

NOTE

SUBJECT:	Mangement response Mid-term evaluation of the 11.11.11 'approach on alternatives' program 2017-2021		
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RECOMMENDATION 1 on EQ1 > Relevance	<p><u>1. Look for a new common thread to strengthen the programme's overarching narrative.</u> While the narrative on 'alternatives' is a good fit for the work of the partners in Asia and the Andes on environmental and socio-economic justice, it does not work very well as a common denominator or guiding principle for the entire programme with its three axes. We suggest the role of civil society or global citizenship as a possible common thread that goes to the core business of T11's work: strengthening civil society in function of social justice and (international) solidarity.</p> <p><u>2. Assess the balance between bonding, bridging and linking in the partner selection.</u> As T11 applies a rather hands-off approach (especially in Asia and Latin America), the selection of the partners is of key importance for the program. The evaluators find that this selection process can be further improved by assessing the balance between the partners' capacities for bonding, bridging and linking as we now find that bonding might be a weak point.</p> <p><u>3. Assure a closer integration of the programme's thematic axes</u> The evaluators believe that the increasingly complex global context requires a closer integration of the thematic axes (environmental justice, socio-economic justice, human rights and democracy) to face the challenges the programme aims to address.</p>
MANAGEMENT RESPONSE	<p>Related to recommendation 1 > We generally share recommendation 1. We see the importance of giving 'strengthening civil society' an important place in our narrative, but this common thread also has its limits. It is also important to certainly include the term "justice". We should not let go to easy the term "alternatives" neither. Using the term 'alternatives' was and is valuable (also in Africa). We are not in favor of a narrative that puts forward one alternative or ideology, but rather a narrative of enabling debate and critical dynamic between many alternatives.</p> <p>Related to recommendation 2 > The International department is of the opinion that the partners themselves are already very strong in bonding, bridging and linking. However, it is worth considering whether bonding / bridging / linking should be included more in our selection process of partnerships. It is worthwhile to see whether this approach could be used in general at 11.11.11 level. 11.11.11 as a network organization could benefit from this approach. It is important to take into account that the context also has an important impact on how bonding / bridging or linking ... can be put into practice.</p> <p>Related to recommendation 3 > In practice, partners almost all start from a holistic point of view when working on specific thematic challenges. As stated in the evaluation, it has been important to formulate an RBA in the current program. In the current ToC structure that has been developed at country level, the holistic approach may be less apparent. A solution could be to choose a thematic starting point for the ToC and to make a clear link between our holistic point of view. More important here is that the holistic view versus thematic work is understood and can be discussed at home level.</p>
Action	

- 1.1 Use the outcome of the strategic trajectory (in which recommendation 1 is discussed) as a basis for a renewed narrative (this is an exercise that's already foreseen in the strategic trajectory).
- 1.2 Check whether the concepts of Bonding / Bridging / Linking (also at house level) can be included in MJP (Taskforce ToC + MJP includes this)
- 1.3 Present / explore option to let ToC depart at thematic level starting from 11.11.11 holistic view on global challenges at home level. To integrate transversal RBA and intersectional approach. (Taskforce ToC to be submitted to management).
- 1.4. Developing a learning trajectory on holistic approach and thematic practice, best at home level... certainly with regard to international activities (Taskforce ToC to be submitted to management).

<p>RECOMMENDATION 2 on EQ 2 > Effectiveness</p>	<p><u>4. Rethink and reformulate the programme's ambitions to work on gender</u> The integration of 'gender' in the programme requires a more active formulation, i.e. as something that needs to be worked on, rather than something that needs to be acknowledged. The evaluators identify this as a sore point of the programme that needs to be carefully reassessed in the future. We suggest several options for reformulation that can be considered: including gender justice as one of the pillars, including an intersectional approach or including a principle of non-discrimination.</p>
	<p><u>5. Elaborate more proactive strategies to confront increasingly volatile contexts</u> The evaluators identify three elements that thwart the programme's policy and advocacy strategies: (i) the fragmentation and complex composition of civil society, (ii) shrinking civic space that can be claimed by citizens to promote environmental and socio-economic justice and human rights and (iii) a lack of public support. We highlight different good practices that can be further capitalised on in light of the next programme to counter these risks.</p>
	<p><u>6. Invest more in supporting institutional sustainability of the partners</u> Strengthening the organisational and institutional capacity of the partners is a core element on which T11 can further enhance its added value as a flexible donor that provides budget support, a mediator and facilitator of networks and synergies, and an advocate of equal partnership (cfr. 1.3).</p>

MANAGEMENT RESPONSE	<p>Related to recommendation 4 > We recognize these challenges related to our approach on gender. We think the evaluators' proposal to include gender justice in an intersectional approach is an interesting proposal for the next MYP. Also important to include this challenge at home level. An important element here too is how we deal with learning. We can learn a lot from how partners deal with gender justice in practice. Important to create space for that. That is why we also look forward to start a learning trajectory on intersectional approach (gender included).</p> <p>Related to recommendation 5 > We share this recommendation. Indeed, the elements introduced have an impact on the political roles that we are supposed to play. We will include these elements in the analysis for preparation of the ToC and MYP and in the risk analyzes that are drawn up within the MYP. There are of course no perfect solutions here... We find that in addition to a strong risk analysis... stimulation cooperation between civil society and protection of activists have been important aspects in the current program that already provided some answers to some of those challenges.</p> <p>Related to recommendation 6 > We are very pleased to note that the budget support approach is experienced as very important in working on structural strengthening of civil society. Taking up a role of facilitator and mediator within a network logic is a practice that is already strongly present in our operations. We do acknowledge the importance of further investing in these approaches.</p>
Action	
1.1 Include / link gender justice with intersectional approach in a subsequent program at home level. (Taskforce ToC + MJP).	
1.2 Consider to launch learning trajectory on intersectional approach (Taskforce ToC + MJP)	
1.3 Include volatility as an important factor in our (risk) analysis in the program (taking into account the recommendations formulated in this evaluation), so that strategies in ToC and program take it into account volatility. (Taskforce ToC + MJP).	
1.4 Include equal partnership more explicitly in our program + include partners in the setting up of joint learning strategies (Taskforce ToC + MJP).	
1.5. Taking up budget support and facilitating / mediator role as import pillars in our approach to contribute to the institutional strengthening of civil society. (Taskforce ToC + MJP).	

RECOMMENDATION 3 on EQ3 > Efficiency	<p><u>7. Reaffirm T11's added value as broker, facilitator and mediator</u> The evaluators encourage T11 to continue to play its role as a broker, facilitator and mediator of the work of its partners in the South by providing (institutional) budget support and stimulating synergies and collaborations that strengthen civil society. We hereby believe that T11 can proactively take up an exemplary role in debates on equal partnership within the Flemish sector of development cooperation.</p>
	<p><u>8. Identify joint learning trajectories to enrich T11's added value</u> In order to enhance T11's added value to the intervention strategies of the partners, the evaluators recommend a thorough reflection process to reassess how T11's role as broker, facilitator and mediator of the work of the partners can be further enriched. From this reflection process, different thematic and/or methodological learning trajectories could be identified for systematic integration into the next programme. We identify preliminary trajectories on the basis of the interviews with the partners.</p>
	<p><u>9. Redesign the M&E system in function of T11's organisational needs</u> The evaluators find that the M&E system should in the first place be a learning instrument for T11, and not so much for the partners. This means that, preferably, T11 and the partners have separate M&E systems according to their organisational needs and that each organisation bears the responsibility of providing input for its own M&E system. In other words, T11's M&E system should demand as little as possible extra input from the partners. We make several concrete suggestions for improvement of the current M&E system.</p>

MANAGEMENT RESPONSE	<p>Related to recommendation 7 > We are pleased to note that the partners see added value in playing our role as facilitator, broker and mediator. It is also important to note that the evaluators see progress on the issue equal partnerships and has a role to play in the sector. Because the evaluators mention that the budget support approach is a good way to try to give the financial (power) position a place that makes more equality possible, we will further invest in this approach. Taking up these roles also requires the presence of enough employees who have the right skills. It therefore seems important to us to continue to invest in this domain in the future.</p> <p>Related to recommendation 8 > We follow this recommendation. These roles should certainly also be viewed with partners themselves and can be a subject for dialogue in preparation for the next program. With regard to these roles, concrete learning trajectory ideas are on the table with regard to institutional strengthening, political operation, campaign and movement. An important condition for this is also that we include learning as an important component / culture at the house level.</p> <p>Related to recommendation 9 > Agree with this statement. The suggestions will be reviewed and implemented to the maximum. We also include this recommendation as an important condition on which our methodology must comply with. In practice, we already took some steps towards simplification and less burden for partners (no reporting obligation for partners, no format obligation,...). In addition, we also think it is important to simplify the current methodology and to focus on clearer indicators and what information employees need to have in order to monitor the work.</p>
Action	
1.1 Continue to play our role (both in the organization and on sectoral level) in the debate on equal partnership through collaboration with NGO federation (Workgroup on equal partnership with ngo fed and taskforce ToC - MYP).	
1.2 Include network roles of 11.11.11 (broker / facilitator / mediator) in the ToC - MJP format (Taskforce ToC + MJP)	
1.3 Broker / Facilitator / Mediator role to be taken as theme to be discussed with partners in preparation for next program (Taskforce ToC + MJP)	
1.4. Include learning organization and learning trajectories in approach next MJP (Taskforce ToC + MJP)	
1.5. Include the following criteria for our MEL : MEL supports the organizational needs of 11.11.11 and not those of the partner (Taskforce ToC + MJP)	
RECOMMENDATION 4 on EQ 4 > Learning	<p><u>10. Develop a learning strategy on the level of the department</u> Maximising the extent to which the different regional branches can learn from each other requires a clear learning strategy on the level of the department. Such a strategy should integrate objectives on the level of T11 (i.e. exchange between T11 staff) as well as on the level of the partners (between T11 and partners and among partners).</p>
	<p><u>11. Integrate joint learning trajectories in the programme's PME</u> Inter- and intra-regional learning should be integrated in advance into the programme planning and followed-up through the M&E system. The evaluators recommend structurally integrating objectives and strategies regarding learning into the programme through the identification of joint learning trajectories that can be either thematic or methodological.</p>

MANAGEMENT RESPONSE	<p>Related to recommendation 10 > Within the South department there is indeed a need for a more clearly elaborated strategy on learning. The "onzology" approach was a good start, but now needs to be further elaborated and used in practice. An important lesson from the corona period is that we need to invest much more in digital possibilities in our learning trajectories. We can also involve partners much more digitally than we did in the past.</p> <p>Related to recommendation 11 > We agree with this recommendation and take it to the next MJP.</p>
Action	
1.1 Concept of 'learning organization' to integrate in next MYP including development of concrete learning trajectories and learning objectives. (Taskforce ToC + MJP)	
RECOMMENDATION 5 on EQ 5 > North South Linkages	<p><u>12. Clarify the place of the South programme within T11's mission and vision</u> The evaluators find that it is timely for T11 to rework its organisational mission and vision in order to come to a joint strategy that is supported by all departments (cfr. strategic exercise). In the mark of this exercise, the place of the South programme within the bigger picture should be clarified. A big challenge here is to merge the two identities of T11: a radical system change approach in the South vs. a pluralistic umbrella organisation in the North. Such a joint strategy should be reflected in a ToC and M&E system at the organisational level.</p>
	<p><u>13. Dovetail the agendas of the policy department and the South department</u> The policy department and the South department should complement and reinforce each other on a more sustainable basis and in function of commonly defined objectives. Within T11's joint strategy, policy and advocacy agendas can be identified that are either North-driven, South-driven or situated on an overarching international level.</p>
	<p><u>14. Apply the potential for mutual exchange on movement-building strategies</u> The evaluators believe that, while acknowledging the fact that they operate in very different contexts, both T11 and the partners face similar challenges regarding movement-building and the mobilisation of support-bases, and that this generates opportunities for joint learning that are currently underexploited.</p>

MANAGEMENT RESPONSE	<p>Related to recommendation 12 > Mostly agree with this recommendation. We think that the process 11.11.11 takes around strategy can be an important lever here to achieve a better common understanding of vision and mission. We do not think that the gap between the Policy Department and the South department is that big. It seems more important to us now to develop a shared ToC and MYP elaborated together with various departments, based on the strategic choices. We fully support the recommendation to achieve an M&E and ToC at house level.</p> <p>Related to recommendation 13 > The drawing up of a ToC and MYP offers an opportunity for this. We also note that this is not a simple exercise and these topics will always be topics of discussion. 11.11.11 consists of many different stakeholders. Its members are ideological very diverse, partners are different and contexts are complex. Very important than ever to work together on the basis of an actor mapping.</p> <p>Related to recommendation 14 > The drawing up of a ToC and MYP offers an opportunity for this.</p>
Action	
1.1 Outcome of the strategic process to use as a basis to elaborate a joint exercise with the house on ToC and MYP (Taskforce ToC + MJP).	
1.2 ToC and MYP to elaborate together with policy dep and movement dep. (Taskforce ToC + MJP).	
RECOMMENDATION 6 on EQ 6 > Decolonial Perspectives	<p><u>15. Integrate an intersectional approach to power and inequality into the programme's thematic axes</u> The evaluators recommend the transversal integration of an intersectional approach into the programme design to dismantle how issues of power and inequality run across the different thematic axis and influence the work of the partners.</p>
	<p><u>16. Facilitate more collective spaces of dialogue and analysis with the partners</u> T11 can take up an exemplary role in debates on equal partnership within the sector. In first instance, this means prioritising listening over starting from assumptions on what the partners think. This can be done by facilitating more collective spaces to engage in an open dialogue on how international cooperation is designed and practiced and how a more transformative approach to international solidarity should look like.</p>
	<p><u>17. Apply more proactive diversity policies in human resource management</u> T11 should assure more diversity within its staff and this process should go hand in hand with the diversification of the movement. As for the staff of the RO, we recommend on the long term to replace expats by local staff. An assessment of the diversity policy of the partner organisations can be integrated in the criteria for partner selection.</p>

MANAGEMENT RESPONSE	<p>Related to recommendation 15 > We agree that integrating an intersectional approach should be considered. It fits well with how we analyze power and the RBA.</p> <p>Related to recommendation 16 > Agree with this recommendation and it's an encouragement to further take up our role of equal partnership with ngo federation. Also here, facilitating exchange and creating space is only possible if enough employees with appropriate capacities are present in the organization. It is very important to consider with partners how they see next steps and what are suitable "spaces" for them to engage in debate. The internal power balance must also be considered. Who decides within 11.11.11 and is that conform our standards and our position on decolonization ?</p> <p>Related to recommendation 17 > This is a recommendation that is certainly also addressed to 11.11.11 as an organization. We note there that decolonization and diversification are important themes within the strategic exercise. So they will certainly be themes where 11.11.11 will have to formulate a clearer policy linked with concrete progress markers in the next MYP. Considerable steps have already been taken with regard to the replacement of expats by local staff in the 11.11.11 offices abroad. Next year, only 2 expats will remain in operation, 1 of which will be the office coordinator.</p>
Action	
1.1 Organize training on the intersectional approach and consider including the intersectional approach in ToC and MJP (Taskforce ToC + MJP)	
1.2 Equal partnership to be included as an important condition when selecting partners. Chapter in the ToC and/or MYP on equal partnerships, taking into account the above remarks. (Taskforce ToC + MJP).	
1.3 Use the Power Awareness tool as a basis for debate on internal power balance (Taskforce ToC + MJP).	