérationnel. Rappelons que ces comités (compos de femmes) ont reçu des formations sur les valeurs nutritives des aliments et les techniques de préparations et de conservation. Ces comités furent encadrés et suivis par les animatrices durant les 3 années et opèrent seuls (sans appui) présentement dans les villages (maraichage, suivi nutritionnel des enfants). Grace à l'alphabétisation et a la formation, ces groupes sont devenus entièrement autonomes et exécute les activités de suivi.</p>
<p>Amélioration (bonne) utilisation de la nourriture par les ménages et personnes vulnérables</p>	
<p>Pouvez-vous décrire un cas</p>	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer.</i></p>

¹⁵ Un aspect important est la stabilité et la durabilité de ces changements, et la raison pour la quelle ces changements sont (ou ne sont pas) durable. Les questions suivantes sont importantes : (i) est-ce que la préparation en cas de désastres et la résistance aux chocs liée à la production ou la procuration de l'alimentation de marché locaux est améliorée ? (moins de vulnérabilité, la capacité de gérer les effets, la capacité de gérer les chocs) ; (ii) la mesure dans la quelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une initiative pour augmenter la production d'alimentation ; (iii) si les agriculteurs s'organisent plus souvent dans des organisations de société civile et si elles sont devenues plus autonomes et localement intégrées ; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futures négatifs sur les ressources naturelles et sur l'assurance d'accès locale à l'alimentation ; (v) si les systèmes locaux pour la distributions d'inputs et pour l'accès à l'information sont renforcés ; (vii) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurel (pour les femmes inclus).

expliquant comment les résultats escomptés ont été atteints au niveau de l'utilisation des aliments? Quels ont été les éléments clés de succès? Comment la durabilité¹⁶ des résultats ont été garantie? Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis?

S'il vous plaît confirmer avec des documents et des chiffres!

AED

Votre organisation : **ASSOCIATION D'ENTRAIDE ET DE DEVELOPPEMENT (AED)**

Quelle est votre position - et le nombre
 Madame Korotimi THIAM FAYE
 Secrétaire Exécutive de L'AED

¹⁶ La durabilité de ces changements dépend de la fréquence de la maladie. En dehors de la résistance aux chocs et de préparation à l'apparition de la maladie, la lutte contre les taboos, la mesure dans la quelle des groupes spécifiques comme les femmes âgées, TBA's et les guérisseurs locaux ont été inclus dans la sensibilisation et la mesure dans la quelle les relations intraménagères et l'attitude vis-à-vis la santé et l'hygiène ont été influencée, déterminera d'une façon importante la durabilité des efforts, l'institutionnalisation, la santé, le coaching et le counseling nutritionnel sera également important, comme la durabilité de l'accès à l'eau et des systèmes de santé décentralisés. A un niveau plus haut que celui du ménage, il est particulièrement important d'arriver à une meilleure coordination entre des secteurs publics décentralisés pour cibler des efforts pour améliorer le status nutritionnel.



d'années que vous travaillez - au sein de l'organisation?	Nombre d'Année à l'AED : 8 ans	
Combien de personnes travaillent au sein de votre organisation?	2007: Effectif: 36 ; Femmes: 26 ; Hommes: 10 2008: Effectif : 14 ; Femmes : 9 ; Hommes: 5 2009: Effectif: 14 ; Femmes : 9 ; Hommes: 5 Début 2010: Effectif: 18 ; Femmes : 13 Hommes: 5	
Combien d'entre eux travaillent sur le programme ICCO? (Équivalent temps plein pour chaque projet)	Projet : PROGRAMME DE SECURITE ALIMENTAIRE 12 personnes sont employées sur ce programme (Hommes : 4 Femmes : 8)	
Quel est le budget total de votre organisation et le % pour la sécurité alimentaire (SA)? S'il vous plaît indiquer ce qui tombe sous le label de SA dans votre organisation (en fonction de votre accord avec ICCO)	Budget global (euro ou dollar) 2007 _____ 2008: 101.191,04 EURO 2009: 101035.24 EURO 2010 : 105057.02 EURO	% sécurité alimentaire 2007 2008: 100% 2009: 100% 2010: 100%
Quelle est la vision et la mission de votre	Vision : L'AED rêve d'être une ONG d'intervention où la majorité des familles avec lesquelles elle	

<p>organisation.</p> <p>Quelles sont les références à la sécurité alimentaire et comment les interventions portent sur la vision et la mission)?</p> <p>Y a t-il eu des évolutions récentes</p>	<p>travaille soit dans des conditions meilleures, leur permettant d’assurer efficacement leur prise en charge.</p> <p>1.1 MISSION: CONTRIBUER AU DEVELOPPEMENT DURABLE DE LA FEMME RURALE ET SEMI URBAINE PAR L’INITIATION D’ACTIONS D’AUTO PROMOTION.</p> <p>Les références à la sécurité alimentaire:</p> <p>1.2 L’AED ŒUVRE DANS LES DOMAINES TOUCHANT A LA SECURITE ALIMENTAIRE DEPUIS PLUS DE QUINZE ANS. ELLE A PU RODER UNE APPROCHE PARTICIPATIVE PERMETTANT LA RESPONSABILISATION DES ACTEURS LOCAUX ET L’APPROPRIATION DES TECHNIQUES ET CAPACITES PAR LES BENEFICIAIRES FAVORISANT AINSI L’AUTONOMISATION DES STRUCTURES CREEES. ELLE ENTEND POURSUIVRE ET CONSOLIDER CETTE METHODOLOGIE DANS LES COMMUNES CIBLEES EN HARMONIE AVEC LA DECENTRALISATION EN COURS.</p> <p>1.3</p> <p>1.4 PARMIS LES ACTIVITES QUE L’AED MET EN ŒUVRE DANS LES GROUPEMENTS, NOUS DISTINGUERONS 3 TYPES D’ACTIVITES:</p> <ul style="list-style-type: none"> - DES ACTIVITES DE FORMATION (ALPHABETISATION, GESTION, LEADERSHIP, TECHNIQUE, DECENTRALISATION ETC....)
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<p>liées aux changements du contexte? Pouvez-vous expliquer?</p> <p>Quel est le focus dans votre programme de sécurité alimentaire: la disponibilité alimentaire, l'accès à la nourriture ou l'utilisation de la nourriture?</p> <p>Quel est le focus dans vos objectifs: l'impact direct sur le groupe cible, le renforcement des capacités des groupes de base ou sur le lobby et de plaidoyer?</p>	<ul style="list-style-type: none">- DES ACTIVITES ECONOMIQUES DE PROMOTION COLLECTIVE (CHAMP COLLECTIF, SAVONNERIE, BANQUE DE CEREALES, MOULIN....)- DES ACTIVITES ECONOMIQUES DE PROMOTION INDIVIDUELLE (JARDIN, CREDIT EPARGNE, TEINTURE, EMBOUCHE). <p>1.5 L'AED DISPOSE D'UN CATALOGUE D'ACTIVITES QUI SPECIFIE LES PREALABLES, LA METHODOLOGIE DE MISE EN ŒUVRE, LE FONCTIONNEMENT, LES RESULTATS ESCOMPTES ET LES REGLES DE MONITORING DE CHAQUE ACTIVITE.</p> <p>Pas d'évolutions récentes avec le changement du contexte</p> <p>Les trois focus existent :</p> <ul style="list-style-type: none">• Disponibilité : banques de céréales ; les champs collectif ; maraîchage ;• Accessibilité : épargne endogène ; embouche ; maraîchage ;• Utilisation des aliments : Nutrition des enfants et des mères d'enfants.
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- 90% des femmes et leurs ménages (dans les 5 groupements avec jardin) ont plus de nourriture disponible grâce au jardin;
- Réduction du taux de malnutrition des enfants de 0 à 5 ans;
- 21 groupements de femmes sont officiellement reconnus et disposent d'organes de gestion et très actifs économiquement et politiquement;
- 80% des femmes connaissent une augmentation de leurs revenus grâce aux activités appuyées par AED;
- 150 femmes exploitent les jardins;

Plaidoyer:

Les femmes ont obtenu les titres de propriétés pour les périmètres maraîchers et les champs collectifs pour 15,5 ha



<p>Qui sont les groupes cibles primordiales pour les projets mentionnés ci-dessus? Combien sont-ils ?</p> <p>Quels mécanismes sont utilisés pour atteindre ou inclure des groupes vulnérables au niveau de la SA ? Et de quels groupes parlent-ont ?</p>	<p>Les groupes cibles prioritaires sont les femmes organisées en groupements, les enfants âgés de (0 à 5) ans et les mères;</p> <p>Le nombre de bénéficiaire est estimé à 6300 personnes (femmes membres des groupements et leurs familles)</p> <p>Les mécanismes utilisés sont : les enquêtes réalisées, des diagnostics participatifs, consultations des chefs de secteurs agricoles et les centres de santé des localités concernées, identification des zones à travers des études réalisées par le SAP (Système d'Alerte Précoce) pour détecter les zones déficitaires.</p> <p>Les groupes cibles vulnérables (femmes et enfants des régions de Ségou et Sikasso) ;</p>
<p>Où est-ce que les projets ICCO sont implémentés et depuis combien de temps vous travaillez là?</p>	<p>Le programme ICCO est implanté dans</p> <p>La région de Ségou :</p> <ul style="list-style-type: none">a) Commune rurale de yangasso (8 villages)b) Commune de Cinzana : (4 villages)c) Commune de Markala (5 Villages) <p>La Région de Sikasso :</p>

Avez-vous des statistiques sur la situation au niveau de la SA dans ces zones ? (svp ajoutez des chiffres si ils sont disponibles ou mentionnez des sources.)

Commune de Fingolo ganadougou (4 villages)
Et l'AED travaille dans ces villages depuis 2008

Au niveau global :

La proportion de population concernée par la pauvreté aurait baissé de 68,3% en 2001 à 63,8% en 2004. Cependant, en considération de la croissance démographique, le nombre de pauvres demeure stationnaire. De plus, la croissance est restée inférieure à la cible de 6.7% avec 5% en moyenne sur la période du CSLP 2002-2006. Sur cette base, et avec une croissance de la population de 2 à 3% par an, l'évolution du revenu par tête d'habitant reste incertaine.

Si cette pauvreté massive est structurelle¹⁷, elle s'avère aussi conjoncturelle, eu égard à l'extrême vulnérabilité de la plupart des ménages maliens. Dans ces conditions, les chocs externes (sécheresse, chute des prix, poussée inflationniste) sont susceptibles d'exercer des effets négatifs sur leur situation et de dépasser leurs stratégies d'adaptation face aux risques de difficultés alimentaires.

Si l'inégalité frappe davantage la zone urbaine et ses habitants, la pauvreté a été repérée comme un phénomène essentiellement rural, où l'incidence de la pauvreté atteint 73% contre 20% en milieu urbain. Selon l'étude sur la pauvreté des communes du PNUD/OCHA 2006, plus de la moitié (52%) des communes rurales sont pauvres avec un pourcentage plus élevé pour les régions de Mopti (76%), Kidal (70%), Tombouctou (56%) et Sikasso (55%)¹⁸.

En ce qui concerne la *malnutrition chronique*, les régions de Sikasso, Tombouctou, Mopti et Ségou sont les plus touchées avec respectivement un taux moyen de prévalence de 45,2%, 43,9%, 40,9% et 40% selon l'enquête démographique et de santé (EDSM-IV) réalisée en 2006. Il est aussi inquiétant de constater, à partir de l'analyse des résultats des EDSM de 1987 à 2006, une dégradation dans l'évolution

¹⁷ Les causes structurelles générales relèvent de la géographie, du climat, de la disponibilité en eau, de la qualité des ressources naturelles, de la démographie

¹⁸ Profil de pauvreté des communes du Mali (ODHD/PNUD) – Novembre 2006



	<p>de l'état nutritionnel des enfants, particulièrement dans la quasi-totalité des régions du pays.</p> <p>Au niveau spécifique :</p> <p>Avant la mise en œuvre du dit programme de sécurité Alimentaire l'AED a établi une situation de référence dans ses zones d'intervention notamment dans la région de Sikasso commune rurale de Fingolo, la région de Ségou dans les communes de Cinzana, de Markala et de Yangasso. Cette situation de référence fait état de :</p> <ul style="list-style-type: none">• Période de soudure est de 3 mois (de Juin à Août)• Revenu moyen des femmes membres des groupements est de 10.000Fcf• Taux de malnutrition des enfants de 0 à 5 ans est de 43,1% <p>Sources : Enquête situation de références AED 2008</p>
<p>Qui sont vos principaux partenaires pour le programme de SA ? Quel est le but principal de cette collaboration ? (par ex. Échange, exécution conjointe du programme, information, formation, financement)</p>	<p>ONG's internationaux (<i>les nommer et qualifier la relation</i>): ICCO pour le financement de programme, le suivi – évaluation, échanges ; financement ; formations</p> <p>Organisations internationales (<i>les nommer et qualifier la relation</i>): Christian Aid pour le financement ; le suivi-évaluation, échange; financement ; formations.</p> <p>Acteurs gouvernementaux (<i>les nommer et qualifier la relation</i>):</p> <ul style="list-style-type: none">• L'Etat Malien pour le suivi et contrôle ;• Les services techniques à la base pour le suivi, et l'appui technique. <p>Réseaux locaux (<i>les nommer et qualifier la relation</i>):</p>

<p>d'actions particulières,...)</p>	<ul style="list-style-type: none"> • Cadre de concertation des partenaires de ICCO : partenariat fondé sur les échanges ; les financements ; l'appui conseil et les formations; • CAD (Coalition des alternatives Africaines d'Aides aux développements) Mali : AED est membre fondateur, plaidoyer lobbying pour la défense des droits de l'homme universels (plaidoyer dans le domaine de l'eau, la santé, l'éducation et la nourriture pour tous) <p>SECO- ONG lien de collaboration fondé sur la protection de l'environnement</p> <p>Autres: lien de collaboration avec les autorités politiques, administratives et traditionnelles pour assurer la durabilité des actions et favoriser l'exécution des activités.</p>
<p><i>Relations avec ICCO</i></p>	
<p>Depuis quand votre organisation est partenaire de l'ICCO?</p>	<p>Depuis 1988</p>



<p>Pouvez-vous indiquer quels sont les éléments de la stratégie d'ICCO qui vous ont influencé dans vos programmes et vos opérations?</p>	<p><i>Si vous n'êtes pas au courant de la stratégie, mentionnez-le svp.</i></p> <p>Les éléments de la stratégie d'ICCO qui nous ont influencé dans nos programmes et opérations sont : l'insécurité alimentaire, la malnutrition des enfants et des mères</p>
<p>Quelle est la procédure et le processus d'acceptation de vos propositions de programme par ICCO? Comment appréciez-vous</p>	<p>Il faut que l'ONG monte un Projet / Programme qui cadre avec le plan stratégique de ICCO. Et dès que le Projet / Programme est monté il est soumis à ICCO pour financement. ICCO n'a pas de pression sur ces partenaires. Il prône la transparence et la bonne gestion.</p>

cela?	
<p>Est-ce que ICCO a utilisé un scan organisationnel pour votre organisation ? Quand ?</p> <p>Dans quelle mesure cet exercice est pertinent pour votre organisation?</p>	<p>Dans la période 2007 -2010, ICCO n'a pas utilisé un scan organisationnel pour l'AED</p>



Dans quelle mesure ce processus a pris en charge les priorités de votre organisation?	
Dans quelle mesure ICCO vous a stimulé / vous a soutenu dans le développement de la coopération et la synergie avec d'autres acteurs (dans la sécurité alimentaire)	ICCO a été le stimulateur de la création du cadre de concertation des partenaires de la sécurité alimentaire (AMSS, AED, GRAT, OMAES, OGES, Alpha log). ICCO finance le fonctionnement du cadre et y participe.
Quelles sont les mesures de suivi et évaluation des	<ul style="list-style-type: none">- Les suivis de la direction de l'ONG, de la Coordination, les chargés des volets, les suivis des monitrices, les suivis des comités de gestion des groupements et les suivis du représentant

programmes ICCO?	d'ICCO,
L'évaluation de la contribution d'ICCO	
<p>Quel est / sont les rôles les plus importants que ICCO joue dans votre pays et pourquoi? Êtes-vous d'accord avec leur choix? Pourquoi (pas)? Quel rôle avez-vous apprécié le plus et pourquoi?</p> <p>Quel rôle devrait être plus élaboré, pourquoi et</p>	<p><i>Les rôles peuvent être: le développement financier et des capacités des partenaires, mediateur entre le public, le privé et la société civile dans le Sud et entre le Nord et le Sud; participation au lobbying et au financement des alliés pour le lobbying et la communication.</i></p> <p><i>Au niveau du Mali :</i></p> <ul style="list-style-type: none"> - <i>le développement financier et le renforcement des capacités des partenaires</i> - <i>participation au lobbying et au financement des alliés pour le lobbying et la communication.</i> - <i>la lutte contre l'insécurité alimentaire et nutritionnelle</i> <p><i>Ces trois points font partis des secteurs stratégiques du Pays</i></p> <p>Le rôle que nous avons apprécié le plus est la lutte contre l'insécurité alimentaire et nutritionnelle. Parce qu'en traitant l'insécurité alimentaire et nutritionnelle on traite les grands problèmes de développement du monde rural ;on <i>peut</i> entre autre citer : la mauvaise exploitation des ressources naturelles, l'érosion des sols, les difficultés d'approvisionnement et la variabilité du prix des denrées de base, les problèmes d'accès aux structures sanitaires, la faible diversification des sources de revenus, la faible organisation du monde paysan, la faible disponibilité des points d'eau potable, la décapitalisation des ménages après une crise alimentaire avérée, etc. Autres insuffisances spécifiques: les faibles compétences techniques et les moyens financiers insuffisants des producteurs en matière de pratiques culturales adaptées, la faible production/utilisation de fertilisants organiques, le manque d'accès et/ou de production de semences améliorées certifiées, l'insuffisance d'unités de transformation des produits, la faible maîtrise des techniques de conservation et de</p>



comment?	<p>commercialisation (promotion, débouchés), etc.</p> <ul style="list-style-type: none">- Le rôle qui devrait être plus élaboré est le développement financier et des capacités des partenaires. Parce que le développement financier et le renforcement de capacités sont très importants dans tous processus de développement.- Ce rôle doit prendre de l'ampleur en augmentant les financements et la durée de vie des projets/programmes de développement ; cela va sans doute permettre aux différents acteurs de s'approprier des connaissances apprises et en faire usages.
<i>La formulation du programme</i>	
Comment pouvez-vous identifier les zones et parties prenantes pour les projets de sécurité alimentaire?	Au niveau de l'AED : elle tient compte de la demande des bénéficiaires, elle fait aussi des diagnostics, des enquêtes, et analyses documentaires au niveau national pour prioriser les zones les plus vulnérables.
Comment pouvez-vous identifier et impliquer les acteurs locaux (représentant le groupe cible) dans la conception des programmes	A travers les assemblées générales, les diagnostics participatifs, les enquêtes, programmations participatives

opérationnels?					
Comment garantissez-vous la participation de ces intervenants (représentants du groupe cible) dans l'élaboration du programme de SA ?	<ul style="list-style-type: none"> - L'existence des activités du Programme dans le plan de développement communal PDSEC est une garantie ; - l'initiative de s'attaquer à tels ou tels problèmes en matière de sécurité Alimentaire provient des groupes cibles et constitue de ce fait une autre garantie pour la participation. 				
Amélioration de la disponibilité alimentaire au niveau des ménages :					
	Disponibilité alimentaire	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output(résultat)	Outcome(impact)	Outreach(strategies)
		2008	A) 21 Banques de céréales ont été appuyées : <ul style="list-style-type: none"> • 21 comités de 	<ul style="list-style-type: none"> • Renforcement de la cohésion sociale entre les 	<ul style="list-style-type: none"> • Cofinancement des activités • Développement



		2009	<p>gestion des banques de céréales ont été formés et initiés en gestion des banques de céréales</p> <ul style="list-style-type: none"> • Les 21 groupements ont été dotés en fonds de roulement pour l'achat de céréales. <p>B) Création de six (06) parcelles</p>	<p>membres des groupements</p> <ul style="list-style-type: none"> • Réduction de la période de soudure de 1mois sur 3.(soit le 1/3) <p>Disponibilité d'un stock de 33760 kg dans l'ensemble des 21 groupements</p> <ul style="list-style-type: none"> • 71% des femmes et leurs ménages dans les 3 groupements avec jardin ont plus de nourriture disponible 	<p>des synergies d'action entre l'AED et les services techniques en matière de banques de céréales</p> <ul style="list-style-type: none"> • Renforcement de capacités • Mise en place des comités de gestion • Cofinancement des activités(en nature et en espèces) • Développement des synergies d'action entre
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		<p>maraîchères avec 12 puits : 3 parcelles maraîchères ont été créées avec 6 puits à grand diamètre</p> <p>I- 21 Banques de céréales ont été appuyées : 1) 21 banques de céréales ont été construites dans 21 villages</p> <p>2) Amélioration du niveau des stocks de céréales dans les 21 villages</p>	<p>Disponibilité d'un stock de 44598 kg de céréales soit une augmentation de 10.818 kg correspondant à un taux d'augmentation de 32% sur l'ensemble des secteurs d'intervention.</p> <ul style="list-style-type: none"> • 69% des femmes et leurs ménages dans les 3 groupements avec jardin ont plus de 	<p>l'AED et le service de l'agriculture</p> <ul style="list-style-type: none"> • Mise en place des comités de gestion • Renforcement de capacités • Cofinancement des activités(en nature et en espèces) • Développement des synergies d'action entre l'AED et le service de l'agriculture • Renforcement de capacité
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		2010	<p>II- Création de six (06) parcelles maraîchères avec 12 puits : 3 parcelles maraîchères ont été créées avec 6 puits à grand diamètre</p>	<p>nourriture disponible</p> <p>Les règlements intérieurs des Banques sont appliqués et respectés</p> <p>120% des femmes exploitent les périmètres</p>	<ul style="list-style-type: none"> • Cofinancement des activités(en nature et en espèces) • Développement des synergies d'action entre l'AED et le service de l'agriculture • Renforcement de capacités • Mise en place des comités de gestion et des caisses de soutien • Développement des synergies
			<p>III-1- 21 Banques de céréales ont été</p>		

		<p>appuyées :</p> <ul style="list-style-type: none"> • Les 21 banques de céréales sont fonctionnelles <p>III-2- 150 femmes des groupements exploitent les périmètres</p> <p>L'Evaluation des activités par l'AED n'est pas terminée</p>		<p>d'action entre l'AED et le service de l'agriculture</p> <ul style="list-style-type: none"> • Visites d'échange • Visites d'échange inter groupement et inter exploitante
	Accès à l'alimentation	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.		
		<p>2007</p> <p>2008</p>	<ul style="list-style-type: none"> • Output (Résultats) <hr/>	<p>Outcome</p> <hr/>



		2009	<ul style="list-style-type: none"> • 21 caisses d'épargne et crédits locales ont été mises en place • 21 caisses d'épargne et de crédit locales ont été appuyées 	<ul style="list-style-type: none"> • Financement de 208 activités génératrices de revenus initiées par les femmes. • Financement de 1174 activités génératrices de revenus initiées par les femmes 	<ul style="list-style-type: none"> • Synergie d'action avec les institutions de micro-finances • Renforcement de capacités • Mise en place des comités de gestion • Animation des comités de gestion • Synergie d'action avec les institutions de micro-finances • Renforcement de capacité • Animation des
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		2010	<ul style="list-style-type: none"> • 225 femmes ont été dotées en animaux pour l'embouche 	<p>Impact social: “ Toute femme en âge de procréer n’avait pas le droit de faire l’élevage / embouche de Petits ruminants mais grâce à ce programme, toutes les femmes à m’importe quel âge peuvent envisager l’élevage/embouche de tous les animaux” (témoignage d’une femme dans le village de Sienkamaga</p> <p>Impact économique: 230 femmes ont pu acheter de la nourriture pour leurs ménages à travers cette activité d’embouche.</p>	<p>comités de gestion</p> <ul style="list-style-type: none"> • Suivi/contrôle des activités • Mise en place des comités de gestion • Renforcement des capacités • Animation des comités • synergies d’action entre l’AED et le service de l’élevage
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			L'Evaluation des activités par l'AED n'est pas terminée		
	Utilisation de l'alimentation	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		<u>Output</u>	<u>Outcome</u>	<u>Outreach</u>	
	2007				
	2008	<ul style="list-style-type: none"> 4 personnes ont été formées en traitement des logiciels ENA et EPIDATA 	<ul style="list-style-type: none"> Disponibilité de trois personnes qui maîtrisent les logiciels de traitement ENA et EPIDATA. 	<ul style="list-style-type: none"> Renforcement des capacités Mise en place des comités de gestion Enquêtes nutritionnelles 	

		2009	<ul style="list-style-type: none"> • 289 enfants ont été dépistés dans le cadre la malnutrition. • 6 conseillères ont été formées sur les techniques d'enquête et de démonstration s nutritionnelles 	<ul style="list-style-type: none"> • Disponibilité de 5 conseillères qui maîtrisent les techniques d'enquêtes et de démonstrations nutritionnelles 	<ul style="list-style-type: none"> • Démonstrations nutritionnelles
		2010		<p>Réduction du taux de malnutrition de 43.1% sur 289 enfants enquêtés en 2008 à 17.7% soit un taux de récupération de 25.4%</p>	<ul style="list-style-type: none"> • Enquêtes et analyses nutritionnelles • Démonstrations culinaires • Visites d'échanges



			<ul style="list-style-type: none"> des activités d'amélioration de la nutrition sont pratiquées dans tous les 21 groupements du programme <p>L'Evaluation des activités par l'AED n'est pas terminée</p>		
Amélioration de la disponibilité alimentaire au niveau des ménages :					
Pouvez-vous décrire un cas ¹⁹ expliquant les résultats escomptés qui ont	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer. S'il vous plaît confirmer avec des documents et des chiffres! Description d'un cas expliquant les résultats escomptés :</i></p> <p>Interview de :</p>				

¹⁹ Un cas réfère à un processus ou un set d'activités d'un ou plusieurs partenaires, et à une éventuelle interaction avec d'autres parties prenantes. Le cas doit être représentatif pour l'approche ou les résultats du partenaire. Ceci peut également être un cas qui vous a appris beaucoup en termes de bonnes pratiques ou de défis persistants.

été atteints au niveau de la disponibilité de la nourriture?

Quels ont été les éléments clés du succès?

Mme Assitan Coulibaly : Membre du Groupement de SIEN BAMANAN Commune de Yangasso Région de Ségou

« Le jour où nous avons ouvert notre Banque de céréales, c'était la joie dans le groupement. A cette période, il n'y avait pratiquement pas de nourriture dans certains ménages du groupement . Les chefs de famille concernés étaient les maîtres à bord des charrettes pour le transport des grains. Après l'approvisionnement des uns et des autres à la banque de céréales, toutes les femmes étaient heureuses et chacune se sentait capable de faire quelque chose dans son foyer. Les travaux champêtres étaient facilités dans les ménages concernés et les hommes n'avaient plus de soucis par rapport au manque de céréales dans le foyer. Nous les femmes concernées par l'action étaient respectées dans les foyers : pas de discussions pas de querelles. »

Poids disponible : 1860 kg de céréales (le mil)

A l'époque 7/69 ménages étaient vraiment en difficulté

Les éléments clés du succès:

- Apport du groupement 960kg
- Apport de AED 900kg
- Existence d'un comité de gestion fonctionnel
- Existence d'infrastructure (local pour la Banque de céréales)
- Collaboration avec le service de l'agriculture



<p>Comment la durabilité²⁰ des résultats a été garantie?</p> <p>Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure?</p> <p>Comment avez-vous contribué à ces résultats?</p> <p>Quels étaient les défis dans l'atteinte</p>	<p>A travers:</p> <ul style="list-style-type: none">• les renforcements de capacité du groupement en gestion organisationnelle et financière;• La reconnaissance officielle du groupement au niveau de l'administration comme entité qui gère la banque de céréales;• Autofinancement de la banque de céréales <p>Les groupes vulnérables spécifiques ont été atteints à travers la vente des céréales en détail</p> <p>A travers: les animations; les sensibilisations; les formations; les appuis conseils, les suivi-évaluations périodiques</p> <ul style="list-style-type: none">• Sécuriser les ménages vulnérables en céréales pendant toute l'année
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²⁰ Un aspect important est la durabilité de ces changements, déterminée par des aspects individuels (attitudinal, capacité de gestion,...) et institutionnelles (le fonctionnement de marchés d'alimentation locaux, systèmes pour la distribution d'input, l'accès à la terre etc.) et par des marchés externes et de facteurs climatologiques. Est-ce que les changements peuvent être durables et pourquoi (pas) ? Les questions suivantes sont importantes : (i) est-ce que la préparation en cas de désastres et la résistance aux chocs est améliorée (la capacité de gérer les effets, la capacité de gérer les chocs) ; (ii) la mesure dans la quelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une incitative pour augmenter la production d'alimentation ; (iii) si les organisations de société civile sont devenues plus autonomes et localement intégrées ; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futures négatifs sur les ressources naturelles et le droit à la sécurité alimentaire de tous et toutes ; (vi) si les systèmes locaux pour la distributions d'inputs et pour l'accès à l'information sont renforcés ; (vii) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurel.

des résultats?	
Amélioration de l'accès à la nourriture pour les ménages et personnes vulnérables	
Pouvez-vous décrire un cas 2 expliquant comment les résultats escomptés ont été atteints au niveau de la disponibilité de la nourriture?	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer.</i></p> <p><i>S'il vous plaît confirmer avec des documents et des chiffres</i></p> <p>L'accès des femmes aux crédits endogènes :</p> <p>L'accès des femmes aux financements des caisses a entraîné la diminution des tensions sociales et valorisé la position économique et sociale de la femme dans les différentes familles. Les femmes font beaucoup d'activités génératrices de revenus. Cette situation leur permet d'intervenir dans les dépenses quotidiennes des foyers, notamment les frais de scolarité des enfants ; l'habillement ; les frais de condiments ; les maladies ; achat de céréales etc....A travers ces activités génératrices de revenus il y a eu une augmentation sensible des revenus et du pouvoir d'achat des femmes dans tous les rayons d'actions du projet. Le constat général est qu'il y a eu une multiplication sensible des activités génératrices de revenus en dehors des groupements une chose qui n'existait pas avant le projet.</p> <p>Par extrapolation, une réduction de la pauvreté dans les foyers et l'allègement des travaux des femmes ont été largement salués par les communautés bénéficiaires.</p> <p><i>Description d'un cas:</i></p> <p>Interview:</p> <p>Sata Daou : membre du groupement <u>de Cinzana Région</u></p> <p>J'ai pris quinze mille (15.000) francs à la caisse endogène d'épargne et crédit . J'ai acheté de l'arachide et je l'ai revendu soit sous forme de cacahouette ou en graine. J'ai fait ce commerce sur une échéance de 3 mois. Au bout des trois mois j'ai fait un bénéfice de quinze mille (15.000) francs après toutes mes petites dépenses. Avec cet argent, j'ai acheté des habits, des céréales et assuré les frais de santé de mes enfants de janvier à Mars dernier. Le reste du bénéfice a servi de renfort pour mon capital. Cette activité du programme est un moyen sûr pour lutter contre la pauvreté.</p>



Quels ont été les éléments clés du succès?

Comment la durabilité 3 des résultats ont été garantie?



Sata Daou est entrain de décortiquer son arachide pour avoir les graines

Les éléments clés du succès:

- Existence d'un comité de gestion fonctionnelle
- Le respect des échéanciers
- Disponibilité de fonds endogènes
- La capacité d'épargner de l'argent

<p>Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure?</p> <p>Comment avez-vous contribué à ces résultats?</p> <p>Quels étaient les défis dans l'atteinte des résultats?</p>	<p>La durabilité des résultats a été garantie à travers:</p> <ul style="list-style-type: none"> • Comité de gestion fonctionnel • Le renforcement des capacités des membres du comité de gestion • La reconnaissance officielle du groupement par l'administration • Autofinancement de la caisse endogène <p>Les fonds endogènes à mobiliser sont à la portée de tous les membres du groupement(100Fcf par membre et par mois) et le crédit est octroyé en fonction de la capacité de gestion des unes et des autres.</p> <p><i>A travers des animations; des sensibilisations;des formations; et des suivis-évolutions</i></p> <p><i>Améliorer le pouvoir d'achat des femmes des groupements</i></p>
<p><i>Amélioration de l'accès à la nourriture pour les ménages et personnes vulnérables</i></p>	
<p>Pouvez-vous décrire un cas expliquant comment les</p>	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer.</i></p> <p><i>S'il vous plaît confirmer avec des documents et des chiffres!</i></p>



résultats escomptés ont été atteints au niveau de l'accès à la nourriture? Quels ont été les éléments clés du succès? Comment la durabilité²¹ des résultats a été garantie? Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels

²¹ Un aspect important est la stabilité et la durabilité de ces changements, et la raison pour la quelle ces changements sont (ou ne sont pas) durable. Les questions suivantes sont importantes : (i) est-ce que la préparation en cas de désastres et la résistance aux chocs liée à la production ou la procuration de l'alimentation de marché locaux est améliorée ? (moins de vulnérabilité, la capacité de gérer les effets, la capacité de gérer les chocs) ; (ii) la mesure dans la quelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une initiative pour augmenter la production d'alimentation ; (iii) si les agriculteurs s'organisent plus souvent dans des organisations de société civile et si elles sont devenues plus autonomes et localement intégrées ; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futures négatifs sur les ressources naturelles et sur l'assurance d'accès locale à l'alimentation ; (vi) si les systèmes locaux pour la distributions d'inputs et pour l'accès à l'information sont renforcés ; (vii) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurel (pour les femmes inclus).

étaient les défis?	
Amélioration (bonne) utilisation de la nourriture par les ménages et personnes vulnérables	
Pouvez-vous décrire un cas expliquant comment les résultats escomptés ont été atteints au niveau de l'utilisation des aliments?	<p><i>Si vous n'avez pas un cas, s'il vous plaît expliquer. S'il vous plaît confirmer avec des documents et des chiffres!</i></p> <p><i>Description d'un cas</i></p> <p>Interview :</p> <p><u>Nana Sangaré</u> : <i>membre du groupement intermédiaire de Fingolo Ganadougou Région de Sikasso</i></p> <p>Au moment où on commençait les activités de nutrition dans le groupement, mon enfant était très maigre, il avait du mal à se retrouver dans sa croissance. Le jour où on a fait la mesure du bras de l'enfant nous nous sommes rendu compte que l'enfant était dans un état de malnutrition très grave. Son périmètre brachial était de 11 cm le jour de l'enquête. C'est donc dans une telle dynamique que j'ai commencé à appliquer les conseils de la conseillère de l'AED en matière de démonstrations culinaires , notamment la bouillie améliorée. Au delà, l'enfant était consigné au centre de santé où il fallait partir régulièrement. Après deux mois une enquête nutritionnelle de l'enfant par la conseillère de l'AED a montré qu'il était dans un état de nutrition normal avec un périmètre brachial de 13,4cm.</p> <p>Aujourd'hui, je demeure convaincue que la malnutrition est la cause de plusieurs décès d'enfant de 0 à 5 ans dans notre contrée. Je peux vous dire sans me tromper que j'ai eu à partir de ce programme un moyen sûr pour garantir la santé de mes enfants de 0 à 5 ans.</p>



Quels ont été les éléments clés de succès?

Comment la durabilité²² des résultats ont été garantie?



Le périmètre brachial de cet enfant a évolué de 11cm à 13,4cm



Démonstration culinaire : bouillie améliorée et bouillon avec pomme de terre

- *Présence de relais disponibles*
- *Collaboration avec les services de santé de la localité*
- *L'application des formations et des démonstrations nutritionnelles*

²² La durabilité de ces changements dépend de la fréquence de la maladie. En dehors de la résistance aux chocs et de préparation à l'apparition de la maladie, la lutte contre les taboos, la mesure dans la quelle des groupes spécifiques comme les femmes âgées, TBA's et les guérisseurs locaux ont été inclus dans la sensibilisation et la mesure dans la quelle les relations intraménagères et l'attitude vis-à-vis la santé et l'hygiène ont été influencée, déterminera d'une façon importante la durabilité des efforts, l'institutionnalisation, la santé, le coaching et le counseling nutritionnel sera également important, comme la durabilité de l'accès à l'eau et des systèmes de santé décentralisés. A un niveau plus haut que celui du ménage, il est particulièrement important d'arriver à une meilleure coordination entre des secteurs publics décentralisés pour cibler des efforts pour améliorer le status nutritionnel.

<p>Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure?</p> <p>Comment avez-vous contribué à ces résultats?</p> <p>Quels étaient les défis?</p>	<ul style="list-style-type: none"> • <i>La disponibilité de bénéficiaires de l'action</i> <p><i>A travers :</i></p> <ul style="list-style-type: none"> • <i>Existence de relais et des conseillères formés en nutrition des enfants</i> • <i>Autofinancement des activités de démonstrations nutritionnelles par les bénéficiaires</i> • <i>Existence d'une Synergie d'action entre les services de santé décentralisés et les relais villageois</i> • <i>Maîtrise des techniques de démonstration culinaires les femmes du groupement</i> • <i>Disponibilité des produits locaux(les céréales, les fruits et légumes les légumineuses...)</i> <p><i>Les groupes vulnérables sont atteints à travers les animations, les sensibilisations et les renforcements de capacités, les cas graves de malnutrition sont référés au centre de santé de la place pour une prise en charge.</i></p> <p><i>A travers les animations, les sensibilisations, les dépistages ; les formations, appuis conseils les suivis et les évaluations périodiques et l'orientation des cas graves de malnutrition vers les centres de santé de référence</i></p>
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	Lutter contre la malnutrition des enfants de 0 à 5 ans
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1.1.2 MALAWI

Programme officer (ICCO and Christian Aid)

ICCO's Regional Office/representation	
What is your position within the regional office ?	Christian Aid is the lead partner on the CA/ICCO partnership on the Livelihood/food security programme. The Senior Programme officer in CA responsible for Climate Change/DRR in Christian Aid is in charge. Programme Officer in ICCO responsible for the livelihood programme manages the CA/ICCO partnership for ICCO.
How long have you been working for ICCO? And on this position?	The CA Senior Programme Officer has been working for CA for the past 2 years and on this position for the past 6 months. The ICCO Programme Officer is currently acting on this position since July 2010. From February 2010 to end July 2010, ICCO had another programme Officer.
Coherence of the implementation of ICCO's strategies and policies	
In what way is (or is not) ICCO's	<i>Please indicate whether a country strategy exists</i>

<p>FS strategy, policy and theory of change reflected in the operational activities/choices for the country concerned (e.g. focus of expenditure; choice of partner organisations and target groups,...) and why? How are priorities set? How have recent evolutions in the context influenced this priority setting?</p>	<p>ICCO in Malawi works with the poor and the vulnerable which constitutes more than 50 % of the Malawi Population. Targeting these makes a significant contribution to development in Malawi. ICCO is basing its choices of focus on what is contained in the Malawi growth and Development strategy which is a national framework for development activities. The priorities are already set in this framework. Choice of partnerships is based on a check on shared values and principles. It is the partners who are committed to seeing the change OICCO would want to see who are supported with funding from ICCO. Of late there has been erratic rains and drought due to climate change effects. ICCO has adjusted its priorities to support disaster risk reduction activities so farmers can still harvest something amidst erratic rains. In partnership with Christian Aid ICCO has put their livelihood funding into a basket in order to make efforts to respond to a complication of problems on food security on the ground</p>
<p>Which criteria are used to guarantee that partners execute a qualitative context and target group study for the design of operational strategies?</p>	<p>ICCO demands that all the operational strategies are based on detailed assessments which are participatory with the target communities. A risk analysis is done before activities can be shaped. All the activities are supposed to related to the context in a way that they show that interventions are solving the problems identified in the context analysis</p>
<p>How do you assist partners in identifying and involving local stakeholders (representing the target group) in the design of operational strategies? How do you assist partners in their targeting strategy (vulnerable groups)?</p>	<p>For every project a stakeholders analysis is done to identify who would be doing what in relation to the project . this forms part of the proposal which is submitted to ICCO. The target groups are represented by their leadership in the local structures who form part of the project steering committee. This committee is forms part of the assessment groups who decides on what interventions to plan for regarding their problems</p> <p>Targeting is done participatory –we have encouraged and trained our partners to do worth ranking to establish who is very poor and vulnerable in the communities. This process is self selecting because the communities know each other very well in terms of who is in which group</p>



<p>Do you experience (changes in) formal or informal downward accountability of partners towards their target group? Please explain.</p>	<p>No, partners are not really accountable to the target groups; There is information gap for example between partners and communities. Partners are more accountable to the donor and not to the communities they are serving. This is not empowering as this does not empower the communities in a way. Target groups need to have information for the projects this is good for quality control check and transparency. There are pockets of piloting Humanitarian Accountability Partnership (HAP) with ELDS and CARD may be starting soon. This process will assist our partners to appreciate need for accountability which is being planned to trickle down to the target groups so they can demand the accountability. Such processes are not very welcome with partners because of the consequences on the side of the partners. Requirement for being accountable and the demands from the community for information is new for partners.</p>
<p>Do you and/or the partners make use of operational synergies between (i) different ICCO programs (other than FS) within the country and between (ii) different programs on the local, national and international level) to reach certain objectives or target groups? (vertical and horizontal synergy) Please explain.</p>	<p>Synergy is lacking, we have separate partners for the Health programme and food security programme. However this has been noted and discussed as such there are efforts to see such synergies between Health which includes HIV/AIDS and Food security. The programme is going towards having integrated programme which includes all the focus areas of the Malawi programme. On International Level ICCO is implementing a similar project in Madagascar and Malawi on Disaster Risk Reduction, there are planned sharing of lessons learnt in this project. Again within the region, partners are encouraged to programme advocacy work that may necessitate to be taken up jointly at national level as well as at regional level. In the current projects with CARD, ICCO has piloted link and collaboration of the target groups with micro lending organisation who are lending modest loans to farmers. Other this there has not been much synergies.</p>
<p><i>Assessment of ICCO's contribution</i></p>	
<p>Which is/are the most important roles²³ ICCO is playing in the</p>	<p>ICCO is contributing towards empowerment of the target groups to produce their own food and have surplus to sale for income. Supporting target groups to organise themselves and pile</p>

²³ These roles can be: financing and capacity development of partners; broker between public, private and CSO's in the South and between North and South; participation in lobby and financing of allies for lobby and communication,...

<p>country and why? How did you come to this choice? What are the current challenges for ICCO to make a difference?</p>	<p>their produce to have a voice on their produce. This was reached at after experiencing that target groups are not producing enough, and then even after supporting some to be able to produce they have not been able to sale and have some tangible income in their homes. Middle men have often exploited them and their incomes have remained low in the midst of higher harvest.</p>
<p>Describe the way ICCO stimulates ownership of (the ICCO) development objectives with its partners.</p>	<p>ICCO's support towards partners' development interventions is responsive i.e. while we have pre-defined focus areas within a particular theme; partners are encouraged to propose interventions that are based on felt needs in their jurisdiction. The proposed strategy is assessed as to whether it builds on or strengthens the existing structures for sustainability and ownership.</p>
<p>Is the duration of support for specific target groups and partners based on achievements of specific milestones? If not, what are the criteria?</p>	<p>The duration of support is based on identified need and the resources available in that period. More complex development plans are supported for a longer time than the rest. The achievement of the milestones determine whether or not there is need to continue supporting the same or move a step ahead to support other interventions.</p>
<p>To what extent are you building the capacity of partners, what is the strategy, what is the focus of your capacity building</p>	<p>Partners are supported on specific concepts which are of the interest for ICCO in the country depending on the programme direction. At times partners have been supported in financial management systems with soft ware and equipment.</p>
<p>Do you/your partner share/harmonize planning, evaluation, roles and approaches with other key local stakeholders, agencies and donors? What kind of added value do you think you/your partners bring to these harmonisation processes?</p>	<p>Some of the projects for example the last set of food security and livelihoods projects were evaluated together, this allowed a real comparison of the changes the projects had made because they were evaluated using the same benchmarks. With our partners, planning is done together at half year basis. We have some common approaches with other donor agencies but this is not easily translated into work on the ground. At times approaches used for the same communities are different and even conflicting especially on empowerment.</p>



Improved food availability at the household level

Can you describe with a case of one of the partners²⁴ how intended results have been achieved on the level of food availability? What have been important results? What were the key elements of success? How was the sustainability²⁵ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?

Target groups in Mchinji where CARD works were able to produce more maize because of the use of manure. The efforts on irrigation increased the availability of food as target groups were able to harvest 15 more bags per household. The important result has been increased yields. The key elements of success were empowerment, the communities were trained in compost making, and they were supported with livestock so they could use animal dung which they use in the field as manure. Numbers of people who had received the goats were increasing every year as the target groups had agreed that the goats be on pass on scheme. Inorganic fertilizers have become unaffordable that is why government introduced targeted input subsidy but for those who do not get these subsidized fertilizers (above 70% of the farming families) they do not harvest enough. Using manure allowed them to use fertilizers once for top dressing as the basal dressing was well taken care of by the manure. The trainings were done for leaders who have continued to train others on the same. The households living with HIV/AIDS, keeping orphans, the elderly and child headed households were the first to benefit from this. All activities were implemented by our partners and our role is support financially and technically but this technical support is limited to the partner level.

²⁴ A case refers to a process or set of activities of one or more partners and possible interaction with other stakeholders. The case has to be representative for the approach or results of the partner(s). It can also be a case of which you have learnt a lot in terms of good practice of remaining challenges.

²⁵ An important aspect is the sustainability of these changes, determined by individual (attitudinal, management capacity,...) and institutional aspects (functioning of local food markets, systems for input distribution, access to land etc.) and by external market and climate factors. Can the changes be made sustainable and why (not)? Following questions are therefore important: (i) whether disaster preparedness and shock resistance has improved (exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase food production; (iii) whether CBOs have become more autonomous and locally embedded; (iv) whether the strategies, interventions and systems promoted have no future adverse effects on natural resources and on the right to food security of all; (vi) whether local systems for input distribution and for access to information are strengthened; (vii) whether access to credit, land and water have structurally improved.

	Livestock
<i>Improved access to food by vulnerable households and individuals</i>	
Can you describe with a case how intended results of the ICCO programme have been achieved on the level of access to food? What were the key elements of success? How was the sustainability ²⁶ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?	In a single case in 2008 CCAP project in EUTHINI, a grain bank was established and managed by the target group. The grain in this bank was used to lend to vulnerable households which do not have food during the lean months of the year. Beneficiaries accessed food through borrowing and this allowed them to spend time in their gardens as they could eat the borrowed food this arrangement to provide access to food had further improved the food security of these vulnerable households in the year 2009. Recoveries were at 95% because people had harvested enough food. The key elements of success were that the intervention was addressing the real need and the target groups were very well targeted, it was not just everyone accessing this food but the most vulnerable. The local structures were equipped to be able to run the grain bank among themselves. The partner was very key in identification of the problem, as facilitating the choice of the intervention and in training the communities in managing the bank. All the implementation of the project was done by the partner. The challenges were that the grain bank was small and could not get to everyone who needs to benefit. Accessibility in terms of road infrastructure was also a problem

²⁶ An important aspect is the stability and sustainability of these changes, and why or why not these changes are sustainable. Following questions are therefore important: (i) whether disaster preparedness and shock resistance related to food production or provision of local markets has improved (diminished exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase productivity; (iii) whether farmers are better organized in CBOs and CBOs have become more autonomous and locally embedded; (iv) whether systems promoted have no future adverse effects on natural resources and on safeguarding local food availability of all; (vi) whether local systems for input distribution and access to information are strengthened; (vii) whether access to credit, land and water have structurally improved, also for women.



Improved (proper) utilization of food by vulnerable households and individuals

Can you describe with a case how intended results of the ICCO programme have been achieved on the level of food utilization? What were the key elements of success? How was the sustainability²⁷ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?

In CARD project in Mchinji, women were trained in food preparation in practical training. Initially there were high rates of malnutrition which was due to both inadequate food as well as poor food preparation. The training focussed on preparation of nutritious food for children with their locally available food items. After just one year of implementation malnutrition levels decreased in the target villages. The key elements of success were that the women were trained, they used locally available materials and that the intervention was addressing the real need. The partners was training these women and providing support when required to follow up on the trainings. The partner was also involved in collaborating with the health sector for measuring the children for malnutrition before and after the intervention was implemented for a year. The challenges however were that the training was meant for both men and women but men were not forthcoming for the training owing to the culture of the target groups that men do not have to cook. This limited the participation from males, yet they are the decision making groups in the families.

Improved position and capacity of organizations to influence policy making

Can you describe with a case how intended results of the ICCO

There has been no activities in influencing policy as yet, some of these activities are just starting now

²⁷ The sustainability of these changes depends on the occurrence of disease break outs. Apart from the shock resistance and preparedness for these break-outs, the level to which taboos have been addressed, specific groups as older women, TBA's and local healers have been included in the sensitization and the level to which intra household relations and attitude towards sanitation and hygiene have been influenced, will determine greatly the sustainability of the efforts. Institutionalizing health and nutrition coaching and counseling will also be important, just as the sustainability of access to water and decentralized health care systems. At the higher level than household level, it will especially be important to arrive at better coordination between decentralized public sectors to target efforts at improving nutritional status.

<p>programme have been achieved on the level of influencing policy making²⁸? What were the key elements of success? How was the sustainability of the results guaranteed? How did your partner contribute to these results? What were the challenges?</p>	
<p>How do you assess the capacity of partners in networking and cooperation?</p>	<p>Our partners are not good on networking and cooperation. Most of them are faith based organisation and believe in them so much that it has not been easy for them to come out and look for networking and cooperation opportunities. This is something we are working on with our partners</p>
<p><i>National and international policy makers demonstrate more interest for the right to food</i></p>	
<p>Can you give an example of a successful lobby or advocacy activity on the local, intermediate or national level)? Can you describe the key elements of success and challenges, the envisioned changes (and changes brought about) and the methodology and advantages of the chosen methodology of the trajectory? How did your partner(s) contribute to these results? What</p>	<p>There has been no lobby and advocacy in the food security projects. Our partners are just being linked to a lobby and advocacy partner on climate change and this is expected to gather ground in the next year. The process on lobby around climate change is just starting now with the participation of our partners who includes CARD.</p>

²⁸ Please make a distinction between changes in the capabilities of partners to claim right to food; improved recognition and real influence on local policy making.



has been ICCO's role in this?

CARDS

Your organisation		
What is your position – and the number of years you're working – within the organisation?	The Food Security and livelihood Manager- 2 years	
How many persons are working within your organisation?	2007- 49 members of staff 2008- 49 members of staff 2009- 40 members of staff Beginning 2010- 32 members of staff	
How many of them are working on the ICCO program? (full time equivalent for each project)	Food Security Project : 7 members of staff Project xxx: XXX	
What is the total budget of your organisation and the % for FS? Please indicate what falls under the label of FS in your organisation	Total budget (euro or dollar) 2007 831115 Euros 2008 677907 Euros 2009 433672 Euros 2010 244239 Euros	% food security 2007 58 % 2008 62 % 2009 68 % 2010 64 %

(according to your agreement with ICCO)		
<p>What is the vision and mission of your organisation? What are the references to food security and how do your interventions relate to the vision and mission)?</p> <p>Has there been any recent evolutions in focus related to changes in the context? Can you explain?</p> <p>Where lays the focus in your concrete food security strategies: on food availability, access to food or utilisation of food?</p> <p>Where lays the focus in your objectives: on direct impact for the target group, capacity strengthening of basic groups or on lobby and advocacy?</p>	<p>The vision of CARD states “Inspired by the Gospel of good news to the poor, CARD envisions a more proactive and resilient society able to cope to disasters and self development activities .”</p> <p>Mission of CARD is that CARD is a humanitarian church based organization providing emergency relief, rehabilitation assistance and facilitates development to disaster affected and vulnerable people without discrimination. The references from this mission to food security are contained in the statement of facilitating development to disaster affected and vulnerable people without discrimination and this signifies that development can not be achieved if there is food insecurity.</p> <p>The interventions on food security that CARD is doing are helping the communities to engage in their own self development activities as indicated in the vision statement.</p> <p>The evolutions have really taken place like inclusion of climate change and while previously CARD focused much on rain fed agriculture currently CARD is focusing also on irrigation and issues of disaster risk management because of climate change.</p> <p>The focus of our food security strategies lay on all areas of food availability, access to food and food utilisation. CARD has a number of interventions that are aimed at making vulnerable households have food available throughout the year through promotion of rain fed and irrigation agriculture through provision of inputs and best agricultural practices. There are efforts done on promotion of livestock promotion and income generating activities and all these are aimed at increasing accessibility to food. Good efforts have been made as well on providing capacity building to the communities on food processing, utilisation and storage, holding of food displays where different food recipes are shown to the communities in trying to improve utilisation of food.</p> <p>The focus in CARD objectives lays on activities that will have the direct impact to the target group and those are the resource poor and vulnerable households within the communities. The existing structures within the communities are provided with training for capacity strengthening. And these have also been provided with advocacy training skills for them to demand services from the duty bearers.</p>	
Who are the main target		The main target group for above mentioned projects are the resource poor and vulnerable



<p>groups for the above mentioned projects? And can you quantify them? What mechanisms does your organisation use to reach or to include specific vulnerable or food insecure groups? And what groups are we then talking about?</p>	<p>households within the communities. The project funded by ICCO targeted 9000 vulnerable households in the impact areas. The mechanisms that CARD uses to make sure that these specific vulnerable or food insecure groups are reached through food security projects include the use of the existing committees within the communities that identify the households normally at open gatherings where CARD also witnesses the process and after that CARD staff will also do the verification of the households to assess their vulnerability. In this case CARD targeted those households whose food crop finish in the field before harvesting or the food crop finish few months later after harvesting, people who are affected by HIV/AIDs, the households that are burdened by the orphans.</p>
<p>Where are the ICCO project implemented and how long have you been working here? Do you have statistics about the Food Security situation in these areas (please add figures when available or refer to sources</p>	<p>The ICCO project has been implemented in Malawi, in the Central region, in Mchinji District specifically targeting three TAs: Mkanda, Mduwa and STA Simphasi and the projects have been for a period of 7 years. The food security situation as indicated by the Famine Early Warning Systems Network (FEWSNET) funded USAID in 2008 indicated that Mchinji where Food Security project was being implemented was food secure and only 3 % of the households had no food from their own production during the July, 2008. This means that CARD's efforts complimented the Government's efforts through the fertilizer subsidy programme. The end of Project Evaluation of sustainable Livelihood project indicated that considering the stocks of energy food reported to be available in the households at the time of the evaluation, overall 73.5% of the households indicated that they would run out of staple food stocks by December. The percentage of male headed households running out of staple food stocks increased from 46.6% during the baseline to 71.7% during the end of project evaluation; while that of female headed households increased from 66.7% during the baseline to 85.3% during the end of project evaluation which means again that CARD contributed to food security situation in the Distrcit.</p>
<p>Who are your main partners in Food Security programmes? Please indicate the main purpose of cooperation (for e.g. exchange, joint execution,</p>	<p>International NGOs (<i>name them and qualify the relation</i>): CARD is affiliated to ACT-ALLIANCE, and this is grouping of faith based organisation where necessary appeals are made for assisting the under privileged in the society. Mainly during the period under review CARD has partnered with Dan Church Aid, Norwegian Church Aid, and Christian Aid.</p> <p>International organisations (<i>name them and qualify the relation</i>):</p>

<p>information, training, service delivery towards target group, funding of particular actions, ...)</p>	<p>Government actors (<i>name them and qualify the relation</i>): CARD has worked with the Ministry of Agriculture and Food security and the main purpose of cooperation of working was to provide training, actual implementation of activities with the target groups.</p> <p>Local networks (<i>name them and qualify the relation</i>): CARD was affiliated to Civil Society for Agriculture Network and CARD at District level is affiliated to Mchinji Civil Society and CARD office happens to the Treasurer of that Network and the main relation to advocate for issues aimed at improving the lives of the people in the district and country as whole.</p> <p>Others:</p>
<p><i>relations with ICCO</i></p>	
<p>Since when is your organisation partner of ICCO?</p>	<p>Since 2004</p>
<p>Can you indicate which elements in the ICCO strategy have influenced you in your programmes and</p>	<p><i>If you are not aware of the strategy, please mention.</i></p> <p>The strategies for ICCO which include basic social services, economic development and working on democracy and peace fit well in the</p>



operations?	CARD strategies
What is the procedure and the process for the acceptance of your programme proposals by ICCO? How do you appreciate this?	<p>The procedure was that in the past Programme Officers from ICCO would visit CARD offices and the field. Discussions would follow on what areas CARD would partner with ICCO. A Project document would be prepared by CARD and sent to ICCO for comments after which cooperation agreements would be signed. After the cooperation agreements are signed ICCO started transferring of funds according to tranches agreed upon between the two. CARD also would continue to share reports also according to the agreed time periods.</p> <p>This procedure presented a lot of opportunities for joint learning and sharing of experiences.</p>
Did ICCO take your organisation through an organisational scan? When?	<p>Yes before the current Food Security Programme we had a joint discussion on what is in ICCO Country Strategy in relation to the overall ICCO Strategy.</p> <p>It was a useful exercise and helped CARD to see what priority areas may be tackled in the situation of limited resources.</p>

<p>To what extent has this exercise been relevant for your organisation? To what extent has this process supported priority setting by your organisation?</p>	
<p>To what extent has ICCO stimulated/supported you in developing cooperation and synergy with other actors (in Food Security)</p>	<p>Quite a few times ICCO has linked us to capacity building institutions within the country and outside the country. ICCO has also shared capacity building resources that have helped in the understanding of our environment and efficiently implementation of the food security project.</p>
<p>What are the measures for M&E of the ICCO</p>	<p>The measures for M & E for ICCO programmes include having a baseline for the project before the onset of that project. The logical framework should also have set targets to be achieved during the implementation of the project. There is also end of project evaluation which is done by the external person. In the course of project implementation biannual reports and annual reports are</p>



programmes?	submitted to give an update of the progress of activities.
Assessment of ICCO's contribution	
Which is/are the most important roles ²⁹ ICCO is playing in your country and why? Do you agree with their choice? Why (not)? Which role do you appreciate most and why? Which role could possibly be more elaborated, why and how?	<p>The role of ICCO in the country is really commendable because ICCO is assisting many organisations in Malawi across the country and this means that ICCO has provided funds for operations of many projects of many organisations across the country. This major role of providing funds is commendable because without their support, many projects would not have been implemented by many partner organisations. I agree with their choice by choosing the faith based organisation to be their partners because all the partners have done recommendable job with the communities which has removed the sufferings of the people. The most appreciated role was that of providing the financial support for the running of the projects and capacity building.</p> <p>However, the other role that ICCO could do, would be that of continued provision of building capacity to partners staff based on their needs for smooth running of the projects especially in the wake of changing environment.</p>
Programme formulation	
How do you identify areas and stakeholders for Food security projects?	The identification of areas for food security is based on the food security levels in those areas. In areas where food security situation is not good, those areas are targeted and this process is done in collaboration with the relevant stakeholders like the Ministry of Agriculture and Food Security, the District Assembly guided by the District Commissioners.

²⁹ These roles can be: financing and capacity development of partners; broker between public, private and CSO's in the South and between North and South; participation in lobby and financing of allies for lobby and communication,...

How do you identify and involve local stakeholders (representing the target group) in the design of operational programmes?	The communities are involved through Participatory Rural Appraisals (PRAs) where they identify and prioritise the problems that they face and come up solutions to those problems together with their local leaders and they suggest activities that could help them to deal with problems and these help in coming up with the project proposal.		
How do you guarantee accountability of these stakeholders towards your target group and towards specific vulnerable or food insecure groups?	After approval of the project by ICCO, and funds granted to CARD, CARD normally holds the District Executive Committee (DEC), Area Development and community meetings to brief the concern people about the project activities and their budgets. This is aimed at empowering the communities to question CARD if they see that some of the activities are not being done.		
Improved food availability at the household level			
Can you indicate your main result areas in the field of food security for the years 2007-2010?	Availability of food	Please specify Output, outcome and outreach (nr. of people) <i>realised</i>	
		2007	Output -Targeted households are growing more than 3 types of food and cash crops. -Targeted households have accessed to improved seeds -Targeted households have increased area under irrigation. -Targeted farmers have skills in canalisation and river diversion - Targeted households have accessed improved fruit tree



		2008	seedlings and vegetable seeds. Targeted households are growing more than 3 types of food and cash crops. -Targeted households have accessed to improved seeds -Targeted households have increased area under irrigation. -Targeted farmers have skills in canalisation and river diversion	food production -Improved food availability at house hold level -Improved wetlands management and utilization so as to promote micro irrigation	1000 farmers reached with fruit tree seedlings 2150 farmers reached with improved seed
		2009	- Targeted households have accessed improved fruit tree seedlings and vegetable seeds. Targeted households are growing more than 3 types of food and cash crops. -Targeted households have accessed to improved seeds -Targeted households have increased area under irrigation. -Targeted farmers have skills in canalisation and river diversion	- Improved horticultural food production -Improved food availability at house hold level	1347 farmers reached irrigating 93 Ha
		2010	-Targeted households have accessed improved fruit tree seedlings and vegetable seeds -Targeted households have accessed improved seed -Targeted households have increased knowledge and skills in	-Improved wetlands management and utilization so as to promote micro irrigation -Improved horticultural food production. -Increased crop	1100 farmers reached with improved fruit trees 2678 farmers reached

			crop production.	production among targeted households	with improved seed 2564 farmers reached irrigating 147 Ha 20 Follow up visits on distributed trees 1500 famers reached with improved seed
	Access to food	Please specify Output, outcome and outreach (nr. of people) <i>realised</i>			
		2007	Output -Targeted households have accessed improved livestock. -Targeted households have increased knowledge and skills in livestock production	Outcome -Improved livestock production.	Outreach 243 farmers reached with one she goat each 120 livestock



		2008	<ul style="list-style-type: none"> -Livestock pest and disease control improved Targeted households have accessed improved livestock. -Targeted households have increased knowledge and skills in livestock production -Livestock pest and disease control improved 	-Improved livestock production.	<p>committee members reached</p> <p>243 farmers reached with 60 sets of drugs</p>
		2009	<ul style="list-style-type: none"> -Livestock pest and disease control improved Targeted households have accessed improved livestock. -Targeted households have increased knowledge and skills in livestock production -Livestock pest and disease control improved 	-Improved livestock production.	<p>241 farmers reached</p> <p>241 she-goats reached</p> <p>120 Livestock committee members reached</p>
		2010	<ul style="list-style-type: none"> -Livestock pest and disease control improved Targeted households have accessed improved livestock. -Targeted households have increased knowledge and skills in livestock production -Livestock pest and disease control improved -Farmer organisations strengthened -Farmers associations have linkages to markets 	<p>-Improved livestock production</p> <p>-Increased access to markets among targeted households</p>	<p>100 farmers reached with 100 she-goats</p> <p>20 follow up visits on livestock drugs distributed</p> <p>100 farmers reached</p> <p>100 she goats reached</p> <p>20 trained in</p>

					paravets training
					136 farmers reached through 3 cooperatives
	Utilisation of food	Please specify Output, outcome and outreach (nr. of people) <i>realised</i>			
		2007	Output -Targeted households have increased knowledge and skills in food utilization	Outcome -Improved food utilization among vulnerable households	Outreach -120 farmers reached with capacity building
		2008	-Targeted households have increased knowledge and skills in food utilization	- Improved food utilization among vulnerable households	-120 farmers reached with capacity building
		2009	-Targeted households have increased knowledge and skills in food utilization	-Improved food utilization among vulnerable households	-180 farmers reached with capacity building
		2010	-Targeted households have increased knowledge and skills in food utilization	- Improved food utilization among vulnerable households	60 farmers reached with capacity building



					building
Improved food availability at the household level					
Can you describe with a case ³⁰ how intended results have been achieved on the level of food availability? What were the key elements of success? How was the sustainability ³¹ of the results guaranteed? Have specific vulnerable groups been reached and to what extend? How did you contribute to these results? What were	<p><i>If you do not have a case, please explain. Please substantiate with documents and figures!</i></p> <p>From the end of evaluation report, the intended results have achieved quite significant level of impact because generally the findings of the evaluation indicated that there was some improvement in household food security in the project impact areas. The percentage of households decreasing number of meals per day decreased from 22.1% during the baseline to 16% during the end of project evaluation. The percentage of households which reduced the sizes of food portions reduced from 31.4% during the baseline to 10.1% during the end of project evaluation. The percentage of households where members went to bed on an empty stomach decreased from 21.9% during the baseline to 7.4% during the end of project evaluation. On the other hand, the percentage of male headed households running out of staple food stocks increased from 46.6% during the baseline to 71.7% during the end of project evaluation; while that of female headed households increased from</p>				

³⁰ A case refers to a process or set of activities of one or more partners and possible interaction with other stakeholders. The case has to be representative for the approach or results of the partner. It can also be a case of which you have learnt a lot in terms of good practice or remaining challenges.

³¹ An important aspect is the sustainability of these changes, determined by individual (attitudinal, management capacity,...) and institutional aspects (functioning of local food markets, systems for input distribution, access to land etc.) and by external market and climate factors. Can the changes be made sustainable and why (not)? Following questions are therefore important: (i) whether disaster preparedness and shock resistance has improved (exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase food production; (iii) whether CBOs have become more autonomous and locally embedded; (iv) whether the strategies, interventions and systems promoted have no future adverse effects on natural resources and on the right to food security of all; (vi) whether local systems for input distribution and for access to information are strengthened; (vii) whether access to credit, land and water have structurally improved.

<p>the challenges in achieving results?</p>	<p>66.7% during the baseline to 85.3% during the end of project evaluation. This however excluded staple foods produced through irrigation which are harvested in the months of November to January. The proportion of households working in other people's fields leaving theirs unattended to increased from 23.5% during the baseline to 34.2% during the end of the project evaluation.</p> <p>The sustainability of the results have guaranteed because of the committees that were trained to continue with the activities beyond the project life. Several trainings done to the beneficiaries will help in continuation of the project activities. The line ministries like the Ministry of Agriculture frontline staff will continue supervising the activities for sustainability.</p> <p>Our main contribution to achieve these results included: provision of improved seeds which increased yield and improved food availability. The challenge that was faced was that farmers wanted chemical fertilizers to go along with the improved seed that was provided however, communities were encouraged to use compost manure.</p>
<p>Improved access to food by vulnerable households and individuals</p>	
<p>Can you describe with a case how intended results have been achieved on the level of access to food? What were the key elements of success? How was the sustainability³² of the results</p>	<p><i>If you do not have a case, please explain. Please substantiate with documents and figures!</i></p> <p>The end of project evaluation also indicated the percentage of male headed households keeping at least one type of livestock increased from 54.9% during the baseline to 73.2% during the end of project evaluation. The percentage of female headed households keeping at least one type of livestock also increased from 20.8% during the baseline to 47.1% during the end of the project evaluation. 45.5% of the households were benefiting from livestock by consuming livestock</p>

³² An important aspect is the stability and sustainability of these changes, and why or why not these changes are sustainable. Following questions are therefore important: (i) whether disaster preparedness and shock resistance related to food production or provision of local markets has improved (diminished exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase productivity; (iii) whether farmers are better organized in CBOs and CBOs have become more autonomous and locally embedded; (iv) whether systems promoted have no future adverse effects on natural resources and on safeguarding local food



<p>guaranteed? Have specific vulnerable groups been reached and to what extent? How did you contribute to these results? What were the challenges?</p>	<p>products, 41.6% had a direct cash income from livestock, 23.3% of the households were able to use the money they realised from sales of livestock for buying staple foods, and 4.7% exchanged livestock with staple food in critical times of food shortage. Overall the mean total annual household income increased from a baseline value of MK16596.86 to MK41029.96. Selling of goats would help them to have access to food in situation of food deficit.</p> <p>The sustainability of the results have guaranteed because of the committees that were trained to continue with the activities beyond the project life. Several trainings done to the beneficiaries would help in continuation of the project activities. The line ministries like the Ministry of Agriculture frontline staff will continue supervising the activities for sustainability.</p> <p>Our main contribution to achieve these results included: provision of goats to the communities. The challenge that was faced was that the goats were distributed on pass on programme and the beneficiaries gave young one instead of the mother to the next beneficiary and this was reversed.</p>
<p><i>Improved (proper) utilization of food by vulnerable households and individuals</i></p>	
<p>Can you describe with a case how intended results have been achieved on the level of food utilization? What were the key elements</p>	<p><i>If you do not have a case, please explain. Please substantiate with documents and figures!</i></p> <p>From the evaluation report, it was indicated that the project contributed to an increase in awareness and adoption of a wide range of recommended nutritional practices. About 83.3% of the households indicated that they knew different soya bean recipes for feeding children. Those practicing soya</p>

availability of all; (vi) whether local systems for input distribution and access to information are strengthened; (vii) whether access to credit, land and water have structurally improved, also for women.

<p>of success? How was the sustainability³³ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did you contribute to these results? What were the challenges?</p>	<p>bean recipes for feeding their children increased from 47% during the baseline to 56.8% during the end of the project evaluation. 56.8% knew about mixing bananas or plantains with legumes and vegetables as a main meal. The proportion of households practicing this increased from 22.8% during the baseline to 30.4% during the end of project evaluation. 83.7% knew about mixture of porridge with groundnut flour, fruits or vegetables as a meal, 80.2% of the households reported to practice this, an increase from the baseline of 62.4% of the households. 33.1% of the households knew about use of ginger or garlic teas for diarrhoea mitigation, and the households adopting the practice increased from 9.6% during the baseline to 10.1% during the end of the project evaluation.</p> <p>The sustainability of the results have guaranteed because of the committees that were trained to continue with the activities beyond the project life. A trainings in food procesing, utilisation and strage would help in contutuation of the project activities. The ;ine minstries like the Ministry of Agriculture frontline staff will continue supervising the activities for sustainability.</p> <p>Our main contribution to achieve thses results included: holding of food displays where different food recipes were shown to fellow farmers. The challenge that was faced was that some of the farmers were not putting into practice what they learnt during the trainings and food displays and they were encouraged to practice the best nutritional practices.</p>
<p><i>Improved position and capacity of organizations to influence policy making</i></p>	
<p>Can you describe with a case how intended results</p>	<p><i>If you do not have a case, please explain. Please substantiate with documents and figures!</i></p>

³³ The sustainability of these changes depends on the occurrence of disease break outs. Apart from the shock resistance and preparedness for these break-outs, the level to which taboos have been addressed, specific groups as older women, TBA's and local healers have been included in the sensitization and the level to which intra household relations and attitude towards sanitation and hygiene have been influenced, will determine greatly the sustainability of the efforts. Institutionalizing health and nutrition coaching an counseling will also be important, just as the sustainability of access to water and decentralized health care systems. At the higher level than household level, it will especially be important to arrive at better coordination between decentralized public sectors to target efforts at improving nutritional status.



<p>have been achieved on the level of influencing policy making in the field of Food security? What were the key elements of success? How was the sustainability of the results guaranteed? How did you contribute to these results? What were the challenges?</p>	<p>The project did not reach to the point of influencing policy because the project only contributed to Food and Nutrition policy.</p>
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ELDS

<p>Your organisation</p>	
<p>What is your position – and the number of years you’re working – within the organisation?</p>	<p>Programs Manager</p>
<p>How many persons are working within your organisation?</p>	<p>2007 84 2008 70 2009:62 Beginning 2010:65</p>
<p>How many of them are</p>	<p>Project xxx:Majete improved access to markets :5</p>

working on the ICCO program? (full time equivalent for each project)	Project xxx: Majete sustainable alternative livelihood :4 XXX																					
What is the total budget of your organisation and the % for FS? Please indicate what falls under the label of FS in your organisation (according to your agreement with ICCO)	<table border="1"> <thead> <tr> <th colspan="2">Total budget (euro or dollar)</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>USD 2,484,000</td> </tr> <tr> <td>2008</td> <td>USD 2,022,503</td> </tr> <tr> <td>2009</td> <td>USD 1,970,300</td> </tr> <tr> <td>2010</td> <td>USD 1,764,480</td> </tr> </tbody> </table>	Total budget (euro or dollar)		2007	USD 2,484,000	2008	USD 2,022,503	2009	USD 1,970,300	2010	USD 1,764,480	<table border="1"> <thead> <tr> <th colspan="2">% food security</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>52%</td> </tr> <tr> <td>2008</td> <td>54%</td> </tr> <tr> <td>2009</td> <td>49%</td> </tr> <tr> <td>2010</td> <td>46.5%</td> </tr> </tbody> </table>	% food security		2007	52%	2008	54%	2009	49%	2010	46.5%
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<p>What is the vision and mission of your organisation. What are the references to food security and how do your interventions relate to the vision and mission)?</p> <p>Has there been any recent evolutions in focus related to changes in the context? Can you explain?</p> <p>Where lays the focus in your concrete food security strategies: on food availability, access to food or utilisation of food?</p> <p>Where lays the focus in your objectives: on direct</p>	<p>Vision: People of Malawiempowered to exercise their rights in dignity and peace Mission: Compelled by the love of Christ ELDS works to empower Malawian communities to reduce poverty and human suffering Both the visison and mission focus on rights based approach of which right to food is one of them so both have reference of food security</p> <p>No</p> <p>In our strategic plan (2009-2014) we have sustainable livelihood as one of the thematic areas. This encompasses food security. Our interventions on food security focus on the technologies which increase production and also improve storage processing and utilization of food hence increasing availability and utilisation. Such technologies include conservation Agriculture and irrigation farming. In the same strategic plan there is Crosscutting issues as a thematic which encompasses human rights and advocacy.This is linked to food security because it focuses of the right to food hence improving access to food.</p> <p>The focus is on household level, through village working groups which are linked to the government</p>																					



<p>impact for the target group, capacity strengthening of basic groups or on lobby and advocacy?</p>	<p>structures (Village development committee and Area development committee)</p>
<p>Who are the main target groups for the above mentioned projects? And can you quantify them? What mechanisms does your organisation use to reach or to include specific vulnerable or food insecure groups? And what groups are we then talking about?</p>	<p>The vulnerable women and children. The ederly. The Chronically ill. The disabled. Those prone to disasters or affected by disasters.</p> <p>The criteria is read out in community meeting and the community members choose the the deserving people with reference to the targeting criteria and the development facilitator do verification.</p>
<p>Where are the ICCO project implemented and how long have you been working here? Do you have statistics about the Food Security situation in these areas (please add figures when available or refer to sources</p>	<p>Chikwawa: 4years Mwanza: 1year</p> <p>No</p>
<p>Who are your main partners in Food Security programmes? Please indicate the main purpose of cooperation (for e.g.</p>	<p>International NGOs (<i>name them and qualify the relation</i>): World Vision, CARE, Save the Childern, Concern Worldwide, - Exchange International organisations (<i>name them and qualify the relation</i>):: Funding: ICCO, Christian Aid, Dan Church Aid, Norwegian Church Aid, Church of Sweden, General Mills international, Finish Evangelical Lutheran Church Mission. –</p>

<p>exchange, joint execution, information, training, service delivery towards target group, funding of particular actions, ...)</p>	<p>Government actors (<i>name them and qualify the relation</i>):: Training: Ministry of Agriculture</p> <p>Local networks (<i>name them and qualify the relation</i>):1. Information: ACT forum – ELDS is a key member of Malawi ACT Forum and currently Chairs the forum. 2. Civil Society Agriculture Network (CISANET) 3. Malawi Microfinance Network</p> <p>Others: Information :Ecumenical Advocacy Alliance</p>
<p>relations with ICCO</p>	
<p>Since when is your organisation partner of ICCO?</p>	<p>2007</p>
<p>Can you indicate which elements in the ICCO strategy have influenced you in your programmes and operations?</p>	<p><i>If you are not aware of the strategy, please mention.</i></p> <p>The strategy was not shared to us</p>



<p>What is the procedure and the process for the acceptance of your programme proposals by ICCO? How do you appreciate this?</p>	<p>There was a request for proposal that followed after ICCO personnel to various ELDS project sites.</p> <p>The exercise was transparent</p>
<p>Did ICCO take your organisation through an organisational scan? When?</p> <p>To what extent has this exercise been relevant for your organisation? To what extent has this process supported priority setting by your organisation?</p>	<p>No</p>

<p>To what extent has ICCO stimulated/supported you in developing cooperation and synergy with other actors (in Food Security)</p>	<p>Participation in ACT forum</p>
<p>What are the measures for M&E of the ICCO programmes?</p>	<p>Fair</p>
<p>Assessment of ICCO's contribution</p>	
<p>Which is/are the most important roles³⁴ ICCO is</p>	<p>Most important roles: Support towards the value chain of various products. Advocacy and lobbying.</p>

³⁴ These roles can be: financing and capacity development of partners; broker between public, private and CSO's in the South and between North and South; participation in lobby and financing of allies for lobby and communication,...



<p>playing in your country and why? Do you agree with their choice? Why (not)? Which role do you appreciate most and why? Which role could possibly be more elaborated, why and how?</p>	<p>Yes we agree with the choice. It adds value</p> <p>Both</p> <p>Advocacy and lobbying. Would carry more weight.</p>
<p><i>Programme formulation</i></p>	
<p>How do you identify areas and stakeholders for Food security projects?</p>	<p>At district level the area is given to us by the district assembly which has the needs of all the areas and list of NGOs working in the district to avoid duplication of efforts.</p>
<p>How do you identify and involve local stakeholders (representing the target group) in the design of operational programmes?</p>	<p>Most of our projects start with the Participatory Vulnerability and Capacity Assessment. In this exercise the local leaders are used to mobilise community members for the exercise. In the process the community members identify their vulnerabilities and capacities which are incorporated in a proposal to request for funding.</p>
<p>How do you guarantee accountability of these stakeholders towards your target group and towards specific vulnerable or food insecure groups?</p>	<p>During the targeting all the community members on a meeting the criteria read out so that the community members choose the deserving people in reference to the criteria to ensure transparency and accountability.</p>
<p><i>Improved food availability at the household level</i></p>	

Can you indicate your main result areas in the field of food security for the years 2007-2010?	Availability of food	Please specify Output, outcome and outreach (nr. of people) <i>realised</i>			
		2007	Output Crop and livestock diversification	Outcome Increased yields. Increased numbers of livestock at household level	Outreach 1200 vulnerable hh
		2008	Crop and livestock diversification Technology uptake	Increased adoption of winter irrigation technologies Increased adoption of hybrid seeds and breeds	1000 hh
		2009	Crop and livestock diversification Technology uptake	Increased adoption of winter irrigation technologies Increased adoption of hybrid seeds and breeds	1500
		2010	Crop and livestock diversification Technology uptake	Increased adoption of winter irrigation technologies Increased adoption of hybrid seeds and breeds, sustainable agriculture	1650



	Access to food	Please specify Output, outcome and outreach (nr. of people) <i>realised</i>			
		2007	Output Food aid	Outcome Increased number of households receiving free food	Outreach 3,000
		2008	Economic empowerment through microfinance activities	Increased household income	1,200
		2009	Advocacy and lobbying (RBA)	Increased fairness in distribution. Fair pricing	10,000
		2010	Value chain analysis, advocacy and lobbying (RBA, HAP)	Increased access to better markets hence increased household income Increased knowledge of right holder to demand from duty bearer. Increased accountability at all	12,000

				levels	
	Utilisation of food	Please specify Output, outcome and outreach (nr. of people) <i>realised</i>			
		2007	Output Conventional utilisation	Outcome Increased number of people using traditional and conventional methods of food	Outreach 1000 hh
		2008	Value addition through processing	Increased volumes of processed food products	3500 hh
		2009	Value addition through processing	Increased number of processed food products	4000hh
		2010	Value addition through processing	Increased volumes of processed food products Increased number of processed food products Increased volumes of processed food products	4000hh



				Increased number of processed food products	
Improved food availability at the household level					
Can you describe with a case ³⁵ how intended results have been achieved on the level of food availability? What were the key elements of success? How was the sustainability ³⁶ of the results guaranteed? Have specific vulnerable groups been reached and to what extend? How did you contribute to	<p><i>If you do not have a case, please explain. Please substantiate with documents and figures! Evaluation of program indicated increased yields by 50% and increased number of meals per day from 1 during baseline to 2 at the time of evaluation. Evaluation also revealed decreased food deficit months from 6 at baseline to 3 at evaluation. The programs emphasised empowerment of local structures as well as usage of technologies that are adaptive to climate change. Over 705 of the targeted vulnerable groups have benefited.</i></p> <p><i>Challenges: Illiteracy levels of target groups resulting into slow adoption of technologies : Capacity of our staff in new technologies was limited. Called for outsourcing in certain cases</i></p>				

³⁵ A case refers to a process or set of activities of one or more partners and possible interaction with other stakeholders. The case has to be representative for the approach or results of the partner. It can also be a case of which you have learnt a lot in terms of good practice or remaining challenges.

³⁶ An important aspect is the sustainability of these changes, determined by individual (attitudinal, management capacity,...) and institutional aspects (functioning of local food markets, systems for input distribution, access to land etc.) and by external market and climate factors. Can the changes be made sustainable and why (not)? Following questions are therefore important: (i) whether disaster preparedness and shock resistance has improved (exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase food production; (iii) whether CBOs have become more autonomous and locally embedded; (iv) whether the strategies, interventions and systems promoted have no future adverse effects on natural resources and on the right to food security of all; (vi) whether local systems for input distribution and for access to information are strengthened; (vii) whether access to credit, land and water have structurally improved.

these results? What were the challenges in achieving results?	: <i>Limited resources for replication of best practices</i>
<i>Improved access to food by vulnerable households and individuals</i>	
Can you describe with a case how intended results have been achieved on the level of access to food? What were the key elements of success? How was the sustainability ³⁷ of the results guaranteed? Have specific vulnerable groups been reached and to what extend? How did you contribute to these results? What were	<p><i>If you do not have a case, please explain. Please substantiate with documents and figures!</i></p> <p><i>Increased number of community groups accepting different food types as opposed to just the maize 90% at time of baseline purely for maize only and 10% accepting other types and 70% :30% at time of evaluation.</i></p> <p><i>Household income increased by 100% at time of evaluation. Improved market prices of agroproducts.</i></p> <p><i>Challenges; Political interference during lobbying and advocacy</i></p>

³⁷ An important aspect is the stability and sustainability of these changes, and why or why not these changes are sustainable. Following questions are therefore important: (i) whether disaster preparedness and shock resistance related to food production or provision of local markets has improved (diminished exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase productivity; (iii) whether farmers are better organized in CBOs and CBOs have become more autonomous and locally embedded; (iv) whether systems promoted have no future adverse effects on natural resources and on safeguarding local food availability of all; (vi) whether local systems for input distribution and access to information are strengthened; (vii) whether access to credit, land and water have structurally improved, also for women.



the challenges?	
Improved (proper) utilization of food by vulnerable households and individuals	
Can you describe with a case how intended results have been achieved on the level of food utilization? What were the key elements of success? How was the sustainability ³⁸ of the results guaranteed? Have specific vulnerable groups been reached and to what extend? How did you contribute to these results? What were the challenges?	<p><i>If you do not have a case, please explain.</i></p> <p><i>Please substantiate with documents and figures!</i></p> <p><i>Improved nutrition. 42% malnourished at time of baseline and only 20% at time of evaluation.</i></p>
Improved position and capacity of organizations to influence policy making	
Can you describe with a	<i>If you do not have a case, please explain.</i>

³⁸ The sustainability of these changes depends on the occurrence of disease break outs. Apart from the shock resistance and preparedness for these break-outs, the level to which taboos have been addressed, specific groups as older women, TBA's and local healers have been included in the sensitization and the level to which intra household relations and attitude towards sanitation and hygiene have been influenced, will determine greatly the sustainability of the efforts. Institutionalizing health and nutrition coaching and counseling will also be important, just as the sustainability of access to water and decentralized health care systems. At the higher level than household level, it will especially be important to arrive at better coordination between decentralized public sectors to target efforts at improving nutritional status.

<p>case how intended results have been achieved on the level of influencing policy making in the field of Food security? What were the key elements of success? How was the sustainability of the results guaranteed? How did you contribute to these results? What were the challenges?</p>	<p><i>Please substantiate with documents and figures! ELDS has participated in food campaigns and has influenced formulation and content of Malawi right to food bill.</i></p>
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1.1.3 RDC

Programme officer

<p><i>ICCO's Regional Office/representation</i></p>	
<p>What is your position within the regional office ?</p>	<p>Programme Officer Access to Basic Services/Food Security</p>
<p>How long have you been working for ICCO? And on this position?</p>	<p>6 months</p>
<p><i>Coherence of the implementation of ICCO's strategies and policies</i></p>	



<p>In what way is (or is not) ICCO's FS strategy, policy and theory of change reflected in the operational activities/choices for the country concerned (e.g. focus of expenditure; choice of partner organisations and target groups,...) and why? How are priorities set? How have recent evolutions in the context influenced this priority setting?</p>	<p><i>Please indicate whether a country strategy exists</i></p> <p>DRC is now on transitional phase from emergency to rehabilitation in the most part of the country (eastern Congo). There is also transitional phase from rehabilitation to development in small part (west Congo). In Congo ICCO is focus now in the eastern part with conflict transformation programmes. In this context a FS programme (called PASAK) has been developed in September 2010 to enable population to increase level of incomes through the intensification of agriculture. ICCO roles in that programme is applying in 4 aspects:</p> <p>a)-Funding: Grants are given to Local NGO and Associations to implemented specific project on specific sector</p> <p>b & c)- Networking and Capacity building: ICCO supports Local Partners in the development coalitions & Programmatic approach in FS</p> <p>d)- Lobbying: In some issues like (Land right, Input taxes,) ICCO supports local FS partners. Priorities of ICCO DRC FS programme have been set on local economic development (access to market) after two basic studies which realized that farmers are very poor after the war. To enable the development of the region one of the way is the intensification of the agriculture and facilitation of access to market. The second priority is the nutritional education of local products, because people in kivu feet many difficulties now the food composition.</p>
<p>Which criteria are used to guarantee that partners execute a qualitative context and target group study for the design of operational strategies?</p>	<p>ICCO FS strategy is the specialization of partner in one or two sector (agriculture and livestock). The FS programme is working with 6 local partners (NGO and farmer associations) who are within a synergy. Each of those partners has a specific contract with ICCO on one project which target grassroots' farmers. To guarantee the quality, some criteria have been developed to choose the partners (experiences in the field, knowledge of region, etc.) – In addition We have set a coordination mechanism with FS partners called FS synergy to share experiences, and to be fixed on agree indicators and results.</p>

<p>How do you assist partners in identifying and involving local stakeholders (representing the target group) in the design of operational strategies? How do you assist partners in their targeting strategy (vulnerable groups)?</p>	<p>Some tools have been developed to select beneficiaries within the large target group. Concerning others stakeholders involved into the FS Programme, they have been contacted during the basic studies and involved during the process of the formulation of Programme. Those actors are (Ministry of agriculture, FAO, CIALCA, IFDC, VECO, etc.) Each of these actors is committed into the programme and can bring technical expertises to local NGO, Inputs, or facilitation of the process, etc.).</p> <p>It's important to understand that the FS Programme to not target especially vulnerable farmers, but those who are producing and who want to sale their products. The general ratio is 70% for this type of farmer and 30% for vulnerable (including women). About gender aspect the FS programme has choose one local woman NGO to be sure that women will not be forgotten. We have also selected a local NGO dealing with Young People (young farmers) who are very important in the context of the rehabilitation and intensification of agriculture</p>
<p>Do you experience (changes in) formal or informal downward accountability of partners towards their target group? Please explain.</p>	<p>No. We just insisted to choose between the beneficiaries the farmers who want to access in the market with the supplement of their products, and insisted also to choose a maximum of 30% of vulnerable groups.</p>
<p>Do you and/or the partners make use of operational synergies between (i) different ICCO programs (other than FS) within the country and between (ii) different programs on the local, national and international level) to reach certain objectives or target groups? (vertical and horizontal synergy) Please explain.</p>	<p>Yes, previously we said that ICCO FS Programme (called PASAK) has many external partners. For example in North Kivu, ICCO work in collaboration VECO (International Belgian NGO) who has also one FS programme. To avoid doing the same work with same partners we decided to sign and agreement with VECO to support the same partners with operational strategies developed with those local partners.</p> <p>We did the process with IFDC (US International Organization) with some partners in South Kivu. Because IFDC is working the intensification of agriculture with fertilizers as inputs in rice and maize sectors.</p> <p>Others agreements have been made with FAO who will support by various inputs and CIALCA bring technical expertises on cassava sector.</p>
<p>Assessment of ICCO's contribution</p>	



<p>Which is/are the most important roles³⁹ ICCO is playing in the country and why? How did you come to this choice? What are the current challenges for ICCO to make a difference?</p>	<p>Within the DRC ACT Alliance Members, ICCO has the lead in the Kivu region on two major programmes (Conflict Transformation and Democratization – Food Security). The choice has been made by the alliance due to the representation of ICCO in the Kivu region. Also the two programmes have been chosen by ICCO regional council after the context analysis. The main challenge of ICCO is the development of others three ICCO strategies (Networking, lobby and capacity building). Because IOCO is looking now by local partners as a donor who give grants. The second challenge is on the interaction with Public sector to influence policy? How can ICCO with other CSO can be in alliance to work in the same thematic? The third one and the very important challenge is the fundraising.</p>
<p>Describe the way ICCO stimulates ownership of (the ICCO) development objectives with its partners.</p>	<p>At this moment there is no ownership developed by partners. Next year ICCO decides to put in each result agreement with partners the Ownership responsibilities. For example encourage partners to diversify funding sources, developed ownership plan with beneficiaries, (set up of functional water management committees, functional inputs (fertilizers, seeds, phyto products) committees,</p>
<p>Is the duration of support for specific target groups and partners based on achievements of specific milestones? If not, what are the criteria?</p>	<p>No, the general duration of PASAK is 3 years. The beneficiaries that will be selected are for 3 years, and partners have defined results for that.</p>
<p>To what extent are you building the capacity of partners, what is the strategy, what is the focus of your capacity building</p>	<p>The PASAK programme is being formulate in the ICCO new approach which is the programmatic approach. Our focus in capacity building is on that approach, we want to held FS synergy for duration of 15 month with the support of one consultant. We hope that after 15 month partners will be able to implement the FS programme without external support. Coordination with mechanisms will be set up by them with the support of Consultant.</p>
<p>Do you/your partner share/harmonize planning,</p>	<p>In the Kivu region all FS partners participate in the FS cluster for harmonization and coordination with other donors, NGO, etc. But for PASAK partners there is a specific synergy</p>

³⁹ These roles can be: financing and capacity development of partners; broker between public, private and CSO's in the South and between North and South; participation in lobby and financing of allies for lobby and communication,...

<p>evaluation, roles and approaches with other key local stakeholders, agencies and donors? What kind of added value do you think you/your partners bring to these harmonisation processes?</p>	<p>committee where all the partners meet for planning (joint activities) development of tools, to share and harmonize the tool, monitoring, etc. PASAK is between the new programme dealing with development and not emergency, the intervention of PASAK within the cluster capture a lot of attention as a pilot programme who want to experience sustainable development in Kivu region.</p>
<p><i>Improved food availability at the household level</i></p>	
<p>Can you describe with a case of one of the partners⁴⁰ how intended results have been achieved on the level of food availability? What have been important results? What were the key elements of success? How was the sustainability⁴¹ of the results guaranteed? Have specific vulnerable groups been reached</p>	<p>PASAK is a new programme which has been lunch in November, we can not at this level of implementation give answer to this question</p>

⁴⁰ A case refers to a process or set of activities of one or more partners and possible interaction with other stakeholders. The case has to be representative for the approach or results of the partner(s). It can also be a case of which you have learnt a lot in terms of good practice of remaining challenges.

⁴¹ An important aspect is the sustainability of these changes, determined by individual (attitudinal, management capacity,...) and institutional aspects (functioning of local food markets, systems for input distribution, access to land etc.) and by external market and climate factors. Can the changes be made sustainable and why (not)? Following questions are therefore important: (i) whether disaster preparedness and shock resistance has improved (exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase food production; (iii) whether CBOs have become more autonomous and locally embedded; (iv) whether the strategies, interventions and systems promoted have no future adverse effects on natural resources and on the right to food security of all; (vi) whether local systems for input distribution and for access to information are strengthened; (vii) whether access to credit, land and water have structurally improved.



and to what extent? How did your partner contribute to these results? What were the challenges?	
<i>Improved access to food by vulnerable households and individuals</i>	
Can you describe with a case how intended results of the ICCO programme have been achieved on the level of access to food? What were the key elements of success? How was the sustainability ⁴² of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?	Same answer – PASAK is a new programme which has been lunch in November, we can not at this level of implementation give answer to this question

⁴² An important aspect is the stability and sustainability of these changes, and why or why not these changes are sustainable. Following questions are therefore important: (i) whether disaster preparedness and shock resistance related to food production or provision of local markets has improved (diminished exposure, capacity to mitigate effects, capacity to cope with shocks); (ii) the extent to which households have changed their attitude from aid perspective to structural involvement and initiative to increase productivity; (iii) whether farmers are better organized in CBOs and CBOs have become more autonomous and locally embedded; (iv) whether systems promoted have no future adverse effects on natural resources and on safeguarding local food availability of all; (vi) whether local systems for input distribution and access to information are strengthened; (vii) whether access to credit, land and water have structurally improved, also for women.

Improved (proper) utilization of food by vulnerable households and individuals

Can you describe with a case how intended results of the ICCO programme have been achieved on the level of food utilization? What were the key elements of success? How was the sustainability⁴³ of the results guaranteed? Have specific vulnerable groups been reached and to what extent? How did your partner contribute to these results? What were the challenges?

Same answer – PASAK is a new programme which has been lunch in November, we can not at this level of implementation give answer to this question

Improved position and capacity of organizations to influence policy making

Can you describe with a case how intended results of the ICCO programme have been achieved on

Same answer – PASAK is a new programme which has been lunch in November, we can not at this level of implementation give answer to this question
But we have plan within some activities on the policy making (agricultural policy). Due to the

⁴³ The sustainability of these changes depends on the occurrence of disease break outs. Apart from the shock resistance and preparedness for these break-outs, the level to which taboos have been addressed, specific groups as older women, TBA's and local healers have been included in the sensitization and the level to which intra household relations and attitude towards sanitation and hygiene have been influenced, will determine greatly the sustainability of the efforts. Institutionalizing health and nutrition coaching and counseling will also be important, just as the sustainability of access to water and decentralized health care systems. At the higher level than household level, it will especially be important to arrive at better coordination between decentralized public sectors to target efforts at improving nutritional status.



<p>the level of influencing policy making⁴⁴? What were the key elements of success? How was the sustainability of the results guaranteed? How did your partner contribute to these results? What were the challenges?</p>	<p>small budget of PASAK we are not sure to do that import activity on the policy.</p>
<p>How do you assess the capacity of partners in networking and cooperation?</p>	<p>Kivu just move form emergency, this means that during the emergency partners were not working through a network, or cooperation. The stage of partners in Kivu about those two items still low</p>
<p><i>National and international policy makers demonstrate more interest for the right to food</i></p>	
<p>Can you give an example of a successful lobby or advocacy activity on the local, intermediate or national level)? Can you describe the key elements of success and challenges, the envisioned changes (and changes brought about) and the methodology and advantages of the chosen methodology of the trajectory? How did your partner(s) contribute to these results? What has been ICCO's role in this?</p>	<p>We are just lunch PASAK Programme.</p> <p>The only result of advocacy that is visible now is that there are many external FS partners who are member of ICCO FS Programme. This is a result of many advocacies to convince of those actors to be involved into PASAK and invest with their resources.</p>

⁴⁴ Please make a distinction between changes in the capabilities of partners to claim right to food; improved recognition and real influence on local policy making.

CIM BUSHI

Votre organisation: Cim Bushi (RDC)

Quelle est votre position - et le nombre d'années que vous travaillez - au sein de l'organisation?	<ul style="list-style-type: none"> - Secrétaire Général a.i. - 08 ans, d'abord en tant que Secrétaire administratif, actuellement Secrétaire Général a.i.
Combien de personnes travaillent au sein de votre organisation?	<ul style="list-style-type: none"> - 2007 : 38 agents - 2008 : 38 agents - 2009 : 36 agents - Début 2010 : 36 agents
Combien d'entre eux travaillent sur le programme ICCO? (Équivalent temps plein pour chaque projet)	<ul style="list-style-type: none"> - Programme Marais au Bushi : PMB <ul style="list-style-type: none"> o en 2007 : 38 agents ; o en 2008 : 38 agents ; o en 2009 : 14 agents o en 2010 : 14 agents - Projet : RESKI : 2008 – 2010 : 22 agents



<p>Quel est le budget total de votre organisation et le % pour la sécurité alimentaire (SA)? S'il vous plaît indiquer ce qui tombe sous le label de SA</p> <p>dans votre organisation (en fonction de votre accord avec ICCO)</p>	<p>Budget global (euro ou dollar)</p> <p>2007 : 80 000 €</p> <p>2008 : 80 000 €</p> <p>2009 : 297 684 €</p> <p>2010 : 217 684 €</p>	<p>% sécurité alimentaire</p> <p>2007 : 65,31 %</p> <p>2008 : 65,31 %</p> <p>2009 : 39,93 %</p> <p>2010 : 30,60 %</p>
<p>Quelle est la vision et la mission de votre organisation.</p> <p>Quelles sont les références à la sécurité alimentaire et comment les interventions portent sur la vision et la mission)?</p> <p>Y a t-il eu des évolutions récentes liées aux changements du contexte? Pouvez-vous expliquer?</p>	<ul style="list-style-type: none"> ○ Vision : favoriser l'émergence d'une organisation des paysans professionnels et entrepreneurs qui se prennent en charge sur le plan socio-économique. ○ Mission : <ul style="list-style-type: none"> - Promouvoir des groupes des petits producteurs constitués en majorité des femmes membres par l'amélioration et le renforcement de leurs capacités organisationnelles , productives et socio- économiques en vue de leurs auto développement. - Garantir l'accès aux terres et leur stabilité écologique par les aménagements, la conservation et la restauration des sols. - Promouvoir la sécurité foncière par médiation et négociations entre les acteurs fonciers. <p>Les références à la sécurité alimentaire portent :</p> <ul style="list-style-type: none"> - sur la structuration des groupes des producteurs agricoles qui sont regroupés suivant les types des cultures déterminées ; - développement des chaines des valeurs des ces cultures tendant vers l'organisation en filières. <p>Le CIM BUSHI pense qu'à travers ces stratégies, les membres pourront se professionnaliser et prendre l'agriculture comme métier, en dépassant le stade de subsistance pour un agriculture business et</p>	

Quel est le focus dans votre programme de sécurité alimentaire: la disponibilité alimentaire, l'accès à la nourriture ou l'utilisation de la nourriture?

Quel est le focus dans vos objectifs: l'impact direct sur le groupe cible, le renforcement des capacités des groupes de base ou sur le lobby et de plaidoyer?

s'imposer sur les marchés locaux, régionaux et sous régionaux.

Oui, en rapport avec l'insécurité dans les zones rurales, où les bandes armées déstabilisaient les populations qui ne pouvait entreprendre les activités durables. Actuellement, les ménages agricoles (80 % des populations en zone rurale) comme focus s'occupent des activités d'élevages, agriculture, construction ; ce qui témoigne d'un passage de la phase d'urgence au durable.

l'accès à la nourriture et son utilisation s'explique par le fait que les ménages consomment 2 repas par jour et le surplus vendus pour se procurer les besoins de première nécessité.

Au début, le CIM BUSHI s'est occupé des membres (5.425) Ensuite aux ménages (4 062) déplacés, retournés qui ont été accompagnés dans la relance agricole par l'accès aux intrants, aux formations, aux productions agricoles, crédit ce qui a permis que les bénéficiaires se sont :

- Structurés en groupes des producteurs des spéculations Haricot, Mais, manioc, petit élevage, sorgho.
- Création des banques des semences et assurance des crédits des semences végétales et animales.
- Appartenance à une fédération régionale des agriculteurs (FOPAC Sud Kivu) comme membre fondateur ; qui peut influencer le marché des produits agricoles et négocier avec l'autorité. (exonération des taxes sur les intrants agricoles)



<p>Qui sont les groups cibles primordiales pour les projets mentionnés ci-dessus? Combien sont-ils ? Quels mécanismes sont utilisés pour atteindre ou inclure des groupes vulnérables au niveau de la SA ? Et de quels groupes parlent-ont ?</p>	<p>Les groupes cibles sont les paysans agriculteurs retournés, victimes de pillages, les familles d'accueil et autres victimes de guerres dans les territoires de kabare, Kalehe, Mwenga et Walungu. Ils sont repartis de la manière suivante :</p> <ul style="list-style-type: none">- en programme PMB 2007-2009 : 27.146 ménages paysans exploitant les marais et champs de villages ainsi que les pâturages en montagnes du Bushi ; parmi lesquels 5.425 membres qui ont bénéficiés des activités ponctuelles comme les crédits semences et bétails.- en programme RESKI 2009-2010 : 4.062 ménages qui ont bénéficiés des appuis en intrants ainsi que des formations. <p>Les mécanismes utilisés pour atteindre les cibles est l'identification à travers les chefs locaux (chefs de groupements, de localités, les acteurs locaux ou base).suivant un critère d'éligibilité ; chefs de ménages, des familles d'accueil, de familles des retournées, des vulnérables victimes des viols, vols et pillages et autres victimes d'exaction de guerres, tous des agriculteurs.</p>
<p>Ou est-ce que les projets ICCO sont implémentés et depuis combien de temps vous travaillez là? Avez-vous des statistiques sur la situation au niveau de la SA dans ces zones ? (svp ajoutez des chiffres si ils sont disponibles ou mentionnez des sources.)</p>	<p>Implémentés en province du Sud Kivu, dans 4 territoire ; KALEHE, KABARE, WALUNGU et MWENGA depuis 1994 à travers le PMB (programme Marais au Bushi) par les drainages des marais, le reboisement des collines, les appuis en intrants agricoles aux fins de disponibiliser les terres aux agriculteurs pour pallier à l'insécurité alimentaire ce qui s'est accentué avec les guerres à répétition. Selon les statistiques fournies par UNOCHA, il y avait en avril 2007, 201 930 déplacés et des retournés au sud Kivu. Ces personnes trouvaient les villages totalement détruits et peu d'entre eux n'ont pas eu les moyens pour reconstituer leurs vies. Selon une évaluation de PAM et FAO (octobre 2006) des déplacés souffraient de l'insécurité alimentaire (60 % des malnutris et des Kwashiorkorés) à cause de l'insuffisance d'approvisionnement en intrants agricoles et vétérinaires de base ; plusieurs centres nutritionnels ont été créés au sein des zones des santé pour la prise en charge des vulnérables.</p>

<p>Qui sont vos principaux partenaires pour le programme de SA ? Quel est le but principal de cette collaboration ? (par ex. Échange, exécution conjointe du programme, information, formation, financement d'actions particulières,...)</p>	<p>Organisations internationales (<i>les nommer et qualifier la relation</i>):</p> <ul style="list-style-type: none"> - ONG's internationaux : ICCO Pays bas : appui financier, formations, etc. - Agriterra / Pays bas : Appui en renforcement institutionnel - OXFAM-Solidarité Belgique appui en transformations et commercialisation des produits agricoles. - IFDC/Catalist appui en formations. - PAM : Exécution conjointe de distribution des vivres pour la protection des semences en programme RESKI, saison culturelle A de 2009 – 2010 - FAO : appui en formations, outils et intrants <p>Acteurs gouvernementaux (<i>les nommer et qualifier la relation</i>):</p> <ul style="list-style-type: none"> - INERA (Institut National d'Etudes et des Recherches Agronomiques) pour des échanges et des formations ; - ISDR (Institut Supérieur de Développement Rural) ; UCB (Université Catholique de Bukavu) ; Division Provinciale de l'Agriculture, Elevage et Pêche; SENASEM (Service National de Semences) ; <p>Réseaux locaux (<i>les nommer et qualifier la relation</i>):</p> <ul style="list-style-type: none"> - FOPAC Sud-Kivu (Fédération des organisations des producteurs agricoles du Sud-Kivu) - P.V.A. / Sud-Kivu (Plate forme de Vulgarisation Agricole du Sud-Kivu : pour des échanges. - CRONGD (Conseil Régional des Organisations non gouvernementales) mise en relations avec les partenaires, recherche des fonds ...
<p>relations avec ICCO</p>	



Depuis quand votre organisation est partenaire de l'ICCO?	Depuis 1994
Pouvez-vous indiquer quels sont les éléments de la stratégie d'ICCO qui vous ont influencé dans vos programmes et vos opérations?	<p><i>Si vous n'êtes pas au courant de la stratégie, mentionnez-le svp.</i></p> <ul style="list-style-type: none">- Renforcement des capacités des bénéficiaires dans le domaine de développement institutionnel et organisationnel à travers Synergie / pays bas (2002 et 2004) qui ont transformé l'organisation CIM BUSHI comme organisation d'appui en organisation paysanne.- Reconnaissance du rôle de chacun, ICCO et CIM BUSHI comme partenaires ayant besoin de l'autre ; partenariat d'interdépendance (responsabilité, respect et confiance...)
Quelle est la procédure et le processus d'acceptation de vos propositions de programme par ICCO? Comment	Les programmes sont conçus, envoyé à ICCO qui l'analyse, dégage leurs éléments pertinents qui vont servir d'un cadre d'échange pour une meilleure compréhension ; ces éléments pertinent vont faire partie des clauses au contrat.

<p>appréciez-vous cela?</p>	<p>Cette procédure est bonne du fait que elle favorise l'échange et développe le sens de la responsabilité des partenaires</p>
<p>Est-ce que ICCO a utilisé un scan organisationnel pour votre organisation ? Quand ?</p> <p>Dans quelle mesure cet exercice est pertinent pour votre organisation?</p> <p>Dans quelle mesure ce processus a pris en charge</p>	<p>Oui, en 2007</p> <p>Ce Scan a permis d'identifier à 90 % les forces à conserver et les faiblesses à corriger, les opportunités qui existent, menaces et risques qu'il y a pour que les membres s'approprient de leur organisation.</p> <p>les recommandations à 80 % sur divers points d'études en ce qui concerne l'encrage social, planification – stratégies – programme, la gouvernance- leadership- démocratie, la gestion des ressources, le genre, suivi et la communication interne et externe ont été tenu en compte et inclus dans les 100 % des ré- planifications rendant le CIM BUSHI comme une vraie organisation paysanne des membres, tendant vers une professionnalisation.</p>



<p>les priorités de votre organisation?</p>	
<p>Dans quelle mesure ICCO vous a stimulé / vous a soutenu dans le développement de la coopération et la synergie avec d'autres acteurs (dans la sécurité alimentaire)</p>	<p>Les stratégies appliqués par ICCO ont stimulé le CIM BUSHI :</p> <ul style="list-style-type: none">○ A travers 90 % des activités sur les renforcements des capacités ;<ul style="list-style-type: none">- Formations des formateurs, techniciens, leaders paysans tiennent compte- Visites et échanges auprès d'autres partenaires du domaine- Coalition à travers des plates formes comme la FOPAC- Atelier d'harmonisation des vues et d'approches des différents intervenants des domaines et avec les services de tutelles de l'Etat○ A travers le lobbying et plaidoyer ; Négociation concerté avec d'autres partenaires du réseau pour accéder aux appuis (moyen financier, intrants) d'un partenaire potentiel
<p>Quelles sont les mesures de suivi et évaluation des programmes ICCO?</p>	<p>Avec les programmes régionaux, ICCO est en train d'appliquer un suivi de proximité (descente sur terrain, interview des bénéficiaires,) rapports périodiques, des audits interne et externe basé sue le PSE qui fait que les partenaires sont vivement stimulés dans les réalisations et atteintes des objectifs, contrairement aux programmes passés qui demandait un temps assez long pour une évaluation par un expert</p>

L'évaluation de la contribution d'ICCO	
<p>Quel est / sont les rôles les plus importants que ICCO joue dans votre pays et pourquoi? Êtes-vous d'accord avec leur choix? Pourquoi (pas)? Quel rôle avez-vous apprécié le plus et pourquoi? Quel rôle devrait être plus élaboré, pourquoi et comment?</p>	<p><i>Ces rôles peuvent être: le développement financier et des capacités des partenaires, mediateur entre le public, le privé et la société civile dans le Sud et entre le Nord et le Sud; participation au lobbying et au financement des alliés pour le lobbying et la communication.</i></p> <ul style="list-style-type: none"> - Appui financier et institutionnel, par les appuis des projets ; accompagnement technique, formations, suivi et évaluations d'activités - Au biais des partenaires de la société civile, Accompagne les actions de paix et démocratie par la formation des observateurs indépendants aux élections démocratique ;
La formulation du programme	
<p>Comment pouvez-vous identifier les zones et parties prenantes pour les projets de sécurité alimentaire?</p>	<p>En rapport avec les besoins ressenties par les membres qui, suivant le contexte du moment (besoins, difficultés, accessibilité) dégagent les stratégies pour arriver à trouver solutions aux problèmes et besoins ressenties. Dans la plupart des cas le CIM BUSHI s'est souvent intéressé à ses membres, petits producteurs en rapport avec sa mission de promotion. Cependant avec les réalités (retour des déplacés , ménages d'accueil...) passées, le CIM BUSHI s'est rapproché auprès des autres partenaires de son rayons d'actions et ses environs par des assistance auprès des groupes vulnérables suivant les critères de vulnérabilité déterminés en rapport avec le programme RESKI 2009-2010.</p>
<p>Comment pouvez-vous identifier et impliquer les acteurs locaux (représentant le groupe cible) dans la conception des programmes</p>	<p>Les représentants des groupes cibles sont les personnes de références, de fois identifiés dans les rencontres de contact avec la base lors des identifications des besoins. Le CIM BUSHI dans cette partie priorise la voie participative pour une appropriation des actions par la base. Des protocoles permettent de dégager les parts des responsabilités lors d'élaboration et conception des projets pour plus d'appropriation par ces derniers</p>



opérationnels?					
Comment garantisiez-vous la participation de ces intervenants (représentants du groupe cible) dans l'élaboration du programme de SA ?	<ul style="list-style-type: none"> - 90 % des programmes sont élaborés à partir des problèmes de la base (à part les urgences où l'on tiens compte des normes sphères) où l'approche participative est d'application. Les protocoles sont harmonisés par les différentes parties prenantes puis signés, ce qui permet de responsabiliser chaque partie dans la réalisation et l'atteinte des objectifs du Projet/ programme. - 100 % des programmes sont les réponses aux problèmes de la base ; répertoriés, priorisés, les CDV (Comités de Développement des Villages) participent dans toutes les étapes avec les leaders et chefs des villages, jusque à la réalisation des activités - Le genre est un aspect qui est tenue en compte à 90 % dans la constitution des comités, l'exécution des travaux, les appuis, les autos évaluations d'autant plus que 80 % d'agriculteurs sont des femmes. 				
Amélioration de la disponibilité alimentaire au niveau des ménages					
Pouvez-vous indiquer vos résultats principaux dans le domaine de la sécurité alimentaire pour la période 2007-2010?	Disponibilité alimentaire	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output 16 290 tonnes/ haricot	Outcome 8 385 ménages	Outreach 10 075 ménages
		2008	25 790,75 tonne/ manioc	3 425 ménages	5 740 ménages
		2009		8 305 ménages	ménagés

		2010	1 157,70 tonnes / haricot	2 156 ménages	10 155 ménages
			301,84 tonnes / haricot		12 401 ménages
	Accès à l'alimentation	S'il vous plaît spécifier le output, le outcome et les outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output 16 290 tonnes/ haricot	Outcome 8 385 ménages	Outreach 10 075 ménages
		2008	25 790,75 tonne/ manioc	3 425 ménages	5 740 ménages
		2009		8 305 ménages	
		2010	1 157,70 tonnes / haricot	2 156 ménages	10 155 ménages
			301,84 tonnes / haricot		12 401 ménages
	Utilisation de l'alimentation	S'il vous plaît spécifier le output, le outcome et le outreach (nombre de personnes à atteindre) réalisés.			
		2007	Output 16 290 tonnes/ haricot	Outcome 8 385 ménages	Outreach 10 075 ménages
		2008	25 790,75 tonne/ manioc	3 425 ménages	5 740 ménages
		2009		8 305 ménages	



		2010	1 157,70 tonnes / haricot 301,14 tonnes consommé 0,79 tonnes banque semences	2 116 ménages et 40 ménages des 4 sites (banque des semences)	10 155 ménages 11 049 ménages
Amélioration de la disponibilité alimentaire au niveau des ménages					
<p>Pouvez-vous décrire un cas⁴⁵ expliquant les résultats escomptés qui ont été atteints au niveau de la disponibilité de la nourriture? Quels ont été les éléments clés du succès?</p> <p>Comment la durabilité⁴⁶ des résultats a été garantie?</p>	<p>124 ménages sur les 400 bénéficiaires vulnérables ont été enquêtés au niveau des sites RESKI du CIM BUSHI de Kasika et Kirungutwe et 80 % ont témoigné qu'ils ont fait le remboursement, ils ont constitué une réserve comme semence (15 kg de haricot) et prennent au moins 2 repas par jour (rapport des remboursements, témoignages, enquête ménage)</p> <ul style="list-style-type: none"> - Champs communautaire dans la production des semences ; ce qui garantit l'accès aux semences sélectionnées - Structuration des groupes des producteurs agri et élevage - Suivi des vulgarisateurs, formations 				

⁴⁵ Un cas réfère à un processus ou un set d'activités d'un ou plusieurs partenaires, et à une éventuelle interaction avec d'autres parties prenantes. Le cas doit être représentatif pour l'approche ou les résultats du partenaire. Ceci peut également être un cas qui vous a appris beaucoup en termes de bonnes pratiques ou de défis persistants.

⁴⁶ Un aspect important est la durabilité de ces changements, déterminée par des aspects individuels (attitudinal, capacité de gestion, ...) et institutionnelles (le fonctionnement de marchés d'alimentation locaux, systèmes pour la distribution d'input, l'accès à la terre etc.) et par des marchés externes et de facteurs climatologiques. Est-ce que les changements peuvent être durables et pourquoi (pas) ? Les questions suivantes sont importantes : (i) est-ce que la préparation en cas de désastres et la résistance aux chocs est améliorée (la capacité de gérer les effets, la capacité de gérer les chocs) ; (ii) la mesure dans laquelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une incitative pour augmenter la production d'alimentation ; (iii) si les organisations de société civile sont devenues plus autonomes et localement intégrées ; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futurs négatifs sur les ressources naturelles et le droit à la sécurité alimentaire de tous et toutes ; (v) si les systèmes locaux pour la distribution d'inputs et pour l'accès à l'information sont renforcés ; (vi) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurelle.

<p>Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure?</p> <p>Comment avez-vous contribué à ces résultats? Quels étaient les défis dans l'atteinte des résultats?</p>	<ul style="list-style-type: none"> - Du point de vue institutionnel, les groupes structurés ont mis en place des textes réglementant les membres, les calendriers des travaux communautaires, constitution des banques des semences et le moment d'écoulement (période de soudure où les prix vont à la hausse), la protection des semences à travers la distribution des vivres au moment de pointe en septembre – octobre et novembre permettent aux bénéficiaires même les plus vulnérables de ne pas consommer les produits des champs, jusqu'aux remboursements et la constitution des stocks. - 80 % de la population rurale ciblée est agricultrice disposant d'espaces des cultures bien que la moyenne des possessions est inférieure à 1 ha, les techniques d'intensifications sont vulgarisées pour plus des productions sur les mêmes surfaces. <p>jusqu'à là les remboursements des productions (65 %) ont servi à atteindre les autres groupes cibles suivant critères d'éligibilités ; ce qu'on peut admettre que les groupes spécifiques ont été atteints à part les quelques ménages qui ne pouvaient rembourser suite aux multiples difficultés d'ordre sociale ou écologique durant la saison culturale B 2009.</p> <p>Les appuis en intrants, les formations, les structurations, le suivi de proximité par les vulgarisateurs des sites ont permis d'attendre les vulnérables et qu'avec les productions arrivent entre 2 et 3 repas par jour sans oublier les remboursements à travers les groupes pour une seconde réaffectation.</p>
<p>Amélioration de l'accès à la nourriture pour les ménages et personnes vulnérables</p>	
<p>Pouvez-vous décrire un cas 2 expliquant comment les résultats escomptés ont été atteints au niveau de la disponibilité de la</p>	<p>Actuelles 4 banques de semences (site de Bushumba, Kaniola, Nyamarhege et Mulamba) fonctionnent avec 740 kg de produits haricot après redistribution, les textes régissent les membres ; qui témoigne d'une stabilité et la durabilité de l'action et en rapport avec le manioc, 1 champs communautaire(site de Kirungutwe) pour 56 ménages, garantit 4 fois, l'accès aux semences pour les superficies des bénéficiaires.</p>



<p>nourriture? Quels ont été les éléments clés du succès? Comment la durabilité 3 des résultats ont été garantie? Les groupes vulnérables spécifiques ont été atteint et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis dans l'atteinte des résultats?</p>	<p>Les appuis en intrants, les formations, les structurations , les suivi de proximités par les vulgarisateurs des sites ont permis d'attendre les vulnérables ;Mai sil est à noter que c'était une représentativité dans les sites cibles , où un petit nombre par village fut touché par le projet, soit 15% de population dans une localité ; cela était en fonction du coût de programme.</p>
<p>Amélioration de l'accès à la nourriture pour les ménages et personnes vulnérables</p>	
<p>Pouvez-vous décrire un cas expliquant comment les résultats escomptés ont été atteints au niveau de l'accès à la nourriture? Quels ont été les éléments clés du succès? Comment la</p>	<p>Des séances sur le renforcement des capacités, les analyse et les auto évaluations des activités pour une reprogrammation futures par les membres sont des actions pour la pérennisation les actions entreprises. Les journées champêtres sont organisées pour que le groupes restent solidaire dans les nouvelles pratiques qui sont par exemple les restitutions des géniteurs lors des remboursements au lieu des jeunes sevrées pour que le processus de remboursement soit accéléré. Quant à l'accès aux crédits, on accorde au moins 20 kg de produit car le niveau des contributions ne peut dépasser actuellement ce 20 Kg par individu. un certain pourcentage (jusqu'à 25 %) lors des</p>

<p>durabilité⁴⁷ des résultats a été garantie? Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis?</p>	<p>remboursement est prévues pour divers services de la banque.</p>
<p>Amélioration (bonne) utilisation de la nourriture par les ménages et personnes vulnérables</p>	
<p>Pouvez-vous décrire un cas expliquant comment les résultats escomptés ont été atteints au niveau de l'utilisation des aliments? Quels ont été les éléments</p>	<p>Selon les statistiques actuelles 124 ménages sur les 400 bénéficiaires vulnérables ont été enquêté au niveau des sites RESKI du CIM BUSHI de kasika et Kirungutwe. Un ménage agricole en moyenne 5 personnes se nourrissent 2 fois par jours et, une quantité est vendue pour les besoins de première nécessité et une troisième partie est gardée dans la banque de semence. Les ménages consomment des produits variés ; légumes, légumineuses, céréales qui permettent la reconstitution de l'équilibre des vulnérables. Les formations dans la production et conduite des cultures</p>

⁴⁷ Un aspect important est la stabilité et la durabilité de ces changements, et la raison pour la quelle ces changements sont (ou ne sont pas) durable. Les questions suivantes sont importantes : (i) est-ce que la préparation en cas de désastres et la résistance aux chocs liée à la production ou la procuration de l'alimentation de marché locaux est améliorée ? (moins de vulnérabilité, la capacité de gérer les effets, la capacité de gérer les chocs) ; (ii) la mesure dans la quelle les ménages ont changé leur attitude d'une perspective d'aide à une participation structurelle et une initiative pour augmenter la production d'alimentation ; (iii) si les agriculteurs s'organisent plus souvent dans des organisations de société civile et si elles sont devenues plus autonomes et localement intégrées ; (iv) si les stratégies, interventions et systèmes présentés n'ont pas d'effets futures négatifs sur les ressources naturelles et sur l'assurance d'accès locale à l'alimentation ; (v) si les systèmes locaux pour la distributions d'inputs et pour l'accès à l'information sont renforcés ; (vi) si l'accès aux crédits, la terre et l'eau sont améliorés de façon structurel (pour les femmes inclus).



clés de succès? Comment la durabilité⁴⁸ des résultats ont été garantie? Les groupes vulnérables spécifiques ont été atteints et dans quelle mesure? Comment avez-vous contribué à ces résultats? Quels étaient les défis?

ont permis aux vulnérables bénéficiaires de produire pour la consommation et les marchés locaux. Les services étatiques, division de l'agriculture à travers IPAPPEL UNICEF, SENASEM,... sont associés pour harmoniser les approches, les conseils sur les techniques, les marchés d'intrants de qualités ...

⁴⁸ La durabilité de ces changements dépend de la fréquence de la maladie. En dehors de la résistance aux chocs et de préparation à l'apparition de la maladie, la lutte contre les taboos, la mesure dans la quelle des groupes spécifiques comme les femmes âgées, TBA's et les guérisseurs locaux ont été inclus dans la sensibilisation et la mesure dans la quelle les relations intraménagères et l'attitude vis-à-vis la santé et l'hygiène ont été influencée, déterminera d'une façon importante la durabilité des efforts, l'institutionnalisation, la santé, le coaching et le counseling nutritionnel sera également important, comme la durabilité de l'accès à l'eau et des systèmes de santé décentralisés. A un niveau plus haut que celui du ménage, il est particulièrement important d'arriver à une meilleure coordination entre des secteurs publics décentralisés pour cibler des efforts pour améliorer le status nutritionnel.





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