Mid-term evaluation of the 11.11.11 'approach on alternatives' program 2017-2021

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Executive summary

EQ 1: Relevance

1.   Look for a new common thread to strengthen the programme's overarching narrative

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[1] 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.

2.   Assess the balance between bonding, bridging and linking in the partner selection

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 programme. 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.

3.   Assure a closer integration of the programme's thematic axes

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.

EQ 2: Effectiveness

4.   Rethink and reformulate the programme's ambitions to work on gender

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.

5.   Elaborate more proactive strategies to confront increasingly volatile contexts

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.

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[1] With global citizenship, we refer to a notion of citizenship that goes beyond political and geographical borders and stresses interconnectedness and interdependency in a highly globalised world.

6. Invest more in supporting institutional sustainability of the partners

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).

EQ 3: Efficiency

7. Reaffirm T11's added value as broker, facilitator and mediator

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.

8. Identify joint learning trajectories to enrich T11's added value

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.

9. Redesign the M&E system in function of T11's organisational needs

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.

EQ 4: Learning

10. Develop a learning strategy on the level of the department

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).

11. Integrate joint learning trajectories in the programme's PME

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.

EQ 5: North-South linkages

12. Clarify the place of the South programme within T11's mission and vision

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.

13. Dovetail the agendas of the policy department and the South department

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.

14. Apply the potential for mutual exchange on movement-building strategies

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.

EQ 6: Decolonial perspectives

15. Integrate an intersectional approach to power and inequality into the programme's thematic axes

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.

16. Facilitate more collective spaces of dialogue and analysis with the partners

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.

17. Apply more proactive diversity policies in human resource management

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.

Introduction: International solidarity as antidote to a global crisis

The present study encompasses the mid-term evaluation (MTE) of the 11.11.11 (hereafter T11) 'approach on alternatives program' (2017-2021). There are two main reasons why T11 is a particular player in the landscape of Belgian development NGOs. The first relates to its organisational nature, the second to its vision and mission. Firstly, T11 has a double identity as an umbrella organisation for the development sector on the one hand, and a development NGO that works with partners in the global South on the other. As an umbrella, T11 represents more than 70 Flemish NGOs, unions and movements that work on international solidarity with the global South and share the struggle for a fair world without poverty and inequality as a common goal. T11 supports and reinforces the work of its member organisations through advocacy, lobbying and campaigning in Belgium. Their professional team is supported by a movement of more than 20.000 volunteers that take to the streets during the yearly campaign in November and organise local activities. In addition to its identity as an umbrella, like many of its member organisations, T11 maintains a cooperation program with partner organisations in South America, Africa, Asia and the Middle East. This so-called South program is coordinated by the organisation's South department and receives financial support of the Directorate-General for Development Cooperation and Humanitarian Aid (DGD)[2] of the Belgian federal government on the basis of a five-yearly funding cycle.

The second element that distinguishes the identity of T11 is its analysis of global inequality as a systemic problem rooted in capitalism. As paraphrased in the baseline of the organisation (*'vecht tegen onrecht'*), the work of T11 can be best characterised as resistance against injustice, or as activism in favour of social justice. T11 hence aims to fight the system as well as provide alternatives for the dominant socio-economic model. This clear activist stance especially guides the work of the South department and is also the bottom-line of the 2017-2021 'approach on alternatives' program that the department unrolls together with dozens of partner organisations in the global South. As said, this report entails the MTE of this program based on an investigation of the work of T11 and its 20 partner organisations in respectively Peru (9) and the Philippines (11). The work of these partner organisations unfolds along the lines of three thematic axes: environmental and climate justice; social and economic justice; and human rights and democracy.

During the last decades, T11 has been a pioneer in putting environmental and climate justice high on the agenda. Through its early support of environmental and climate activism in the global South, the organisation has taken a progressive stance in a debate of which the urgency and relevance has skyrocketed in the past few years. The general awareness of the public around climate change came to a culmination point in 2019, when a new generation of climate activists worldwide claimed the streets on a regular basis under the international umbrella of the Youth for Climate movement. In that same year, bushfires of an unprecedented dimension destroyed immense parts of the Amazon rainforest in Brazil, Peru, Bolivia and Paraguay, and burned large parts of Indonesia and Australia - one of the world's richest countries - to ashes. Despite the growing awareness and increasingly visible effects of global warming, there is still a lack of effective measures and (international) political will to tackle the problem and make the shift to a more sustainable global economic system.

At the same time, the second decade of the 21st century was characterized by important setbacks in the promotion of human rights and democracy around the globe. The popularity of right-wing nationalist parties and the rise to power of ultra-conservative political leaders in both the North (e.g. Donald Trump, Viktor Orbán) and the South (e.g. Jaír Bolsonaro, Rodrigo Duterte) and their openly racist, misogynist, reactionary and climate sceptic stand points have given severe blows to the struggle for socio-economic and environmental justice worldwide. While indigenous and peasant communities' livelihoods come under increasing pressure, the space in which civil society members can claim their rights seems to be shrinking in

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[2] A list of abbreviations is included at the end of this report.

countries both in the North and the South. This changing and often increasingly hostile context for human and environmental rights challenges the work of organisations such as T11 and its partner organisations, and paradoxically at the same time proves its relevance.[3]

Shrinking civic space does however not necessarily deter citizens from claiming the streets and not only the young climate strikers did so in 2019. From the *Gilets jaunes* in Paris to the students in Hong Kong, citizens worldwide expressed their discontent and anger with political and economic elites. During the last months of the year, a wave of civilian protest and political upheaval fuelled by diverging motives also swept through Latin America. Through continuous mass demonstrations, millions expressed their discontent with a system that for years promised wealth to the middle-class but gave impoverishment in return. A new wave of gender activism - originated in the #NiUnaMenos and #MeToo movements - accompanied the protests and spread from Chile all over the globe.[4] In Ecuador, indigenous movements in particular were confronted with violent repression of the state forces as they took the lead in the resistance against the rising petroleum prices in October 2019.[5] Indeed, space to claim rights has shrunk most significantly for the ones in the margins who were already vulnerable. Their vulnerability is defined at the intersection of race, class and gender: in recent years, speaking out about injustice has become increasingly dangerous for (female) indigenous or afro descendant right defenders. This is not exclusively a Latin American phenomenon. According to Global Witness, the Philippines was the most dangerous country for environmental and land defenders in 2018, with 30 activists paying the struggle with their lives, most of them indigenous.[6]

Nevertheless, the time has never been so right to put these groups who are at the frontline of the defence of the rights of humans and nature centre-stage. Debates on the decolonisation of development cooperation and the rethinking of North-South relations have become ever more present and pressing.[7] Unequal power relations, structural under- and misrepresentation of certain groups on the basis of their gender, class or racial background, and questions on historical responsibility are particularly relevant when reflecting on the nature of international cooperation. In its quest for alternatives to the dominant world order, T11 has since long expressed its commitment to equity in its collaborations and is ready to fully engage with this debate. Rethinking the organisation's paradigm of international solidarity and adjusting it to the 21st century is therefore also on the agenda of the strategic exercise that is currently going on at the headquarters in Brussels, and which intends to result in an updated vision, mission and organisational approach. We hope that the findings expressed in this report can contribute to this strategic exercise.

At the time of writing, a global crisis is unfolding at an unprecedented speed. The covid-19 pandemic jeopardizes the global economic, political and social order as drastic measures are taken in countries all over the world to prevent a global humanitarian disaster. While the fragility and inaccessibility of health care form a direct threat to the livelihood of millions of people in the global South, lockdown policies and their socio-

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[3] See, for example: Thomas Vervisch and Tomas Van Acker, "De Inkrimpende Civiele Ruimte in Burundi: Perspectieven Op Het Belgische Beleid 2010-2019" (Universiteit Gent, 2020); Naomi Hossain, Nalini Khurana, and Shandana Mohmand, "What Does Closing Civic Space Mean for Development? A Literature Review and Proposed Conceptual Framework" (Brighton: Institute of Development Studies, 2018).

[4] For example, thousands of women around the globe copied the example of the Chilean collective *'Las Tesis'* by publicly performing *'Un violador en tu camino'* ('A rapist on your path'), a flash mob that denounces sexual violence "(248) Performance Colectivo Las Tesis 'Un Violador En Tu Camino' - YouTube," accessed March 31, 2020, https://www.youtube.com/watch?v=aB7r6hdo3W4.

[5] Eva Willems, "Het recht op demonstratie is nog erg fragiel in Latijns-Amerika," vrtnws.be, October 28, 2019, https://www.vrt.be/vrtnws/nl/2019/10/28/latijns-amerika-staat-in-brand/.

[6] Global Witness, "Enemies of the State? How Governments and Business Silence Land and Environmental Defenders.," July 2019, 16. In 2019, Colombia sadly broke this record with at least 106 activists - most of whom were environmental defenders - being murdered. Amnesty International, "Annual Report 2019," 2019, 36.

[7] See, for example: "Decolonising Development – What, How, by Whom and for Whom?," Global Development Institute Blog, November 20, 2018, http://blog.gdi.manchester.ac.uk/decolonising-development/; Silent Voices from the Field, "Manifesto: New Avenues for Collaborative Research," 2018, https://www.gicnetwork.be/silent-voices-manifesto/.

economic consequences expose and sharpen profound inequalities. The precise impact of this worldwide economic recession cannot be measured yet, but it will largely surpass that of the 2008 bank crisis.[8] The global crisis caused by the corona virus will moreover undoubtedly leave its mark on the dominant world order and its power relations. According to decolonial thinker Olivia Rutazibwa, the pandemic "puts a bomb under Western superiority" and might pave the way for so-called 'anticolonial' solidarity that puts the experiences and knowledge of the suppressed at the heart of the debate on development cooperation.[9] Jean Van Wetter, director of the Belgian development agency Enabel, announces the end of the North-South paradigm.[10] Historian Yuval Noah Harari sees two choices that will give shape to the alternative world order after coronavirus: the choice between totalitarian surveillance or citizen empowerment, and between nationalist isolation or global solidarity.[11] Indian novelist Arundhati Roy on her turn sees the pandemic as a portal to a new and more just world.[12] Indeed, the call for cooperation and alternatives - the running thread through T11's South programme - has rarely echoed as clearly as during the past few weeks.

This report firstly clarifies the research design and methodology applied for this mid-term evaluation exercise. Subsequently, it sheds light on the analytical framework in which the study is embedded. The most important approaches that informed this analytical framework are perspectives on post-development and the 'pluriverse' of alternatives, an analytical framework regarding bonding, bridging and linking of social capital, and debates on decolonisation (of development cooperation). It then presents the most important findings per evaluation question, as well as respective recommendations for future improvement of the programme.

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[8] The Guardian, "Today in Focus: How coronavirus infected the global economy," 2020, https://podcasts.apple.com/be/podcast/how-coronavirus-infected-the-global-economy/id1440133626?i=1000468742837&l=nl.
[9] Olivia Rutazibwa, "De coronapandemie legt een bom onder de westerse superioriteit," MO*, March 23, 2020, https://www.mo.be/de-ontwikkelaars/de-coronapandemie-legt-een-bom-onder-de-idee-van-westerse-superioriteit.
[10] Jean Van Wetter, "Eén land dat aan zijn lot wordt overgelaten, kan de hele wereld bedreigen," *MO*, 2020, https://www.mo.be/de-ontwikkelaars/n-land-dat-aan-zijn-lot-wordt-overgelatenkan-de-hele-wereld-bedreigen.
[11] Yuval Noah Harari, "The World after Coronavirus," March 20, 2020, https://www.ft.com/content/19d90308-6858-11ea-a3c9-1fe6fedcca75.
[12] Arundhati Roy, 'The Pandemic Is a Portal', April 3, 2020, https://www.ft.com/content/10d8f5e8-74eb-11ea-95fe-fcd274e920ca.

1   Research design and methodology

Collaborative approach

The present study was conducted by a team of four consultants affiliated to the Governance in Conflict (GiC) Network of the Department of Conflict and Development Studies at Ghent University. Mary Ann Manahan is a freelance consultant based in Manila who has been working with social movements and civil society actors in the Philippines for the past sixteen years. Dr. Deborah Delgado is a professor of sociology at the Pontificia Universidad Católica del Perú in Lima, and has a sound expertise on indigenous social movements, human and environmental rights, natural resources management, and climate change policies related to forests and development. The interviews with the partners of T11 in Manila and Lima were conducted by respectively Ms. Manahan and Dr. Delgado. Dr. Thomas Vervisch has fifteen years of experience in development cooperation in post-conflict and fragile countries. He has specific expertise in monitoring and evaluation and will serve as a quality advisor and co-researcher for this assignment. Dr. Eva Willems is the coordinator of this study and is specialized in post-conflict governance in Latin America, with a specific focus on the intersection of socio-economic rights and citizenship. In addition to six years of research experience in Peru, she builds on previous work experience in the Belgian development sector. As T11, the GiC network has a strong commitment to equity between its partners from the North and the South. In this spirit, the study is the fruit of a horizontal collaborative approach between the four team members, the partner organisations in Peru and the Philippines, and the involved staff of T11 in Brussels, Lima and Manila. We want to thank T11 and the partners for the fruitful collaboration and their constructive feedback throughout the process.

Evaluation framework

This study was conducted on the basis of an evaluation framework (see annex 1) which was elaborated on the basis of the evaluation questions (EQ) formulated in the Terms of Reference (ToR) for this project as formulated by T11 and a first quick scan of the documents provided for desk-study. The purpose of the evaluation framework is to allow systematic data collection and analysis; as well as structured reporting of findings and formulation of recommendations. The EQs comprise five main topics: (1) relevance of the programme, (2) effectiveness of the program, (3) efficiency of the program, (4) inter-regional learning, and (5) North-South linkages. A draft of the evaluation framework was discussed during the kick-off meeting of this project in Brussels on January 13th, 2020, after which the feedback of the T11 team was taken into account. The kick-off meeting was particularly fruitful in further clarifying the expectations of the team towards this MTE. For each EQ, the framework presents the information provided in the ToR and additional concerns raised during the kick-off meeting. On this basis, each EQ was translated by the team of evaluators into more concrete judgment criteria, points of attention and research questions. EQ 1 on relevance is elaborated more extensively on request of the team. During the kick-off meeting, it also became clear that T11 was particularly interested in engaging with the debate on decolonisation and how it relates to alternatives and international solidarity. Therefore, questions on decolonial perspectives were added under EQ 1 (1.5). As the answers to these questions resulted in reflections that are relevant to different aspects of the programme and the work of T11 in general, the findings from 1.5 are rendered under a separate section (EQ 6 on decolonial perspectives) in this report.

Data collection

The findings in this report are based on both interviews and desk-study. The evaluators conducted interviews (i) with T11 staff at the HQ in Brussels and the regional offices (RO) in Lima and Manila, (ii) with external stakeholders in Belgium (DGD, Broederlijk Delen, Board of Directors of T11) and (iii) with representatives of the partner organisations and other relevant stakeholders in Lima and Manila. The list of interviewees was discussed by the evaluators with the T11 staff during the aforementioned kick-off meeting at the HQ and meetings with the representatives of the RO in respectively Lima and Manila (include date). An exhaustive list of interviewees is included in annex 3. The interviews were semi-structured along the lines of the judgement criteria, evaluation questions and points of attention put forward in the evaluation framework. Audio recordings and notes were made during each conversation. In some cases, follow-up questions were asked by e-mail. To respect the privacy of the interviewees, no literal quotations are included in this report.
In addition to the interviews, the evaluators conducted an in-depth desk-study of documents (strategic plans, reports, agreements, etc.) provided to the evaluators by the T11 headquarter (HQ) in Brussels and the regional offices (RO) in Lima and Manila. An exhaustive list of the consulted documents is included in annex 2.

Workplan

The detailed timeline of this project can be found in the evaluation framework (annex 1). It is important to note here that the validation phase of the evaluation was hampered by the international travel regulations and lockdown measures taken by countries around the globe to prevent the spread of the covid-19 virus. In light of these measures, the work week of T11 and the sense-making workshop in which the entire team of evaluators as well as the staff of T11 would take part to discuss and validate the preliminary findings were cancelled. The sense-making workshop was replaced by an online validation tool in which 13 staff members of T11 participated. The cross-case analysis among the evaluators was conducted through skype meetings.

Scope of the evaluation

As formulated in the ToR, the purpose of this evaluation is "to evaluate the contribution of the program and strategy of the South Department to the promotion of alternatives (in the South), to assess the efficiency and effectiveness of the practices and tools used by the South Department for the promotion of alternatives (including monitoring system: tools and practices), and to formulate recommendations for adjustments of the South program, including the link with the North program, and the preparation of the next one (2022-2026)".[13] While the work of the partners in Peru and the Philippines served as case-studies, the main purpose of this evaluation is hence to formulate findings that relate to the entire programme. The report should therefore not be read as an in-depth evaluation of the Peru/Andes and Philippines/Asia programme. Moreover, it should at all times be taken into account that there are important intra-regional and inter-regional differences in the programme of which the complexity cannot be grasped through a case-study of two countries. In this respect, it should be noted that, due to budgetarily constraints, no case study from the Great Lakes region was included which limits the extent to which the findings from this report can be applied to the work of T11 in Congo, Burundi and the DRC. Nevertheless, to partly tackle this constraint, T11 staff of the Great Lakes team was involved in the different stages of the evaluation exercise. The

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[13] South Department 11.11.11, "Terms of Reference: Mid-Term Evaluation of the 11.11.11 Approach on Alternatives Program 2017-2021," 2019.

responsible for the Middle East program, which still finds itself in an exploratory phase, participated in the online validation of the preliminary findings.

2   Analytical framework

Post-development and the 'pluriverse' of alternatives

T11's 'approach on alternatives' starts from the premise that "the end of progress based on the Western paradigm is in sight" and that the "current neoliberal ideological framing is not able to find solutions to climate change, environmental challenges, the growing gap rich-poor and governance". Therefore, T11 is convinced that alternatives to the current system are needed.[14] In this spirit, the South programme has as its main goal to build partnerships with civil society organisations in Asia, Africa and Latin America that contribute to this debate on 'the pluriverse' of alternative perspectives and practices that question the dominant paradigm of development.

The premise of T11's South programme can be situated in long-standing critiques of the notion of development that are often framed under the denominator of post-development, and that are rooted in ecological, decolonial and feminist intellectual and activist currents. Influential thinkers in this field, such as Wolfgang Sachs and Jason Hickel, state that the era of development took shape directly after the colonial era, when President Harry Truman divided the world in 'developed' and 'underdeveloped' nations during his inaugural address - the first ever to be broadcasted live on television - in 1949.[15] Sachs identifies four central aspects of the idea of development: (i) the chrono-political belief in progress, (ii) the geopolitical dominance of 'developed' nations showing 'underdeveloped' countries which way to go, (iii) the measurement of socio-political development in terms of economic performance (GDP) and (iv) the preponderance of experts of governments, multinational banks and corporations.

The era of development was rather short-lived. By now, the optimistic promise of closing the gap between the rich and the poor by eventually letting everyone participate in industrial civilisation has dissolved as climate change and globalisation reveal the limits of growth and challenge established North-South relations. While the narrative of development started out with a promise of endless progress, it ended up with a story of survival.[16] The uncertainties caused by "cultural confusion and ecological crises" and the demise of the development idea create fear of the future. According to Sachs, three narratives can be identified that are used to respond to these fears: the narrative of the fortress (neo-nationalism), the narrative of globalism (the technocratic belief in free markets and smart technologies) and the narrative of solidarity (a cosmopolitan localism that puts human rights and ecological principles centre stage).[17] The mission of T11, and the spirit of its South programme, can be situated in this third narrative of solidarity, which holds empathy with both humans and nature as well as social transformation as core principles of its 'approach on alternatives'.

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[14] South Department 11.11.11.

[15] Ashish Kothari et al., eds., *Pluriverse: A Post-Development Dictionary* (New Delhi: Tulika Books, 2019); Jason Hickel, *The Divide: Global Inequality from Conquest to Free Markets* (London: Windmill Books, 2018).

[16] This deception is, according to post-development thinkers, clearly reflected in the 2015 UN Sustainable Development Goals (SDGs) which do not question the paradigm of economic growth and set minimum standards that cover human survival rather than dignity. Kothari et al., *Pluriverse*, xiii.

[17] Kothari et al., *Pluriverse*, xii a.f..

The role of civil society: Bonding, bridging and linking social capital

As an organisation, T11 aims to contribute to an "alternative development model based on social, economic, environmental and climate justice, human rights and democracy".[18] To this end, its main strategy is to support civil society organisations (CSOs). The assumption is that a vibrant civil society is a crucial factor and actor that can contribute to the desired change: there is a need for a 'solid countervailing power' that challenges the current model of development.

There are several possible theoretical frameworks to analyse the role of civil society. The analytical framework used here explains the role of civil society in terms of social capital: civil society can be considered as the set of social networks, relationships or organisations that connect citizens within a given community. In other words, civil society constitutes the social fabric or 'social glue' of a society. An advantage of this analytical framework is that it identifies three important and complementary roles for civil society, depending on which type of social capital is strengthened: bonding, bridging, or linking social capital.[19]

1. **Bonding social capital:** first, a CSO should be able to *connect* and *unify*; it must bring together and unite people who have common interests or goals. From this arises the legitimacy of the CSO, i.e. the fact that it relies on a sufficient support base and is a legitimate representative of its constituency.

2. **Bridging social capital:** second, a CSO should be able to *bridge*; in order to defend the interests of its constituency, it should be able to create a broader support base through alliance building with organisations that are quite unlike the own organisation, in order to bridge relations between different segments of society and across existing divides.

3. **Linking social capital:** third, a CSO should be able to *link*; based on sufficient bonding and bridging of social capital, the CSO is able to link-up with state and market institutions and defend the interests of the support bases that it represents.

Based on Vervisch, 2010
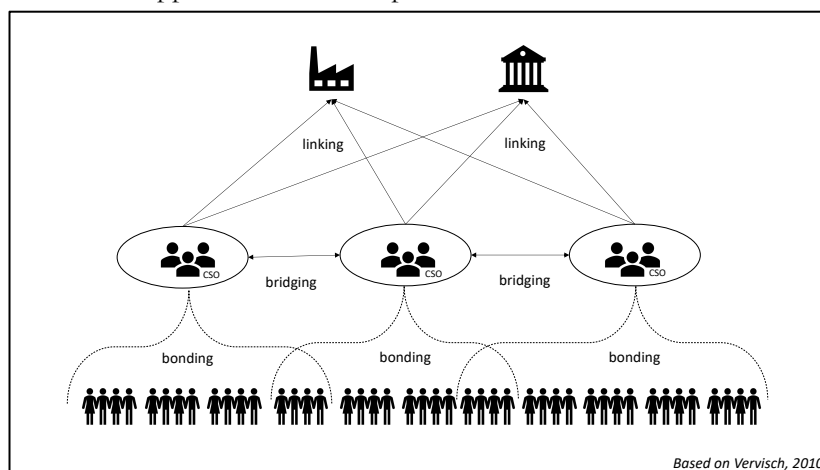
The underlying assumption is that 'healthy' CSOs result in a vibrant civil society if they contribute to a balanced mix of these different types of social capital: (i) only if the CSOs work from a sufficiently large support base that constitutes their legitimacy (bonding); and are able to cooperate with other segments of

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[18] South Department 11.11.11, "Terms of Reference: Mid-Term Evaluation of the 11.11.11 Approach on Alternatives Program 2017-2021."
[19] This model is based on: Thomas Vervisch, "Engineering Peace and Development: A Critical Analysis of Social Capital, 'Social Engineering', and NGO-Interventions: Case Study Burundi" (dissertation, Ghent University, 2010).

society and create bridges across societal divisions (bridging); they will also be able to constructively defend the interests of its supporters vis-à-vis the state and market institutions (linking).

Based on Vervisch, 2010
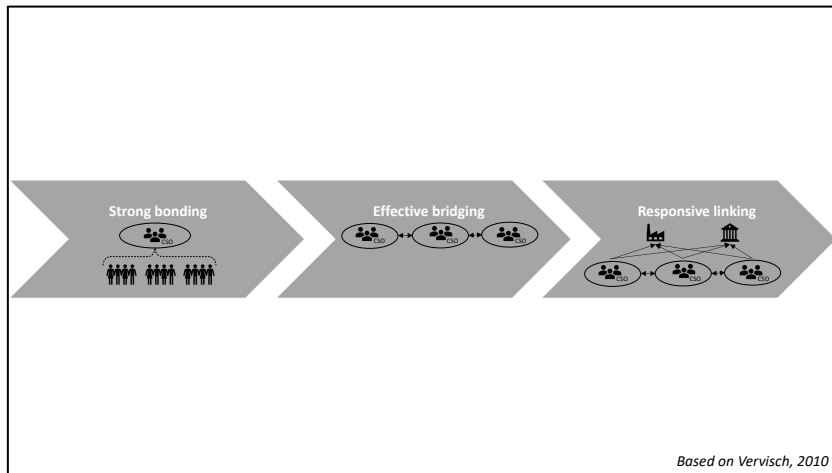
Conversely, it is also possible to understand the main challenges civil society faces in many different contexts through this social capital lens: many organisations (i) experience difficulties in creating or maintaining their support base (lack of bonding); (ii) find it hard to build alliances with other types of organisations, although an increasingly diverse society demands it, and therefore continue to work within their own silo and sphere of influence (ineffective bridging); and (iii) are less and less able to enter into dialogue with state and market institutions on the basis of their bridging character. In addition, the constant rise of authoritarian regimes and policies creates a shrinking civic space for CSOs to assume this role (unresponsive linking).

Based on Vervisch, 2010
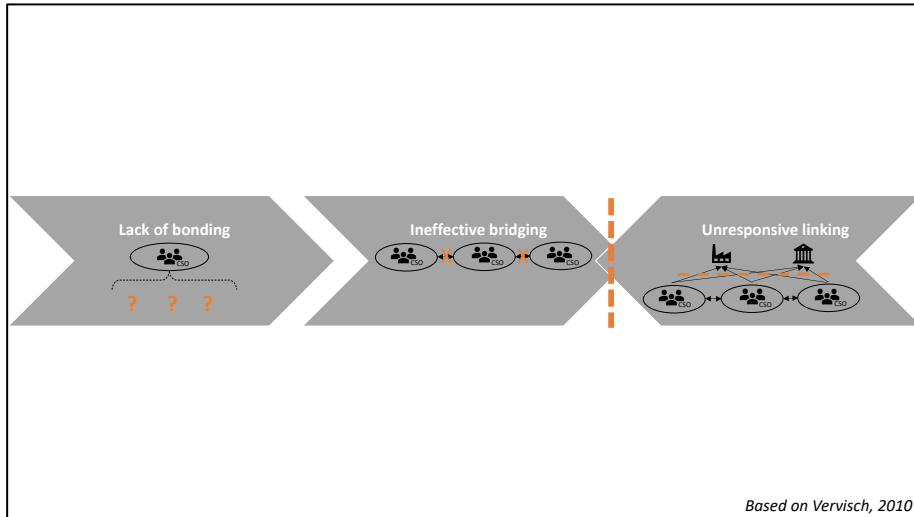
Decolonial perspectives

In the past few years, a wide range of debates on unequal power relations, structural under- and misrepresentation of certain societal groups, and questions on historical responsibility have culminated under the common denominator of 'decolonisation'. While the term originally refers to the historical process of liberation of colonialism and the establishment of self-determination, it is now used to refer to a movement, field or theory that frames ideas on justice, oppression and socio-economic relations in society from an historical perspective and uses coloniality as a central concept for power analysis. From the transformation of Black Pete to the design of anti-discrimination policies in government institutions and companies, 'decolonial' thinking holds up a mirror to radically reconsider existing privileges, traditions, practices and discourses that for centuries were deemed self-evident. While in Belgium this debate has in particular informed recent trends in academia and in the cultural sector, it has not yet fully trickled down to the sector of development cooperation. Nevertheless, the way we give shape and meaning to North-South relations and (international) solidarity is a question that goes to the core of both historical and recent debates on decolonisation. Taking up this debate requires a willingness to show vulnerability and to engage in an open dialogue. We feel that there is a sense of urgency within T11 to do so. Within the sector, there is an ongoing trajectory on decolonisation within the NGO federation, but the debate moves at different speeds and there also seems to be a generational gap.

The evaluators particularly believe in the added value of a 'decolonial' approach for unlocking structural dynamics that - whether or not intentionally - reinforce or reconfirm inequalities instead of dismantling them. At the same time, it must be noted that 'decolonisation' has become a catch-all term for very diverging discussions on power and inequality that is mostly used in intellectual and artistic circles and is not shared broadly in Belgian society. While decolonial thinking historically emerged in the global South, structural issues of power and inequality are mostly framed by T11's partners within debates on indigenous people's rights, racism and socio-economic exclusion; as decolonisation is a term that has been largely absent in the field of international cooperation. As all catch-all terms, talking about 'decolonisation' in too general terms entails the risk of further obscuring rather than clarifying debates. While holding this danger to get 'lost in translation' in mind, we believe that a careful integration of 'decolonial' perspectives can have an added value for this MTE. To make this more concrete, we identify three sub-topics that can benefit from such an approach:

- (i) The link between decolonial perspectives and T11's approach on alternatives: how can decolonial perspectives enrich T11's strive for an alternative world order?
- (ii) Decolonial perspectives on development cooperation and equal partnership: how can decolonial thinking transform North-South relations within the context of international solidarity?
- (iii) Organisational policies on diversity and representation: how can we assess and address existing issues of power and inequality within CSOs through a 'decolonial' gaze?

This is further elaborated under EQ 6.

3   Analysis and recommendations per evaluation question

EQ 1: Relevance of the programme

The MTE first of all looks at the relevance of T11's 'approach on alternatives' programme by looking at four judgment criteria: the relevance of the alternatives put forward by the partners and supported by T11 (1.1), the relevance of the partner organisations involved in the programme (1.2), the added value of T11's support to the partners (1.3) and possible new opportunities in relation to alternatives and the ways to put them on the map (1.4).

1.1 Relevance of the alternatives

In order to assess the relevance of the alternatives, the evaluators looked at (i) how they were selected, (ii) whether they are well-embedded in civil society and (iii) whether the relevance of certain alternatives has increased or decreased since the beginning of the programme.

- Before turning to these questions, we think it is necessary to briefly review the term 'alternatives' and how it is used in the programme to refer to the work of the partners supported by T11 in Latin America, Asia and Africa. We hereby come to the conclusion that 'alternatives' is a catch-all term for the amalgam of topics and strategies put forward by the partners rather than a clear guiding concept for the programme as a whole. It arises from the work of the Latin American partners and is very much in line with the work of the Asian partners, but it is further away from the context in the Great Lakes region in Africa.
  - **Latin America:** The narrative on alternatives, whether applied to refer to 'alternative development' or 'alternatives to development', originated in the first place from the Latin American context. Especially the Latin American partners working on climate and environmental justice have a strong tradition of framing their strategies in line with alternative concepts such as *buen vivir* or the rights of nature. In the Peruvian context, the narrative on 'alternatives' is mostly used to refer to alternatives to the extractivist model that has monopolised development discourse. Peruvian partners such as MOCICC therefore prefer not to frame their work as 'sustainable development' as they want to emphasise the limits of development as growth. While immediately after the internal armed conflict, CSOs focused mostly on socio-economic and political rights, T11 has been a pioneer in putting environmental justice on the agenda and now it is a 'hot topic' for donors. Gradually, the narrative of 'alternatives' became integrated more transversally in the work of the Peruvian partners as a lens to approach themes related to both environmental and socio-economic justice. They point out that a 'popular approach' to alternatives requires a careful integration of socio-economic and environmental factors, as they often intersect in affected populations (e.g. in the Amazon region).
  - **Asia:** The partners in the Philippines understand the struggle for 'alternatives' as the continuation of ongoing historical, socio-political and economic struggles. They differentiate between three understandings of 'alternatives': (i) as a narrative or discourse, (ii) as policy instrument (alternative ways of co-generating knowledge and common policy proposals) and (iii) as actual practices. Some of the partners frame their work as providing 'counter-narratives' rather than 'alternatives'. Concrete alternative concepts that they work

with are the people's economy, deglobalisation, people's regionalism, solidarity economy and alternative centres of power (e.g. self-governance of small food producers). Some of the partners state that it is not always clear to them what T11 exactly means with system change and which alternative paradigm they propose.

- **Africa:** For the partners in the Great Lakes region, the narrative on alternatives was initially perceived as something abstract and hard to understand. After a joint meeting with T11 staff, some common ground was found in 'African' alternatives, such as *bonne puissance.*

- **(i) Selection:** The selection of alternatives is based on both an in-depth analysis of the national and regional context and the existing partnerships and alliances of T11. The form in which the partners are involved in the agenda setting of the programme consists of a constant dialogue and horizontal relation between the regional offices and the partners rather than of a structured collective and participatory process of decision-making. The partners feel that they are part of a (long-lasting) mutual learning process with T11.

- **(ii) Embeddedness in civil society:** Most of the partners focus on advocacy work to put alternatives on the agenda. This also means that they are working to create conditions for alternatives to flourish through their resistance strategies and a combination of an expose/oppose/propose approach, as for example in the case of Stop Kaliwa Dam in the Philippines. However, the actual implementation of alternatives is, with some exceptions, mostly still out of the question. Both the partners in Peru and the Philippines point out that they feel the need to offer more tangible alternatives/strategies, also to fulfil the expectations of their support bases. The main challenges they hereby confront are (i) issues of scale (how to fight the entire system with small-scale alternatives?) and (ii) conveying the wider (unconvinced) audience beyond their own support bases. Indeed, while the narrative on and practice of alternatives might be well-embedded in civil society, it still has a rather marginal support base in society at large both in Peru and the Philippines (and Belgium). In other words, although most have a strong support base (bonding social capital), many find it difficult to create bridges to other segments of society to widen their support base (bridging social capital).

- **(iii) Evolution since the beginning of the programme:** Some of the Peruvian partners feel that, in general, there is a growing support base and a momentum to push the agenda of alternatives and that other voices in the region are on the same path. They hereby again point to the importance of integrating environmental and socio-economic and political rights, as the latter have been at the heart of the recent wave of protests in Latin America. In Peru specifically, this crisis revolved around large-scale corruption and the deep-rooted conditions that make it possible. In the Philippines, partners stress in the first place how the rise of authoritarianism with the election of Duterte has influenced the focus of their work. The fact that civic space is shrinking drastically especially has severe consequences for already vulnerable groups, such as female human rights and environmental leaders (some of whom express fear to exercise their activism) and indigenous groups who are most severely hit by the impact of climate change.

1.2 Relevance of the partners

To assess the relevance of the partnerships T11's South programme is engaging in, the evaluators considered (i) the selection process, (ii) the thematic relevance of the partners within T11's 'approach on alternatives', (iii) their legitimacy within the national civil society landscape, and (iv) their ideological overlap with the mission and vision of T11.

- **(i) Selection:** We find that T11 prioritises three key principles in the selection of its partners: continuity, credibility and plurality. The partnerships that T11 engages in for the 2017-2021 programme are mostly a continuation of the previous South programme. (For the Philippines, two partnerships were ended because they did not fit very well the programme while a few others were added to strengthen the focus on human rights and shrinking space. In Peru, one collaboration was ended because of institutional problems while a new partnership on oil exploitation in coastal areas was added to the programme.) Most of the partnerships hence remained unchanged and many of them are based on a long-time cooperation with T11. The new feature of the current programme which provides for the integration of so-called 'type 3' or ad hoc partners allows for more flexibility in alliances and for the inclusion of smaller grassroots and campaign-oriented groups and networks that are not (yet) institutionally strong.
  - A strong continuity in partnerships entails both risks and advantages. The biggest advantage of T11's long-term collaborations with established CSOs is that there is a relation of mutual understanding and trust. When continuity is not counter balanced with other factors that determine relevance, it entails the risk of resulting in a network of self-perpetuating 'usual suspects' that preach for the converted and are blind to new challenges and opportunities. In the worst case, new potential allies might be considered as competitors fishing in the same pond of scant resources of international cooperation which, in case of Peru and the Philippines, have further decreased in the past decade.
    - T11 already offers a counterweight to the possible blind spots of long-term institutional partnerships. The new feature of the current programme which provides for the integration of so-called 'type 3' or ad hoc partners allows for more flexibility in alliances and for the inclusion of smaller grassroots and campaign-oriented groups and networks that are not (yet) institutionally strong. The evaluators strongly encourage this feature and recognize that it is particularly relevant in volatile political contexts and moments of crisis that can have a strong and rapid influence on civil society landscapes. Some of the partners involved in this kind of type 3 relation ask for clarification concerning the evolution to a more institutional relation with T11. One of the partners in the Philippines on the other hand points to the possible danger of the so-called NGO-isation of social movements as they become institutionalised and bureaucratised.

- **(ii) Thematic relevance:** Both in Peru and the Philippines, T11 engages in partnerships with organisations that are established and important voices in their respective fields of expertise and that are recognised by other (inter)national players. The abovementioned type 3 feature allows for a flexible complementation where necessary. While the partners are not directly involved in the drafting of the programme, they feel that indirectly their strategic and thematic analysis is integrated through the sustained dialogue and collaborative relation with the regional offices.

- **(iii) Legitimacy:** As stated, many of the partners already have a long history of working with T11, are institutionally relatively strong CSOs and have a solid (international) reputation which on its turn is reinforced by the support of T11 and the synergies that it brings about (e.g. the participation of partners in the Philippines in the Asia Europe People's forum (AEPF) significantly increased their legitimacy). We find that most Latin American and Asian partners are institutionally stronger than the partners in the Great Lakes region. The degree of bonding with the support bases differs strongly from partner to partner. Member-based networks generally rely on stronger support bases than CSOs that focus on research and advocacy. The relation between the partners and the rights-holders which they claim to represent is in some cases also mediated by issues of capacity and

resources. Both in the case of Peru and the Philippines, there is one partner organisation which criticises 'the group' of other T11 partners for being 'usual suspects' who risk preaching to the converted instead of relying on strong support bases.

▪ **(iv) Ideological overlap:** Most of the partners refer to the relation with T11 as 'allies in the same struggle', which reflects a shared mission to fight for system change. The fact that the staff of the regional office in the Philippines are nationals (no expats) and activists themselves who are well-embedded in civil society is referred to by the partners as a great advantage. Yet, there seems to be an important difference in the claims for the need for alternatives made by T11 and the partners: while for T11 it emerges from an ideological tradition, for many of the partners it arises from a more pragmatic standpoint embedded in their needs and daily realities. While they are important to bear in mind, we believe that these different starting points can be mutually reinforcing and complementary.

1.3 Added value of T11

There are three elements that are unanimously put forward by the partners concerning the added value of T11 in comparison with other donors: (i) the fact that T11 gives budget support and is flexible in how funds are spent, (ii) the fact that T11 functions as a facilitator to (international) networks and stimulates new synergies, and (iii) the fact that they maintain a horizontal relationship of equal partnership and take an activist stance as 'allies' rather than donors.

▪ **(i) Budget support and flexibility:** While for many partners the financial support of T11 might be small in comparison with this of other donors, it is crucial because it allows for institutional support while most other funders only give project-driven funds that overlook operational costs. A Peruvian partner rightly points out that projects don't realise themselves and that not providing institutional support leads to conditions of exploitation of staff. T11's institutional support, on the contrary, furthermore allows partners to build and maintain a coherent stance by bridging projects and investing in capacity building among their networks. T11 is one of the few international donors who maintains this flexibility in a context of decreasing funds for development cooperation. The partners hereby foremost appreciate T11's flexible way of dealing with changes of plans. Instead of rigidly sticking to a budget plan, they prioritise the impact of interventions over planning or cost. The possibility to apply for additional small project funds is also evaluated positively.

▪ **(ii) Broker, facilitator and mediator of networks and synergies:** Stimulating synergies between partners (such as the Philippine Movement on Climate Justice, PMCJ) as well as providing access to international networks (such as the *Plataforma Europa Perú,* PEP) are perceived by the partners as important added values of T11. The stimulation of synergies is especially given the context of decreasing international funds which puts pressure on CSOs and sometimes foments competition rather than collaboration between them. By stimulating complementation between different partners, T11 mutually reinforces their work. They hereby broaden the horizon of the partners by providing opportunities for inter- and intra-regional learning. The link with the T11 headquarter in Brussels on its turn facilitates lobby work at the EU level and makes it much easier for the partners to know where to go to. Some partners also mention that the support of T11 gives them more legitimacy, and that it might be a catalyst to attract other donors.

▪ **(iii) Equal partnerships and activist alliances:** Providing budget support and being flexible in how funds are spent foments a horizontal relation of trust rather than a vertical relation of

accountability. According to one of the Peruvian partners, T11 is the most progressive international donors in respecting the internal processes of its partners and the only one that thinks in terms of constructing social movements. The partners describe the relation with T11 as one of peers involved in the same struggle and as allies fighting the same battle. This activist alliance also emerges from the fact that T11 dares to engage with partners that have a strong political stance regarding social change and transformative justice, while other donors on the contrary try to avoid this at all times. The partners hereby appreciate the constructive participation of the T11 staff of the regional offices in assemblies and meetings and state that they constantly update them with the latest information and provide for important input without imposing their views. They hereby also dare to take up topics that are new or not self-evident, e.g. T11 was one of the first international donors to put the topics of criminalisation of protest, rights of nature and climate change on the agenda in Peru. In the Philippines, proactive T11 initiatives on shrinking civic space and fundraising (Tipanan) are appreciated by the partners. The presence of T11 staff through the regional offices is considered very useful and enriching.

1.4 New opportunities

In order to identify new opportunities for the programme, the evaluators differentiated between (i) thematic opportunities and (ii) partner opportunities.

- **(i) Thematic opportunities:** Topics related to socio-economic and political rights have become more urgent in light of the rise to power of ultra-conservative, racist and misogynist authoritarian leaders such as Duterte in the Philippines or Jeanine Áñez in Bolivia. The Philippine partners in particular point to the urgency of addressing issues concerning shrinking civic space and gender discrimination as the policies of Duterte's government constitute an enormous backlash. The main challenge hereby is to find a 'popular' human rights-based approach that can find a support base among a population that has (historically) internalised authoritarian politics and therefore supports them. Some of the Peruvian partners point to the need for a better bottom-up understanding of the consequences of socio-economic inequality for people's life, especially in the context of growing civic unrest in the region: there seems to be a need to 'update' the rather classical approach to political rights in order to explore more powerful bottom-up responses to criminalisation of protest and state of emergency.
  The thematic elephant in the room of T11's 'approach on alternatives' is the topic of degrowth or post-growth, a concept emerging at the intersection of political ecology and post-development which 'challenges the hegemony of economic growth' and criticises the idea of sustainable development underlying the SDGs.[20] While some of T11 staff wants to prioritise this topic, the partners in Peru and the Philippines state that their support bases still aspire to an industrialising society in their strive for better economic opportunities and that, as such, it would be very hard to convey this message to the wider public.
  Other thematic opportunities to explore/deepen put forward by the Peruvian partners include oceanic extractivism (fishery etc.), Chinese investments, the influence of mining on health (heavy metals), tax justice and corruption and climate finance.

- **(ii) Partner opportunities:** New opportunities can be identified both on the sub- and supranational level, especially when working in adversary national contexts. In Peru, this could entail a shift from the traditional established CSOs to new forms of activism such as independent

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[20] Kothari et al., *Pluriverse*, 148.

journalism (Ojo Público, Wayka), urban art collectives and community-based activism organised around concrete cases. This sometimes also implies a generational shift from an older to a younger generation of activists. The connection with the local level can also be strengthened by securing field offices of national CSOs in affected regions, for example in the Peruvian amazon. In the Philippines, networks such as Stop Kaliwa Dam and the Asian People Movement on Debt and Development have already shown that bringing grassroots actors together on a local and regional level can be very effective. The MTE of the programme in Burundi also demonstrated how partners reoriented their work from the national to the local level due to the political crisis situation, and that the support of T11 maintained its relevance because it was flexible enough to support this shift. On the supranational level, the partners point out that existing international platforms (such as the PEP) could generate even more impact if they are made more sustainable. One of the Philippine partners proposes the idea of creating an international network of 'alternative development' practitioners to facilitate North-South and South-South exchange.

▶▶ Recommendations to improve the relevance of the programme

1. Look for a new common thread to strengthen the programme's overarching narrative

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. In the South, it risks resulting in a forced exercise for the partners to frame their work under this denominator (cfr. African partners), while in the North it is too broad and vague in order to convey a clear image of the work of T11 to the wider public.

The evaluators believe that this search for a new narrative in the first place reflects an internal challenge for T11 as an organisation which is independent from the cooperation with the partners. Rather than (forcedly) attempting to 'write a story together', we believe that both T11 and the partners should define their own missions and subsequently cooperate in these spaces where they intersect.

We suggest the role of civil society or global citizenship[21] 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. To integrate this common thread, we have the following suggestions regarding the ToC of the programme:

- T11 sees civil society organisations (CSOs) as mediators between rights-holders and duty-bearers. CSOs are hence the key 'change makers' or actors that are directly involved in the programme. Yet, the current ToC includes interventions situated on the level of both rights-holders and CSOs. This divide of citizens in rights-holders and CSOs holds the danger of (i) implying that rights-holders need CSOs to represent them and (ii) overlooking grassroots and community-based dynamics of citizen empowerment by focusing too much on already established CSOs ('the usual suspects').
  - We recommend taking 'civil society' instead of 'rights-holders' as the primary point of departure for the ToC. This centrality of civil society can be approached in three different ways (or a combination of them):

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[21] With global citizenship, we refer to a notion of citizenship that goes beyond political and geographical borders and stresses interconnectedness and interdependency in a highly globalized world.

- Through an **actor-based approach** that takes the broad range of civil society actors (from small grassroots movements over academic and other stakeholders to established CSOs) as its primary point of departure.
- Through a **space-based approach** that takes the civic space in which these actors have to manoeuvre as its primary point of departure. With 'civic space', we refer to "the political and social context, the structural possibilities, and the rules and norms that determine the way in which citizens can express and unite, and position themselves with regard to political decisions and other power structures."[22]
  - This might be a more suitable frame for one of the core strategies of T11's programme, i.e. facilitating and creating spaces for collaboration and discussion.
  - It might moreover contextualise the programme as a counterweight against the problematic of increasing authoritarianism and shrinking civic space, which characterises the context analysis of both the 'North' and the 'South'.
- Through a **role-based approach:** for a 'healthy' and vibrant civil society a balanced mix of bonding, bridging and linking capacity is needed. Civil society should be able to work from a sufficiently large support base that constitutes their legitimacy (bonding); be able to cooperate with other segments of society and create bridges across societal divisions (bridging); while also be able to constructively defend the interests of its supporters vis-à-vis the state and market institutions (linking). Together with an actor and/or space-based approach, this cannot only further streamline the ToC, but it can also further guide partner selection (see EQ 1 recommendation 2) and inform the M&E system (see EQ 3.2).

2. Assess the balance between bonding, bridging and linking in the partner selection

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 programme. We believe 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. While a strong support base (i.e. strong bonding) is not always a necessary prerequisite for legitimacy (e.g. research and advocacy organisations), a general lack of support bases can erode the relevance of the programme. The evaluators encourage T11 to further elaborate the possibilities for flexible integration of non-institutional grassroots partners - which often situate themselves on a local or regional level - in order to maintain a relevant and innovative selection of partnerships.

3. Assure a closer integration of the programme's thematic axes

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. This has already partly been realised by transversally integrating a human rights-based approach (HRBA) into the programme. This HRBA can be improved by adopting a more intersectional approach to the integration of the rights of

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[22] Vervisch and Van Acker, "De Inkrimpende Civiele Ruimte in Burundi: Perspectieven Op Het Belgische Beleid 2010-2019," 2.

humans and nature, i.e. by focusing on the interfaces of the three thematic axes rather than differentiating between them.

EQ2: Effectiveness of the programme

The second evaluation question of this MTE looks into the effectiveness of the programme by (i) assessing emerging progress in line with the seven progress markers that are used in the programme's M&E system and subsequently identifying (ii) critical success factors and (iii) critical blocking factors to further analyse the (lack of) progress in relation to the different expected results. Secondly, this question briefly looks to unintended outcomes generated by the programme.

2.1 Intended outcomes

- **(i) Emerging progress:**
  - **PM1 Synergies and collaborations:** Generating new synergies and fomenting collaborations is the part of T11's strategy that proves to be most successful and which is mentioned unanimously by the partners as an absolute strength of the programme. These collaborations create a greater degree of complementarity between the work of the partners and therefore enhance the programme's effectiveness. The feeling of being part of a greater alliance can be crucial for T11's partners, especially for the smaller organisations among them. As mentioned in 1.3, T11 has great added value in linking the partners with each other, to other relevant national CSOs and stakeholders, but also to international networks and platforms such as the Asia Europe People's Forum (AEPF) or the PEP. We hereby see that the emerging synergies and collaborations reflect the programme's flexibility to respond to the needs of the partners and the often-volatile political contexts in which they have to work. Respectively, these synergies and collaborations are of a different nature and can take varying shapes. For example, while some collaborations are thematic (e.g. the Asian Energy Network), others rather reflect a concrete shared objective (e.g. Peru: the complaint filed on the FTA was the result of a good synergy between the expertise in labour rights of the FOS partners and the expertise in environmental rights of the T11 partners), result in joint action (e.g. Philippines: successful protest against mining due to new alliances) or bring together regional expertise (e.g. Andes: joint report on role of Chinese companies in Latin America).

  - **PM2 Innovative analysis and policy proposals:** In terms of policy work, the degree to which CSOs are able to develop new strategies to confront the mostly hostile national context in which they have to work differs very much from partner to partner. In the Philippines, the rise of Duterte has dramatically thwarted the work of CSOs. Partners such as Focus on the Global South and PAHRA have been working hard to document human rights violations and unpack 'Dutertismo'. One of the strategies to bypass the national level used by PAHRA is to 'localise' human rights by focusing on the community level. In the same spirit, policy work on the supranational level (i.e. involving regional and international actors) proves to be effective. The Philippine partner UP CIDS, for example, has elaborated innovative proposals for institutionalising agrarian reform in Timor Leste, and PMCJ was part of a successful policy campaign which led to the partial divestment of Norway's pension funds invested in coal in the Philippines. Peruvian partners such as Latindadd, Red GE, DAR, Peru Equidad on their turn prove to be especially strong in

their EU lobby work in relation to topics such as corporate responsibility, workers' rights and the impact of the FTA, for which T11's headquarter in Brussels is an important gatekeeper.

- **PM3 Mobilisation of right-holders:** While most T11 partners seem to be stronger at bridging and linking, there are some good examples of bonding with right-holders and support bases. In the Philippines, for example, Stop Kaliwa Dam succeeded in mobilising indigenous communities, PKKK has a sustainable support base from which they are able to mobilise to question the status quo in society and challenge the shrinking civic space, and APMDD is an important vehicle for mobilisation of right-holders. In Peru, the recent anti-corruption protests were led by the CNDH, and Red Muqui and MOCICC have significant mobilisation capacity. Nevertheless, most T11 partners cannot be characterised as movements with strong continuous support bases which is why mobilisation of right-holders can be challenging.

- **PM4 Legal cases:** Moving forward with legal cases proves to be hard given the fact that, due to adversary national contexts, positive law verdicts are seldomly implemented if they are obtained in the first place. Choosing the legal path in such difficult circumstances costs a lot of (human) resources for often little or only symbolic reward. The influence of rising authoritarianism on the role of human rights in global governance furthermore also trickles down to international institutions such as the Inter-American Court, which have become weaker in recent years. Nevertheless, there are some good examples of legal cases successfully filed by T11 partners: the Philippine partner PAHRA filed a case at the ICC on Duterte's war on drugs and managed to use spaces at the UN to expose human rights violations, PMCJ filed 19 coal power plant cases before the World Bank's ombudsman and several Peruvian partners collaborated with the PEP to issue a case against the FTA.

- **PM5 Innovative advocacy:** The increasing pressure on civil society as well as it's increasingly complex composition (varying from established CSOs to ad hoc citizen movements) force the partners to reinvent their advocacy work and adapt it to changing circumstances. This proves to be a rather challenging task. Some good examples are successful social media strategies such as ATM's twitter campaign against mining, or the use of art and music as tools to convey radical messages, such as PKKK's song about rice liberalisation in the Philippines. In Peru, one example of innovative advocacy can be found in the joint strategy that was used by several partners to work on the issue of trade agreements, and which involved both the press (RedGe, Cooperacción, DAR) and legislators (RedGe, Latindadd).

- **PM6 Capacity building in function of institutional needs:** This is the aspect for which the partners still seem to rely to a greater extent on the support of T11's regional offices and for which they also indicate that they expect and appreciate the input of T11 in function of strengthening their own organisational and institutional capacity. The initiatives taken by T11's regional offices on financial sustainability (Tipanan), in-house sustainability (eco-guide for Peruvian partners), impact evaluation (PMCJ) or (ad hoc) institutional support (Stop kaliwa Dam secretariat and FDC crisis management) are valued very much by the partners. On the other hand, some partners provide capacity-building according to their own expertise to strengthen their members and/or support bases, which can work mutually reinforcing, for example IDEFEND and PAHRA provide trainings on digital and

physical security, ATM elaborated an advocacy plan for its members, and DAR co-organised courses on environmental legislation.

- **PM7 Gender:** While the ToC announces the transversal integration of gender in the entire programme, progress in this area has been rather limited. Some exceptions are the work of feminist partners PKKK and APMDD in the Philippines, and the work on 'new masculinities' of some Peruvian partners. Nevertheless, the importance of transversally integrating an approach that is sensitive to gender and its intersection with other inequalities has only become more pressing as the rise of ultra-conservative politics has further polarised public opinion on this topic (cfr. the new Latin American feminist movements, #NiUnaMenos, #MeToo, El Violador Eres Tu vs. openly misogynist and ultraconservative political leaders such as Duterte, Bolsonaro, Trump or Añez). This also means that female defenders and activists are more likely to be exposed to dangerous situations and often feel more unsafe to participate in activities and mobilisations. This aspect was mentioned by partners in the Philippines as well as in Peru, where there was mention of sexual harassment of women during one of the activities of Latindadd on feminist economies.

- **(ii) Critical success factors**
    - Partners are more likely to invest their scarce time and resources in collaborations that have a clear joint objective and lead to significant results on the short or medium term. These successful synergies and collaborations have a clear beneficial impact on the programme's effectiveness, as well as on the individual capacity of the partners (mutually reinforcing and complementary work).
    - Strategies that circumvent adversary national contexts by focusing on the local or supra-national level prove to be more successful.
    - The timing of campaigns proves to be crucial. In the case of e.g. Stop Kaliwa Dam and the campaign on Sicogon (RIGHTS), T11's support arrived at the right time in order to generate impact.

- **(iii) Critical blocking factors**
    - The partners are forced to take part in the constant 'scramble' for the scant resources that are being distributed by international donors. While T11's support is institutional and long-term, most partners rely on project funding from different donors which makes them vulnerable and sometimes weakens their capacity to improve institutional stability and coherence. In general, most partners have too much work for too few resources.
    - Adversary or openly hostile national contexts and the fragmentation of civil society (e.g. different approaches to Duterte's government) often thwart or impede effective policy and advocacy work and demands a lot of time and (human) resources from the partners.
    - The mobilisation of right-holders depends very much on the partners capacity to bond with their support bases. Some partners speak of 'mobilisation fatigue' among their support bases, or find it challenging to convey a broader narrative (e.g. on climate change) to their support bases in local communities.
    - Several reasons can be identified why the programme and the partners still struggle with the transversal integration of gender:
        - The programme starts from a narrow approach to 'gender' as 'women' and hereby excludes issues such as LGBTQ rights (cfr. hostile position of Duterte's government on homosexuality) or the intersection of gender with indigenous rights (cfr. vulnerable position of female indigenous defenders).

- Different perceptions on gender equality between (urban) CSO staff and their (rural) support bases can generate tensions.
- Struggles against machismo and patriarchal power structures also take place *within* progressive sectors of civil society (both in the North and in the South).

2.2 Unintended outcomes

Positive unintended outcomes can especially be identified as unexpected new synergies that emerged during the course of the programme. Examples hereof are the moratorium on coal plants of some Philippine partners or the successful campaign against the mining concession on the rainbow mountain in Cusco of Peruvian partners. These more spontaneous synergies reflect the flexibility of T11's support to the partners.

▶▶ Recommendations to improve the effectiveness of the programme

1. Rethink and reformulate the programme's ambitions to work on gender

According to the ToC, the alternative development model should "acknowledge gender as a factor for social transformation". It is, however, not really clear (a)what this statement really means and (b)what it implies for the interventions of the programme. Moreover, 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 find that this is a sore point of the programme that needs to be carefully reassessed in the future. There are several options for reformulation that can be considered:

- Including gender justice as one of the pillars next to socio-economic justice, environmental justice and human rights.
- Including an intersectional approach to social justice, i.e. explicitly including race and gender as causes of inequality.
- Including a principle of non-discrimination on grounds of race, class and gender.

Thematic opportunities that can be further explored in this respect are the gendered impact of extractivism, and the role of (indigenous) women in organising resistance. In light of the current global crisis, feminist perspectives on the role of health and family care can also be particularly relevant.

2. Elaborate more proactive strategies to confront increasingly volatile contexts

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. Different good practices implemented by T11 and its partners can be derived from the evaluation that can be further capitalised on in light of the next programme:

- Commit to facilitating and strengthening well thought-out strategic collaborations and synergies that are thematic, reflect a concrete shared objective or result in concrete joint action.
- Proactively explore flexible strategies to work on the local/regional/international level when the national context is too adversary.
- Explore social media strategies for awareness-raising and bonding with support bases (e.g. whatsapp for mobilisation, twitter for campaigning).

3. **Invest more in supporting institutional sustainability of the partners**

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). T11 can take up a more active role in stimulating capacity building by systematically mapping the needs of the partners and valorising its in-house expertise by setting up joint learning trajectories (cfr. recommendations EQ3).

EQ3: Efficiency of the programme

The third evaluation question assesses the efficiency of the programme by (i) looking at the intervention strategies that T11 uses to put its programme in practice and (ii) screening the monitoring and evaluation system that is used to measure progress towards the objectives of the programme.

3.1 Efficiency of intervention strategies

- The main intervention strategy of T11, especially in Latin America and Asia, is to give budget support to its partners. As pointed out in 1.3, this financial support in combination with a flexible approach to planning and accountability is T11's primary added value as it results in a relationship built on a high degree of trust and equity which allows the partners to maintain their independency. It is thus in the first place the partners who define their own intervention strategies.

- T11's main influence on the efficiency of the intervention strategies is hence situated in the process of partner selection, which is assessed in 1.2. Accordingly, the most significant potential threat to the intervention strategy is an ill-considered partner selection. In general, we can state that this selection is well-embedded in context-, power- and human rights-based analyses and well-balanced with the criteria of continuity, credibility and plurality. The most important threat to the partner selection is an imbalance between the partners' capacity for bonding, bridging and linking; as the evaluators find that there is a tendency towards more bridging and linking then bonding (cfr. recommendations EQ1).

- Another important way in which T11 intervenes in the programme is through its role as broker, facilitator and mediator of collaborations, networks and synergies. The added value hereof, which is unanimously put forward by the partners, is discussed in 1.3.

- The evaluators are convinced that T11's hands-of approach to intervention in the programme is the right way to go. Nevertheless, a thorough reflection is needed on what more T11 has to offer in order to further enrich its role as a broker, facilitator and mediator of the work of the partners. The most recurring fields in which the partners express to be requesting party for a more hands-on engagement from T11 are capacity-building and institutional reinforcement, synergies and collaborations among partners and with other Belgian INGOs and their partners, joint strategies to confront shrinking civic space and the fragmentation of civil society, and stronger connections with policy work on the Belgian/European level through the policy

department. We are convinced that, on the one hand, T11 has in-house expertise regarding e.g. movement-building and policy and advocacy strategies that can be further capitalised and, on the other, that T11 and the partners face similar challenges as CSOs grappling with rapidly evolving societal tendencies. The evaluators believe that this can result in joint learning trajectories (cfr. recommendations EQ 3).

3.2 Efficiency of the M&E system

The screening of the M&E system consists of (i) a brief description of the tools that are currently used, (ii) their appropriateness to monitor progress towards desired change and (iii) their use for the partners.

- **(i) Main M&E tools:** The intended results of the programme are described in the *outcome agreements* that are made between T11 and its partners. Subsequently, progress towards the intended results of the programme is monitored according to seven *progress markers* (cfr. EQ2.1). The reporting on the progress markers happens in *outcome journals* (OJ) which are elaborated by the regional offices for every partner on the basis of their input. While in theory *narrative reports* from the partners are no formal requirement for the HQ, the RO still uses them as main input for the outcome journals. The outcome journals on the partner level are merged into one outcome journal on the country level.

- **(ii) Appropriateness of the M&E tools:**
    - The fundamental challenge in terms of M&E is that the programme's objectives of policy and advocacy work, as well as the institutional support provided by T11, do not always generate the kind of impact that is easy to measure or immediately visible as it often concerns middle- or long-term processes. In this respect, there is a fundamental tension between the classic idea of result-based M&E (upward accountability to donors) and the kind of work that is at the core of T11s programme, which at all times needs to be taken into account.

    - New in the methodology of this programme is the introduction of common progress markers for the entire programme, which is definitely an important step forward in achieving a more systematic and unified approach. Yet, the evaluators believe that the progress markers need to be refined and limited in number. Most importantly, there is significant overlap between PM 2, 4 and 5; and PM 7 on gender should be reformulated according to a more active and concrete integration in the programme's ToC (cfr. recommendations EQ2).

    - There is significant overlap between the OJ at the partner level and the OJ at the country level. While elaborating the OJ at partner level requires a lot of work from the staff at the RO, it is not really clear who reads or uses it. The instrument that is mostly used in Brussels to follow up on the work of the partners is the OJ at the country level. In addition, the overlap in PMs generates a lot of repetition which makes the OJs confusing and hard to read. The current M&E system does not produce a format that offers quick insight into the work of the partners, for example for the staff of the other departments.

    - The current M&E system does not provide sufficient insight in the specific nature of T11's role in the different results achieved by the partners (e.g. financial support, input

of ideas, institutional strengthening?). In the same fashion, it does not shed clear light on the merits of different partners when it comes to results that are achieved collectively.

- There is currently no coherent M&E strategy nor central support at the level of the entire organisation. It would be desirable to have a centralised methodological support cell that monitors the connections between the departments. This is an internal organisational challenge for T11 (cfr. strategic exercise) that does not necessarily involve the partners.

- **(iii) Usefulness for the partners:**
    - The partners appreciate T11's flexible approach to reporting and indicate that the M&E system is 'light' in comparison with that of other donors.

    - While some partners indicate that the M&E tools are useful for planning and following up on their activities, the added value of T11's M&E system for the partners in terms of learning capacity is rather limited given the fact that it is 'light' and partners have to combine it with the M&E systems of other donors.

    - The current M&E system does not include a formal procedure for the evaluation of T11 by the partners. This mostly happens verbally during bilateral meetings which are set up by T11 once or twice a year. However, several partners indicate that these meetings are not sufficient as spaces for dialogue. Also, it is important to take into account the (implicit) power relations that are at stake during such meetings which can push partners to only give desirable input as they are afraid of losing funding. It is hence very important to be proactive in creating openness and to not assume that there is an entirely horizontal relationship. The 'ombudsman' procedure that is currently being developed for the partners to file complaints is not the same as structurally integrating a procedure for permanent evaluation and feedback.

▶▶ Recommendations to improve the efficiency of the programme

1. Reaffirm T11's added value as broker, facilitator and mediator

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 sector by advocating for (long-time) institutional support of local partners as an essential aspect of equity and horizontality in development cooperation.

2. Identify joint learning trajectories to enrich T11's added value

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. The central questions hereby should be: (a) how can T11 make its knowledge and expertise available to a maximum extent for (institutional

strengthening of) the partners and (b) which common challenges do T11 and its partners face as CSOs? From this reflection process, different thematic and/or methodological learning trajectories could be identified for systematic integration into the next programme, e.g. on fundraising and financial sustainability; innovative lobby, advocacy and campaigning strategies (e.g. tailored to specific topics such as extractivism); civil society and shrinking civic space; movement-building; decolonisation and intersectionality. This approach furthermore has the potential to strengthen North-South linkages on the level of the organisation (cfr. EQ5).

3. Redesign the M&E system in function of T11's organisational needs

The evaluators find that the M&E system should be better streamlined in function of the organisational needs of T11. We believe 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 hereby make the following suggestions for improvement of the current M&E system:

- T11 should provide central M&E support on the level of the organisation, in combination with a better alignment of the objectives of each department (cfr. strategic exercise). This means concretely that: (i) the M&E system is designed at the level of the organisation, and only then translated to the various departments, (ii) the M&E system is based on the information needs of the various departments and the organisation as a whole (and only in second instance in function of DGD accountability).

- Revise the relation between OJ at partner and country level to avoid overlap and make it more manageable as an internal instrument to inform about the work of the partners. We suggest sticking to OJs at the partner level only, and to reduce them to a briefer format.

- Reduce the number of progress markers to a maximum of five (e.g. synergies & collaborations, policy & advocacy, awareness-raising & movement-building, capacity-building and institutional strengthening, intersectionality & non-discrimination). A possible approach to further rationalize the progress markers, while also making them applicable on an organisational T11 level (i.e. use them both in 'North' and 'South') is to streamline them according to strengthening the bonding, bridging or linking capacity of civil society (both in 'North' and 'South'), or to align them to the identification of joint learning trajectories (cfr. recommendation 2).

- Take full responsibility to feed the T11 M&E system while relying on existing reports of partners and additional data collection by T11 staff (RO) to avoid overburdening the partners.

- Integrate a tool that allows partners to formally and systematically evaluate the role of T11.

EQ 4: Inter-regional learning

The fourth evaluation question assesses to what extent the different regional branches of the programme enrich each other through exchange and learning strategies. The evaluators hereto (i) map good practices, i.e. examples of successful inter-regional learning, (ii) identify success and blocking factors, (iii) evaluate the existing learning strategies and (iv) point to missed opportunities for learning. While this EQ was originally designed to assess inter-regional learning, some findings also relate to processes of intra-regional learning (i.e. between the different countries of a regional branch) or exchange between T11 partners in the same country.

- **(i) Good practices:**
  - Latin-America is the leading region in terms of experience in activism against extractivism. This has generated interesting opportunities for exchange between Asian and Latin American partners during a meeting in Lima, and similarly between African and Latin American partners during a visit of Cooperacción to Congo which allowed the involved partners to exchange strategies to resist mining in difficult authoritarian contexts.
  - Exchanges were moreover valued in the form of comparative research on the exploitation of resources in Latin-America (lithium) and Africa (cobalt).
  - Important processes of inter-regional learning do also take place in the context of international platforms of which T11 is a facilitator, such as the AEPF or the PEP.
  - It should also be taken into account that many of the partners have inter- and intra-regional exchanges with other organisations on their own behalf or on the behalf of other donors.

- **(ii) Success and blocking factors:**
  - Organising in-person meetings to facilitate inter-regional learning has a high cost in terms of money, human resources (organisational cost) and CO_2 emissions. Logistical problems such as visa issues can come on top of this.
  - Cultural aspects such as language but also different ways of communicating or perceptions of gender are mentioned by the partners as blocking factors.
  - Depending on the nature and purpose of the exchange, the right format needs to be chosen, e.g. on-site field visits that give a real impression of local realities can be more inspiring than a meeting or workshop that focuses on verbal exchange.
  - Inter-regional exchange can really boost the motivation of participants, as they feel strengthened in their own struggles by getting to meet their allies and peers in other places around the world. The challenge can be to share and validate this individual experience on the level of the organisation.

- **(iii) Learning strategies:** The evaluators find that there is currently no streamlined strategy on intra- and inter-regional learning. Therefore, there is no systematisation of good practices and a lack of follow-up. Organising follow-up moreover proves to be challenging as partners have no institutional capacity to do so or are already overburdened. Also, at the country level, there is no systematic learning strategy to facilitate exchange between the partners, apart from the sporadic thematic partner meetings.

- **(iv) Missed opportunities:**
  - Because of the broad nature of the programme and the thematic diversity of the programme, it might sometimes look difficult to find common ground for exchange at first sight. Yet, the evaluators find that there is a lot of common ground and shared expertise

that is not necessarily thematic, but rather reflects methodological or strategic knowledge and experience related to the role of civil society and activism.

- In this light, several partners in both Peru and the Philippines express that they are requesting party for more exchange and regular meetings among T11 partners to define joint strategies on specific topics such as shrinking civic space, (rural) movement-building, policy and advocacy strategies, and fundraising. They moreover point out that this could lead to a better complementation instead of competition between CSOs.

- Some of the Peruvian partners would welcome a closer and more sustainable exchange with the PEP and point out that the quality of the relations is not structural enough.

- Many of T11's partners are already (part of) international regional networks. Intra- and inter-regional exchange across these existing networks could be further empowered.

- There have been some successful experiments with facilitating online learning in the form of webinars, which can be further explored. This requires the necessary infrastructure, such as stable internet connections and technical know-how.

- Intra-regional learning can also be facilitated more among the T11 staff of the different regional programmes, both at the level of the ROs and the HQ.

▶▶ Recommendations to improve the programme's learning strategies

1. Develop a learning strategy on the level of the department

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 can 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). Moreover, it should be based on a thorough assessment of the available resources, infrastructure and methodology and identify the most important priorities regarding learning.

2. Integrate joint learning trajectories in the programme's PME

Experience shows that inter- and intra-regional learning, because of its high cost, will only deliver return on investment if it is rationally planned and well-prepared. In order to provide time and resources for it to happen, it needs to be integrated in advance in 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 (cfr. EQ3, recommendation 2).

EQ 5: North-South linkages

EQ 5 investigates the linkages between the work of T11's South and North programme by looking into existing collaborations between the different departments, missed opportunities and the extent to which the narrative on alternatives reflects a joint mission and vision. This EQ thus in first instance concerns the internal working of T11 and the debate on the place of the work of the partners within the larger organisational structure, mission and vision. In general, the partners have limited knowledge of T11's North programme and the work of the different departments at the HQ. In fact, even most of the staff of the RO points out that they have few connections with the other departments at the HQ.

5.1 Linkages with the policy department

- The linkages between the South department and the policy department are characterised by two central tensions which are inter-related:
  - **Ideology:** While there is consensus among the departments on the fact that there is a need for an alternative development model, there is disagreement on what these alternatives should look like. This tension can be roughly reduced to an opposition between reformist (change within the current system) and revolutionary (system change) stances. The alternatives put forward by the South programme are local-context-driven and often perceived by the policy department as too radical to convey to the Belgian/European public without being associated with radical left political stances.

  - **Agenda:** While the agenda of the South department is partner-driven, the agenda of the policy department is Belgium-driven. This reflects the different identities of T11 in the North and in the South. In the North, T11 is an umbrella organisation that, through its lobby and policy work, in the first place needs to represent its member organisations. It is not always clear, then, how the work of T11's South partners relates to the primarily Belgium-driven agenda of the policy department. In the current North programme, the role of the South partners is described as that of a "touchstone for the relevance of our standpoints and proposals."[23] Such a description somehow entails the risk of instrumentalising the work of the partners in function of a North-driven agenda, or to reduce the work of the partners to an illustrative function for the North work.

- Despite these tensions, there are successful examples of collaborations between the South and the policy department, and there is a general willingness to collaborate in a more sustainable and institutionalised way. At this moment, these collaborations are rather ad hoc and depend on personal goodwill rather than systematic and integrated planning. The existing collaborations mostly reflect the need to bundle in-house thematic expertise on topics such as climate change (collaboration with Andes team) or trade justice (collaboration with Asia team). In these cases, the complementarity of both departments is perceived by all involved actors - including the partners - as a great added value.

5.2 Linkages with the movement department

- The work of the South department fulfils an essential role for the movement department, in the sense that the work of the partners and the idea of solidarity with the South is central to T11's movement-building and campaigning strategies. The recent Change Makers campaign confirmed this choice of T11 to put the South partners centre-stage in its sensitisation strategies in the North. From the other side, and somewhat ironically, few partners are aware of the fact that T11 counts with a support-base of thousands of volunteers in Flanders. Several partners express that they are interested in having more access to T11's movement-building and campaigning strategies.

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[23] 11.11.11, "11.11.11 Programma 2017-2021 Herzien," March 21, 2017.

- At the same time, it is necessary to point out that T11's movement faces important challenges regarding diversification and participation. Currently, the movement largely consists of an old generation of volunteers corresponding to a confined bubble of equally minded people with a shared background (mainly white, middleclass, high educated, left-wing). These volunteers are mostly active during the yearly campaign, when they take to the streets to do fundraising by 'selling' the work of the partners to the larger public. Nevertheless, the movement is not involved anymore in decision-making processes and there is no bottom-up participation in the design of campaigning strategies; the local committees put in practice what is designed by the HQ. There is hence a lack of more structural representation by support-bases that goes beyond the yearly campaign.

5.3 Linkages with the campaign and communication department

- As stated, the work of the partners was foregrounded during the recent Change Makers campaign, which was the result of a fruitful collaboration between the South department and the campaign and communication department. Nevertheless, this campaign was not able to counter the negative trend in fundraising. This can be related to the difference between the two main objectives of the campaign, namely fundraising and awareness-raising, which do not necessarily require the same strategy or story.

- It is not always clear which input is expected from the South department for the communication to the public in the North. Now the input mostly comes from the policy department. When foregrounding the work of the partners during campaigns or in other communications, the issue of how they are represented should be considered carefully. During the Change Makers campaign for example, individual activists were foregrounded instead of collectives, which was somewhat to the dismay of some partners. Nevertheless, the Change Makers campaign was much appreciated by most partners.

- Apart from the campaign, the South programme is not very present in the external communication of T11. This means that many people in Belgium know T11, but they often don't have a clue about the fact that they have partner organisations in the South, let alone what these partners stand for.

▸▸ Recommendations to improve North-South linkages

1. Clarify the place of the South programme within T11's mission and vision

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. As stated in the recommendations of EQ1, we believe that both T11 and the partners should define their own missions and subsequently cooperate in these spaces where they intersect, rather than (forcedly) attempting to 'write a story together'. These missions can still have a common point of departure based on global challenges but should in the first correspond to and emerge from the context in which they take place. Such a joint strategy should be reflected in a ToC and M&E system at the organisational level.

2.   Dovetail the agendas of the policy department and the South department

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. This does not necessarily mean that the work of both departments should be entirely integrated, but that it is at least guided by a common ToC and monitored and evaluated accordingly.

3.   Apply the potential for mutual exchange on movement-building strategies

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. Some partners, especially the more grassroots movements, can offer inspiring strategies for mobilisation and movement building, while T11 has more knowledge on e.g. fundraising strategies. Such processes of mutual exchange can be integrated in joint learning trajectories (cfr. recommendations EQ 4).

EQ 6: Decolonial perspectives

Questions on (the relevance of) decolonial perspectives were initially integrated under EQ 1 (1.5). As the answers to these questions resulted in reflections that are relevant to different aspects of the work of T11, the findings are presented here under a separate section.
As stated in the analytical framework, the evaluators identify three sub-topics in relation to the decolonisation debate that are relevant to the work of T11:
- (i) The link between decolonial perspectives and T11's approach on alternatives: how can decolonial perspectives enrich/strengthen T11's strive for an alternative world order?
- (ii) Decolonial perspectives on development cooperation and equal partnership: how can decolonial thinking transform North-South relations within the context of international solidarity?
- (iii) Organisational policies on diversity and representation: how can we assess and address existing issues of power and inequality within CSOs through a 'decolonial' lens?

6.1 Relevance of decolonial perspectives for the work on alternatives

While the partners do not necessarily apply the vocabulary on decolonisation, debates on power concentrations and structural inequality as legacies of colonialism are already very present in their work. The following links between the work on alternatives and the debate on decolonisation can be identified alongside the three thematic axes of the programme:

- **Environmental and climate justice:** In the Latin-American context, the partners' work on alternatives to extractivism is firmly embedded in the work of decolonial or anti-colonial post-development thinkers such as Alberto Acosta, Eduardo Gudynas and Anibal Quijano. Acosta identifies (neo-)colonial power structures as a root cause of oppressive realities that continue to affect indigenous communities. He defines the alternative *Buen Vivir* as a set of practices and ideas that oppose colonialism and its

consequences. In a similar vein, climate change is perceived by many of the partners in the Philippines as part of the legacies of imperialist capitalism, for which the North is historically indebted to the South. This is why they call for climate *justice* when talking about solutions to the environmental crisis caused by global warming.

- **Social and economic justice:** The evaluators find that the partners closely relate the debate on decolonisation with debates on racism, indigenous rights, socio-economic exclusion and gender (e.g. the work of Rita Segato in Latin America). In Peru, partners point out that the legacies of racism and white supremacy urgently need more transversal attention, e.g. when it comes to the security of indigenous defenders who run much more risk (e.g. to be exposed to police violence) than white middle-class activists. Some partners see the debate on decolonisation as a gateway to a more intersectional approach in their way of working. They also point out that the debate stimulates questions of (the liberation of) identity and discourse (e.g. what does it imply to be 'indigenous', 'colonised', 'subaltern',...?), and that this is part of a long process of ethno-cultural revindication of groups that have been historically oppressed. This oppression in the form of structural inequality is perceived by the partners as a consequence of geopolitical power asymmetries that allow the global North to continue to extract and exploit natural resources from the South.

- **Democracy and human rights:** The asymmetry of political power and its concentration in the hands of elites is mentioned by the partners as a legacy of colonialism that impedes the full exercise of citizenship for all. In many of T11's partner countries, there are moreover firm alliances between political elites and (multinational) corporations. Both the Peruvian and Philippine partners point to the pressing issue of large-scale corruption of the political elite and the lack of spaces to enter in a dialogue with corporations to hold them accountable for their policies. These power concentrations erode the (in many cases fragile) democratic political system, which is why most partners aspire to more direct democracy.

6.2 Decolonial perspectives on development cooperation and equal partnership

A second level to which we can apply decolonial perspectives on power and inequality is the way in which North-South relations are put into practice within the context of international solidarity and development cooperation.

- In first instance, we believe it is important to note here that, while T11 continues to operate within the classical framework of bilateral North-South cooperation (i.e. with a DGD funded programme for which it has to account itself accordingly), its identity in the South is closer to that of an activist network or social movement than to that of a classical development NGO. In line with this identity, anti-paternalism has always been high on the agenda of T11. As pointed out in the findings of EQ 1.3, maintaining a high degree of horizontality in its partnership is already an important trademark of T11's way of operating in the South. Yet, the evaluators identify several points of attention when looking at development cooperation and equal partnership through a 'decolonial' lens that can stimulate further reflection on how T11 understands and practices international solidarity.

  - First of all, a fundamental difficulty in moving forward with this discussion seems to be the tension between T11's identity in the South (activist/social movement) and in the North (umbrella representing its members). The evaluators find that the position of T11's South department is more reflexive and progressive than that of the sector in general, which might

slow down the leading role that T11's South department could play in the debate on equal partnership within the sector, as well as with regards to its own partner relations.

- Furthermore, it is important to keep in mind that, as long as there is a donor-receiver relationship, there is a fundamental power imbalance between T11 and its partners that stays in place. From the conversations with staff and stakeholders in Belgium, different standpoints on this matter arise. Some believe that the funding streams that flow from the North to the South through development cooperation can be seen as a form of redistribution that responds to the (historical) responsibility that the former has towards the latter. Others believe that T11 should do more to promote the financial independency of the partners that it works with, especially in middle-income countries. This point on financial sustainability is also repeated by some of the partners and is deemed important by the evaluators.

- The partners, on their turn, point out that, despite T11's generally horizontal stance, there is still a lack of collective spaces to engage in a dialogue on how international cooperation is designed and practiced. They feel that in the way it works now, there is room for consultation of the partners rather than participation, and there is no accountability from donors to their partners. Some partners hereby propose to improve the collaborative approach between T11 and its partners by integrating more shared analysis (e.g. on impact, civil society and civic space, movement building, etc.) into the design of the programme.

- In order to dismantle current cooperation schemes and move towards a more transformative approach to international solidarity, several partners propose to depart from the notion of global citizenship or civil society while prioritising a more community-driven agenda. Such an approach should provide a counterweight against the 'NGO-isation' of social movements and give back power to the people, i.e. depart from bonding with support bases (some partners in both Peru and the Philippines point in this respect to Paolo Freire's pedagogy of the oppressed) instead of from the bureaucracy of CSOs involved in development cooperation (cfr. EQ 1, recommendation 1 and 2). Some partners hereby also point to the importance of facilitating processes that allow more room for perspectives from the South to trickle down to the North, especially in the context of a global rise in right-wing politics.

- The partners point out that 'decolonising' partner relations is also a matter of deconstructing the discourses, concepts and methodologies that are used in international cooperation. Tools such as SWOT, ToC, logframes, etc. are all imported and top-down implemented by donors and can 'colonise' the way partners work. Also, seeing partners not primarily as beneficiaries of funding but as allies in the same struggle is put forward as an essential aspect of this process.

6.3 Organisational policies on diversity and representation

The third sub-topic that we identify under this EQ on decolonial perspectives assesses existing issues of power and inequality within CSOs and hence relates to organisational policies on diversity and representation, both of T11 and of its partner organisations.

- The bottom line here is, while this might seem contradictory, existing structures of power and inequality that are situated on the intersection of race, gender and class can be reproduced by the same CSOs that aim to fight these structures. In relation to this, the evaluators find that there is a lack of diversity within the staff of T11 as well as in the movement, as both are predominantly

white. This leads to serious issues of representation and can undermine the organisation's relevance in a superdiverse society. Similar problems can be identified at the level of the partner organisations, where (more privileged) urban CSOs (claim to) represent rural support bases but are not necessarily free of prejudices, paternalism or misogyny. Regarding gender equality, for example, one of the Philippine partners and two of the Peruvian partners point out that, even within progressive civil society sectors, female leaders/activists do not always feel respected by their male colleagues.

- In terms of staff and representation, the choice not to have an expat anymore in the Philippines is evaluated very positively. The local responsible is perceived as an insider, who is firmly embedded in the local civil society landscape. A mutual perception as equals is likely to stimulate a more horizontal and collaborative approach between the RO and the partners.

- The above-mentioned suggestion of the partners to depart from the notion of civil society while prioritising a more community-driven agenda can also be related to the issue of representation and staff. The basic assumption here is that, the more local community actors and support bases actively participate in the work of an organisation, the better they will be represented at the different levels of the institution. To facilitate such participation, obstacles regarding language (e.g. indigenous languages vs. Spanish/English) and infrastructure (e.g. urban vs. rural areas) need to be removed. This also goes for T11: a diversification of the movement will reinforce the diversification of the organisation and vice versa.

▶▶ Recommendations to integrate a decolonial perspective

1. Integrate an intersectional approach to power and inequality into the programme's thematic axes

In line with the recommendations formulated under EQ 1 ("assure a closer integration of the programme's thematic axes") and EQ 2 ("rethink and reformulate the programme's ambitions to work on gender > including an intersectional approach to social justice"), 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.

2. Facilitate more collective spaces of dialogue and analysis with the partners

As stated under EQ 3, recommendation 1, we believe that 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. In a similar vein, more spaces can be created to facilitate a more bottom-up participation in the programme design and integrate analysis from the partners.

3. Apply more proactive diversity policies in human resource management

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.

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List of abbreviations

- AEPF: Asia Europe People's Forum
- CSO: Civil Society Organisation
- DGD: Directorate-General for Development Cooperation and Humanitarian Aid
- FTA: Free Trade Agreement
- HQ: Headquarter of 11.11.11
- HRBA: Human Rights Based Approach
- MTE: Mid-term evaluation
- OJ: Outcome journal
- PEP: Plataforma Europa Perú
- RO: Regional offices of 11.11.11

Annex 1: Timeline and evaluation framework

Introduction

This evaluation framework translates the evaluation questions (EQ) into judgement criteria (JC), points of attention and concrete questions. As such, the framework will guide the evaluators to assess and respond to the evaluation questions as laid down in the Terms of Reference (ToR) in a systematic way.

The framework is based on the ToR, the offer of the evaluation team, a quick scan of internal documents provided by 11.11.11 and the discussion of a draft of the framework during the kick-off meeting on the 13th of January 2020. The kick-off meeting was particularly fruitful in further clarifying the expectations of the team towards this Mid-Term Evaluation (MTE).

For each EQ, the framework presents the information provided in the ToR and additional concerns raised during the kick-off meeting. On this basis, each EQ is translated into more concrete JC, points of attention and questions.

Methodology

Sources of information

The evaluators will ground their analysis in both secondary and primary data. The analysis of secondary data consists of an in-depth desk-study of documents (strategic plans, reports, agreements, etc.) provided to the evaluators by the 11.11.11 home office (HO) in Brussels and the regional offices (RO) in Lima and Manila. In addition to this secondary data, the evaluators will collect primary data by conducting interviews (i) with 11.11.11 staff at the HO in Brussels and the RO in Lima and Manila, (ii) with external stakeholders in Belgium (DGD, Broederlijk Delen, Board of Directors of 11.11.11) and (iii) with representatives of the partner organizations and other relevant stakeholders in Lima and Manila.

Methodology interviews

The interviews will be semi-structured along the lines of the judgement criteria, evaluation questions and points of attention which are elaborated in this document and based on the ToR provided by 11.11.11. Depending on the needs, these interviews will take the shape of individual conversations or focus groups. If permission is provided by the interviewees, the evaluators will make audio recordings during the conversations. These recordings will be applied for the practical use of the evaluators only. No literal quotations will be included in the final report and interviewees will always stay anonymous in the output of the evaluation.

Work plan

- **January:** Inception phase, desk-study and interviews in Brussels
- **February:** Fieldwork Lima and Manila; processing results North-study
  - The evaluators in Lima (Deborah Delgado) and Manila (Mary Ann Manahan) will propose a preliminary schedule for the fieldwork (7 days) in coordination with the representatives of the RO in Lima and Manila (Freya and Frances) and send this to the lead evaluators and the representatives at the South-department (Jana and Kris) before the end of January.
- **March:** Analysis South-study, preliminary results + sense-making workshop in Brussels
- **April:**   Redaction   final   report

2020
JANUARI

ma	di	wo	do	vr	za	zo
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13 Kick-off workshop	14	15	16	17 Draft evaluation framework for 11.11.11	18	19
20	21	22 Feedback from 11.11.11 on evaluation framework	23	24 Deadline evaluation framework + Interviews Kris & Jana (afternoon, time TBC)	25	26
27 Interviews 11.11.11 staff (Walter 10:30, Els 13:00, Naima 14:00, Serge 15:00)	28 Global Studies workshop (09:00-12:00)+ Interview 11.11.11 staff (Lore 15:00), Kevin and Kristine (TBC)	29 Briefing local consultants	30 Interviews externals: BD 17u? (TBC), RvB	31 Interviews externals: Hilde Herssens DGD 10u	1	2

2020
FEBRUARI

ma	di	wo	do	vr	za	zo
27	28	29	30	31	1	2
3 Coordination with local consultants + evaluation North	4 Coordination with local consultants + evaluation North	5 Coordination with local consultants + evaluation North	6 Coordination with local consultants + evaluation North	7 Coordination with local consultants + evaluation North	8	9
10 Fieldwork Peru & Philippines	11 Fieldwork Peru & Philippines	12 Fieldwork Peru & Philippines	13 Fieldwork Peru & Philippines	14 Fieldwork Peru & Philippines	15	16
17 Fieldwork Peru & Philippines	18 Fieldwork Peru & Philippines	19 Fieldwork Peru & Philippines	20 Fieldwork Peru & Philippines	21 Fieldwork Peru & Philippines	22	23
24 Dialogue results North-South	25 Dialogue results North-South	26 Dialogue results North-South	27 Dialogue results North-South	28 Dialogue results North-South	29	1

2020

MAART

ma	di	wo	do	vr	za	zo
24	25	26	27	28	29	1
2 Dialogue results North-South	**3** Dialogue results North-South	**4** Dialogue results North-South	**5** Dialogue results North-South	**6** Dialogue results North-South	**7**	**8**
9 Deadline first draft results for sense-making	**10**	**11**	**12**	**13**	**14**	**15**
16	**17**	**18**	**19**	**20** Sense-making workshop	**21**	**22**
23	**24**	**25**	**26**	**27**	**28**	**29**
30	**31**	1	2	3	4	5

2020

APRIL

ma	di	wo	do	vr	za	zo
30	31	**1**	**2**	**3**	**4**	**5**
6	**7**	**8** Deadline draft report	**9**	**10**	**11**	**12**
13	**14**	**15**	**16**	**17**	**18**	**19**
20 Discuss draft report with 11.11.11 (15:00)	**21**	**22**	**23**	**24**	**25**	**26**
27	**28**	**29**	**30** Deadline final report	1	2	3

Evaluation Framework

EQ1. Relevance of the Programme
ToR
"Are the **alternatives** 11.11.11 is focusing on with regard to democratic justice in the Great Lakes Region, and with regard to environmental justice in the Andes and South-East Asia, supported by important sectors of the local civil society or are they (still) restricted to a small group of specialized CSO's? Are we engaging in **partnerships** that are helpful in facilitating alternatives? What is the added value of the support of **11.11.11**? Are there other **opportunities** (content level) within the scope of 11.11.11 and her partners to work on alternatives concerning these specific themes? (= evaluation of the relevance of the intervention strategy)."
Kick-Off
On the basis of discussion, the distinction was made between the following levels of analysis:
• Vision/mission: the need for an alternative development model is the ideological starting point of 11.11.11 as an organization (ref. vision & mission of 11.11.11).
• Thematic lines: socio-economic justice, environmental justice, democratisation and human rights (ref. expected result 1/2/3 of the south programme).
• Alternatives: these are the specific alternatives (related to the thematic lines) that 11.11.11 is working on together with its partners.
The MTE will primarily focus on the relevance of the alternatives put forward by the partners and supported by 11.11.11, and not so much on the relevance of the thematic lines (given the fact that the latter are also very broadly defined). In addition, the evaluation will also look at the common ideological ground of 11.11.11 and its partners. More specifically, questions will be raised on the relevance of a decolonial perspective as a framework for horizontal collaboration and equal partnership, both within 11.11.11 and its partners.

Judgement Criteria	Points of attention / questions
JC1.1. Relevance of the alternatives	• **Selection**: the selection of alternatives (and choice of themes) has been based on an in-depth analysis of the context and broad consultation of partners and stakeholders. • **Relevance**: the alternatives are well embedded within the respective national civil society landscapes. (The extent to which (i) the alternative is supported by national civil society organizations, (ii) is on the agenda of national civil society.) • **Evolution**: in comparison to the start of the programme, the relevance of alternatives has increased or decreased.
JC1.2. Relevance of the partners	• **Selection:** the selection of partners has been based on an in-depth mapping of the civil society landscape and organizational assessment of the partners. • **Thematic relevance:** given the selected alternatives, the selected partners are the most relevant ones. (Has there been a comparison with other possible partners? Were the most adequate partnerships chosen to work on the alternative?)

	• **Legitimacy:** the selected partners are perceived as legitimate partners in the national civil society landscape (they have a significant support base, represent certain groups in society and/or are identified as key actors in particular debates / agenda-setting because of the quality of their work). • **Ideological relevance:** there is sufficient ideological overlap between 11.11.11 and partners to support a common claim for the need for alternatives (mission/vision of partners aligns with mission/vision of 11.11.11; this overlap is also translated into the concrete actions and strategies of partners).
JC1.3. Relevance of 11.11.11	• **Added value:** what is the added value of 11.11.11 for the partners in comparison to other donors/stakeholders?
JC1.4 New opportunities	• **Thematic opportunities:** given the thematic lines and current context, are there other themes and/or alternatives within the scope of 11.11.11 that could increase the relevance of the programme? • **Partner opportunities:** given the thematic lines and current context, are there opportunities to collaborate with other partners that could increase the relevance of the programme?
JC1.5 Decolonial perspective	• **Perceptions on decolonization as a relevant/necessary *perspective* to approach alternatives:** o What perceptions do partners/11.11.11 have about the relevance of a decolonial perspective for their work (what is it, and does it matter)? o What perceptions do partners/11.11.11 have on the possible implications of decolonization for development cooperation (in general, not focused on 11.11.11 collaboration)? • **Perceptions on decolonization as a relevant/necessary *practice* to arrive at alternatives:** o Is a decolonial perspective already integrated in the work of partners/11.11.11? o What are (missed) opportunities to improve horizontal collaboration and equal partnership between 11.11.11 and its partners?

EQ2. Effectiveness of the Programme
ToR   "To what extent has the strategy on alternatives contributed in the partner countries to the desired promotion (**progress towards expected results**) of alternatives in the short and medium term, in line with the underlying ToC? To what extent can we legitimately claim that we propose, support and also effectively promote alternatives? To what extent has the Strategy produced **unintended outcomes** (positive and negative)? What features of the Strategy had a crucial effect? (= evaluation of the effectiveness of the intervention strategy)"
Kick-Off   During the kick-off, it was decided to evaluate the effectiveness of the programme on the level of results (promotion of democratization and human rights, environmental justice, and socio-economic justice). More in particular, the MTE will focus on emerging progress on the following 7 progress markers (PMs) that are used for all 3 results:

1. Partners build synergies and establish collaborations
2. Partners produce sharp and innovative analysis and policy proposals
3. Partners strengthen and mobilize the rights-holders to question the status quo in society
4. Partners start and follow up legal cases as a strategy to influence the policy makers (where applicable)
5. Partners adjust their strategies and do innovative advocacy
6. Partners invest in capacity building based on the real institutional needs
7. Partners facilitate a process to or continue to integrate the gender perspective

Of course, the interpretation of the PMs differs from country to country and from partner to partner.

It was also decided during the kick-off meeting that progress would not be measured for result 4 (the coalition role of 11.11.11) because this result is not directly linked to the programme with the local partners. However, issues related to possible synergy and collaboration between 11.11.11 and its members can be addressed in several other questions (e.g. EQ2 – PM on synergies and collaborations, but also EQ4 on learning and EQ5 on North-South linkages).

It is also important to stress that timing and budget does not allow for a systematic measurement of indicators against the baseline. The extent to which the evaluators will be able to describe progress is highly dependent on the M&E data available. In that respect, it was decided during the kick-off not to request a new update of the outcome journals (OJ). This means that we will use the latest versions of the OJs to date.

Judgement Criteria	Points of attention / questions
JC2.1 Intended Outcomes	• **Emerging progress:** qualitative analysis and collection of examples of progress for the 7 PMs on Result 1/2/3. • **Theory of change:** to what extent is emerging change in line with the underlying ToC? • **Critical success factors:** what have been critical success factors that explain progress towards expected results and change? • **Critical blocking factors:** are there any important factors that are blocking progress towards expected results and change?
JC2.2. Unintended Outcomes	• **Positive outcomes:** are there examples of positive unexpected outcomes? • **Negative outcomes:** are there examples of negative unexpected outcomes?

EQ3. Efficiency of the Programme
ToR
"Which of the **practices and tools** developed in the program to give impulse to the work on alternatives in the partner countries (partner selection, typology of partners, budget support partners, motivation, exchange, priorities ...) are the most critical to the success of the program, the most effective – always taking into account the context and opportunities? Are there missed opportunities? Subquestion: Does the current **monitoring system** allow for a good measurement of the progress being made towards the intended / expected change (specific objective)? What adjustments to the monitoring system could be made or new ways of monitoring proposed to improve the monitoring practice? (= evaluation of the efficiency of practices and tools, including monitoring tools)"

Kick-Off

During the kick-off it was clarified what 11.11.11 exactly means with 'practices and tools'. Based on the discussion, we will use the concept of intervention strategies: these represent the concrete types of activities that 11.11.11 uses to achieve the expected results. More specifically, this means that the evaluation will look at the efficiency of the intervention strategies of 11.11.11 to make progress at the level of the 7 PMs, as discussed in EQ2 (programme effectiveness).

A particular concern raised during the kick-off meeting was to not exclusively focus on institutional and thematic partnerships (type 1 and 2), but to also take into account the interventions strategies that 11.11.11 is using for the more ad-hoc and flexible partnerships (type 3 partners).

On the efficiency of the M&E system, the evaluators stress the importance of M&E in accountability relations between 11.11.11 and its partners. M&E can be an instrument to empower partners, also in relation to 11.11.11. This is the reason why a question on accountability of the M&E system is also included.

Judgement Criteria	Points of attention / questions
JC3.1 Efficiency of intervention strategies	• **What are the main intervention strategies?** What are the main types of activities that 11.11.11 uses to execute its programme (for all 3 types of partners)? • **What works?** What have been the most efficient intervention strategies that contributed to emerging change? • **What does not work (enough)?** What have been disappointing intervention strategies (that failed to contribute to emerging change)? • **What could have worked (missed opportunities)?** What could have been better intervention strategies to support emerging change?
JC3.2. Efficiency of M&E tools	• **Available M&E tools:** brief description of the current M&E system (main M&E tools) • **Appropriateness of M&E tools:** are the M&E tools able to monitor process toward desired change (M&E cycle, reporting flows, reporting formats, tools and spaces, …)? • **Accountability of M&E:** how useful are M&E tools for partners / beneficiaries? Are there possibilities for the partners to evaluate 11.11.11?

EQ4. Learning	
ToR	

"How can the different regional programs learn from each other on alternatives? (= evaluation of the potential for reuse of our approach - a facet of sustainability)"

Kick-Off

During the kick-off, no additional adjustments or clarifications were made.

Judgement Criteria	Points of attention / questions
JC4.1 Inter-regional learning	• **What has been done?** What concrete activities have been organized to facilitate exchange between the different regional programmes?

	Are there any examples of an approach (i.e. tools, strategies) that was copied/adapted from one context to another?
	• **Success factors / blocking factors:** what have been success factors for inter-regional learning? What have been blocking factors?
	• **Learning strategy:** is there a learning strategy that facilitates the systematisation of lessons learned on the program / organisational level?
	• **Missed opportunities:** what learning needs do exist for which inter-regional learning could offer a solution?

EQ5. North-South linkages
ToR
"How can we improve the link between the 11.11.11 South programme and the North programme (advocacy and lobbying, awareness campaigns, development education, communication) with regard to the promotion of alternatives?"
Kick-Off
During the kick-off meeting, the 4 types of possible N-S linkages (advocacy and lobbying, awareness campaigns, development education, communication) were replaced by an institutional logic in which the focus will be on the linkages between the South programme and the relevant other departments of 11.11.11. These are the: • Policy department • Movement department • Campaign and communication department   A central concern that was raised during the kick-off meeting was the degree of coherence between the narrative in the South programme and the narrative that is used by the other departments. In other words, to what extent is the narrative of the South programme on alternatives also present in the work of the other departments?

Judgement Criteria	Points of attention / questions
JC5.1 Linkages with the policy department	• **Examples / illustrations:** are there examples of collaboration, did it work, why or why not? • **Unmet needs:** is there a need for stronger collaboration (HO/RO/partners)? Are there missed opportunities? • **Coherence of narrative:** to what extent is the narrative of the South department on 'alternatives' present / used by the department and/or in line with the priorities of the department?
JC5.2. Linkages with the movement department	• **Examples / illustrations:** are there examples of collaboration, did it work, why or why not? • **Unmet needs:** is there a need for stronger collaboration (HO/RO/partners)? Are there missed opportunities? • **Coherence of narrative:** to what extent is the narrative of the south department on 'alternatives' present / used by the department and/or in line with the priorities of the department?
JC5.3. Linkages with the campaign and	• **Examples / illustrations:** are there examples of collaboration, did it work, why or why not?

communication department	**Unmet needs:** is there a need for stronger collaboration (HO/RO/partners)? Are there missed opportunities? **Coherence of narrative:** to what extent is the narrative of the south department on 'alternatives' present / used by the department and/or in line with the priorities of the department?

Annex 2: List of consulted documents

- Strategisch kader 2014-2019
- Visie en missies MJP 17-21
- DGD programma 11.11.11 2017-2021
- 2018 Manual South Department
- 2017-2021 2pager learning
- Rapport évaluation mi-terme 11.11.11 Burundi
- 2015 Asia Evaluation Final Report
- Keuzes en Traject MJP 11.11.11
- Analyse Evaluaties Huis MJP 2014-2016
- Analyse Evaluaties Zuiddienst MJP 2014-2016
- Analyse programma 17-21 GSK Monitoring Dienstverlening
- HRBA Peru oct2016
- HRBA 17-21 Asia
- Krachtlijnen Zuidluik
- OJ Philippines 2018 + OJ partners
- OJ Peru 2018 + OJ partners
- 2017-2021 2pager alternatives
- 2017-2021 Vision Note Alternatives
- Contextanalyse 11.11.11
- 11.11.11 evaluatiebeleid & handleiding
- ME plan 2017-20201
- 6 fiches strategische oefening
- Strategisch plan 2017-2026

Annex 3: List of interviews

Partner organisations and stakeholders Peru

- COOPERACION
- RED MUQUI
- REDAD (Piura)
- MOCICC
- Lombriz Feliz
- MOCICC
- DAR
- Red Ge
- CNDDDHH
- Peru Equidad
- Latindadd
- Broederlijk Delen
- FOS
- Union Europea

Partner organisations and stakeholders Philippines

- Alyansa Tigil Mina
- Asian Peoples' Movement on Debt and Development
- Philippine Movement for Climate Justie
- Philippine Alliance of Human Rights Advocate
- Pambansang Koalisyon ng Kababaihan sa Kanayunan
- Freedom from Debt Coalition
- UP Center for Integrative Studies
- Focus on the Global South-Philippines office
- Institute for Climate and Sustainable Cities
- Save Sierra Madre Network
- RIGHTS, Inc.

Staff and stakeholders Brussels

- General director T11
- Representative board of directors T11
- Staff RO Peru
- Staff RO Philippines
- Responsible Asia programme
- Responsible Andes programme
- Responsible Great Lakes programme
- Head of South department
- Responsible M&E South department
- Responsible central M&E
- Head of campaign and communication department

- Head of movement department
- Head of policy department
- Head of South department Broederlijk Delen
- Responsible Andes programme Broederlijk Delen
- Representative DGD (D3)