



Mid-term evaluation of DGD-funded Programme 2017-2021 “Un monde juste qui fait progresser les droits des enfants et l’égalité pour les filles”: Management response to the country and global reports

Title of the evaluation report	Mid-term evaluation of DGD-funded Programme 2017-2021
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Organisations involved in the project	Plan International Benin; Plan International Belgium; Plan International Bolivia; Plan International Niger; Plan International Vietnam
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Introduction

We would like to thank all the people who accepted to contribute to the evaluation conducted by South Research. Across the five countries, the consultants have worked in collaboration with the Plan International Country Offices and their implementing partners throughout the evaluation process (preparation, data collection, reflection on findings...). In the same way, a variety of direct and indirect beneficiaries of the programme have been involved: community volunteers, preschool, primary & secondary school teachers, mothers and fathers, members of community-based child protection committees, participants in the intergenerational dialogues, etc. The beneficiaries as well as the stakeholders have been consulted through focus group discussions or semi structured interviews. Their input was essential in the evaluation process.

The mid-term evaluation aimed to serve Plan International Belgium's learning agenda on the one hand and to meet requirements by the donor regarding accountability, on the other hand. The interventions in the five countries where the programme is implemented are assessed against some of the DAC criteria, in particular relevance, effectiveness and sustainability. Gender and environment are crosscutting themes throughout the programme, and therefore have been considered as such throughout this evaluation.

Plan International Belgium requested the consultants to assess the programme on two levels: in the five different countries and through three transversal questions. These additional transversal questions were identified jointly by PIB and the consultants during the inception phase. These questions have been considered during each of the five evaluation visits, in addition to the questions presented in the ToR. Based on the evaluation findings of the five different country programs, the consultants were to respond to these questions and draw global lessons learned for PIB.

The mid-term evaluation included many recommendations from the evaluators, both on the country level and on the global level. The ones listed in the table per country (in appendix) have been prioritised because they relate to the current programme. They have been responded to and discussed within Plan International Belgium and with the Country Offices. The implementing partners have been consulted by the Country Offices to define actions to be taken, timing and responsibilities.

The last section of this management response lists the recommendations related to the three transversal evaluation questions, which are all responded to and discussed. It is important to read the responses and comments while keeping in mind the responses given to similar recommendations and actions planned at country level. The latter offer a higher level of details and give more information on the concrete implementation of the actions planned (deadlines, responsible actors).

In general, Plan International Belgium partially accepts these recommendations. Based on the recommendations themselves, the Plan International's Global Strategy and the Country Offices' input, Plan International Belgium felt it could agree with all of them. However, it does so partially because they are already put in place - at least to some extent - in all 4 COs and by PIB.

Completeness & Quality assessment

The Plan International federation provides all its National Organisations and Country Offices with guidelines and tools to serve as a guide to support the development of complete, clear and useful evaluation reports. As it is Plan International Belgium's ambition to both comply with its legal obligations and consider them as learning opportunities, Plan International Belgium, together with the Country Offices involved, has taken several steps to assess the completeness and the quality of the



mid-term evaluation of its 5-year programme funded by the Belgian Development Cooperation. Plan International Belgium staff jointly completed a completeness assessment form as well as a quality assessment form. In doing so, the feedback received from the Country Offices was also taken into consideration. Both forms were created by the Plan International federation and are to be used in a systematic way, across the federation, for baseline studies, mid-term and final evaluations as well as research. This exercise highlighted successes and challenges regarding the evaluation products and evaluation process. It raised several questions that are being discussed internally and with the consultants. The results of these discussions will be compiled. They will feed into the capacity building of BNO's staff and the preparation of the final evaluation of the same programme and will be used to strengthen Plan International Belgium's evaluation system.

Réponse de la Direction au Country report sur le programme au Niger

Cf. Appended document.

Réponse de la Direction au Country report sur le programme au Bénin

Cf. Appended document.

Management response to the Country report on Vietnam

Cf. Appended document.

Respuesta Gerencial y plan de acción tras el informe de país sobre el programa en Bolivia

Cf. Appended document.

Réponse de la Direction au Country report sur le programme en Belgique

Cf. Appended document.

Management response to the transversal evaluation questions

Gender

Evaluation Question(s)	Recommendation(s)	Acceptance by Management	Comments
<p>How gender transformative are the approaches and which effects do they have so far on gender dynamics?</p>	<p>A1. In order to implement a gender-transformative approach, the approach as developed by Plan International has to become the main reference framework when drafting programmes, establishing partnerships and identifying interventions. With regard to future programmes, findings from the mid-term evaluation suggest that particular attention should be paid to the inclusion of boys, young men and men.</p>	<p>Accept</p>	<p>Plan International Belgium (PIB) agrees with the content of this recommendation for future programmes. However, in 2016, the programme was designed as a gender aware/ gender sensitive programme; it does not meet the criteria to be qualified as gender transformative. In the next programme, PIB will strive to ensure the gender transformative approach is fully implemented.</p> <p>Since 2017, Plan International’s Global Strategy focuses on working with vulnerable children and especially girls so that they can learn, lead, decide and thrive. Within the strategy we have an ambition to transform the lives of 100 million girls. In order to so, we need to:</p> <ul style="list-style-type: none"> - Be led by children and girls; - Transform attitudes and behaviours that deny girls their rights; - Ensure that 100% of our programmes focus on significantly advancing gender equality by tackling the root causes of discrimination. <p>The programme discussed here was designed before the adoption of Plan International's Global Strategy 2017-2022. At the time, gender was a transversal dimension in our programmes; increased attention was paid to the role of young women and girls throughout the project cycle specifically to ensure that their voices were raised and heard. The COs involved in the current programme argue they have integrated Plan International’s Global Strategy in</p>

		<p>their own and developed their approach regarding gender accordingly. Nonetheless, the way the programme was designed and the way it is currently implemented do not meet some of the requirements of a gender transformative programme.</p> <p>PIB acknowledges the need to adopt the gender-transformative approach as the main reference framework of its programmes, when drafting programmes, establishing partnerships and identifying interventions. The programmes need to move beyond individual self-improvement among women to also work on structural issues.</p> <p>Throughout the different stages of the project cycle management, we promote the consultation and/or participation of all stakeholders, including girls and boys, women and men and the different age groups (ex: parenting groups, child clubs on DRR/CCA, AJE&C and AVE&C...). The whole community is engaged by the CO and its implementing partners' staff in the field. In some projects or interventions, the engagement approach is developed and implemented to factor the different community and household role, age and sex. However, it is not yet the case for all projects and interventions.</p> <p>There is a consensus amongst the COs and project management teams that more can be done and need to be done. Nevertheless, concrete steps have already been taken to move in this direction. Several activities engage with boys and/or men, to convince them to be girls and women's allies and work together to impulse change (ex: clubs de futurs maris in Niger or AJE&Cs in the South region in Benin), reduce potential stigmatization of girls as consequence of our activities and start working on what society considers to be their role as boys/men. For instance, the parenting groups in Vietnam discuss the role of fathers in early childhood care and development. And, in Bolivia, the implementing partners are improving their expertise in positive masculinity thanks to a study on positive masculinity, capacity building support and training of the technical staff. In Belgium, our influencing pays specific attention to the</p>
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			<p>situation of girls. Plan International will also review its program in Belgium in light of the Plan International’s Gender Transformative Markers to see if and how adaptations should be made in its implementation and/or evaluation before the end of 2021.</p>
	<p>A2. Any programme or intervention should be preceded by a thorough situational analysis focusing on gender, inclusion and age. Programmes should be followed up via indicators measuring changes (both positive and negative changes, ex. an increase of violence, a change in power dynamics within the household) and the programme should allow for the necessary flexibility to adjust the programme interventions accordingly.</p>	<p>Accept</p>	<p>Plan International Belgium (PIB) agrees with the content of this recommendation. We already carefully consider the situation of young women and girls in our current programme and interventions and we already engage closely with them. However, in doing so, we do not meet systematically and comprehensively the criteria of gender transformative programming.</p> <p>As explained above, since the adoption of the Plan International’s Global Strategy in 2017, the programmes were expected to be gender sensitive / gender aware but not gender transformative. Today, Plan International has set for itself the ambition to design and implement development programmes that are all gender transformative by 2022.</p> <p>The Country Offices involved in the current programme are engaged in an organisational and programmatic shift towards a gender transformative approach. They have increased the number of gender transformative interventions and their partners’ as well as their own technical knowledge on gender. However, this a long-term shift and further efforts are needed in this direction, both at the level of PIB and at the Country Offices’ level.</p> <p>We acknowledge the added value of a thorough situational analysis focusing on the root causes of gender inequalities and will make sustained efforts to plan enough time and resources to conduct such an analysis. Before each programme or intervention, the gender inequalities will be assessed from different points of view: the different age groups, forms of power and control, legal framework, girls and women’s beliefs and ambitions, factors contributing to inclusion, etc. The project design and project implementation teams will look</p>

			<p>at both the positive and negative changes that the programme or intervention can bring and how it ought to be adapted accordingly.</p> <p>In addition, further analysis of the gender dimension and power relations would be needed in specific areas of intervention: prevention of sexist violence, violence against young children and digital violence.</p>
	<p>A3. Lastly, whereas a number of results have been obtained with regard to the improvement of girls' agency and conditions, it needs to be kept in mind that empowerment is a holistic process. As such, attention needs to be paid to the personal (self-confidence, self-esteem, acceptance/non-acceptance of gender norms, knowledge), the relational (taking part and influencing associational and public life, independent income, control over time, control of household assets), and the development of economic resources. The first aspect (the personal), while key, seems to remain underexposed in some cases and could be developed more thoroughly in future programmes. In the same way, while steps have been made with regard the economic empowerment of young women, a more integrated approach</p>	<p>Partially accept</p>	<p>Plan International Belgium (PIB) agrees with the content of this recommendation and will enhance initial efforts to work into this direction. In its current programme, PIB, the Country Offices and the implementing partners do consider empowerment as a holistic process already. They will work further on the different components of the empowerment of young women and girls, including constructing on their personal capacities and contribute with agency skills, such as self-esteem and self-confidence.</p> <p>Through age-sensitive activities focusing on empowerment, the programme has strengthened a variety of talents and skills (e.g. presentation, leading, observation, listening skills...), encouraged self-confidence and self-esteem, for instance, and initiated discussions on stereotypes, myths and gender roles. Ex: in Niger and in Bolivia.</p> <p>In Belgium, non DGD supported programme and activities give Plan the opportunity to work on personal aspects of empowerment. In addition, within the current DGD programme, PIB's direct target groups are adults (decision-makers, teachers). Via PIB's children's rights educational approach, however, materials do include empowering activities: the starting point is emancipation (<i>I have rights</i>), without which we wouldn't get to the point of empathy (<i>You have rights</i>) let alone of solidarity (<i>We can act together when someone's rights are at risk</i>).</p>

	(i.e. including entrepreneurial skills) would be beneficial.		
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Advocacy/Policy influencing

Evaluation Question(s)	Recommendation(s)	Acceptance by Management	Comments
In line with the Global theory of change Plan wants to increase their future advocacy efforts – which lessons can they learn from their ongoing interventions? Are they targeting the right actors with the right messages? (appropriate power mapping, strategies?)	B1. First of all, particular attention needs to be paid to holding the local level (municipality, community) accountable , as this is where policy is supposed to have an impact. The local level should be the starting point of policy influencing and monitoring, which should be put into practice by local legitimate (representative, or grassroots) actors through mechanisms at municipal levels. In contexts where such mechanisms already exist (e.g. the Bolivian case regarding education, to a certain degree), the creation of new (exogenous) platforms or arenas for consultation and cooperation running alongside existing ones should be avoided. Only if those mechanisms do not (yet) exist or do not function adequately, aiming at creating or improving them can be part of	Partially accept	<p>Plan International Belgium (PIB) agrees with the content of this recommendation. This recommendation reflects Plan International’s vision and is coherent with our experience. However, PIB feels this recommendation is already implemented in part.</p> <p>Within its Global Strategy 2017-2022, Plan International has the ambition to transform the lives of 100 million girls. In order to do so, Plan International has committed to, inter alia, deepen partnerships and influence greater change at local and global levels. Some of the recommendations made by the evaluators (opposite) regarding the need to strengthen local communities and actors’ capacities to hold the local authorities’ accountable, to develop an influencing strategy reaching out to all levels of administration and political power, to involve membership or grassroots organisations in the influencing strategies and to set up a global view on policy influencing and enhance coherence and synergy between advocacy in North and South are fully coherent with these commitments, in particular:</p> <ul style="list-style-type: none"> - work through local organisations and movements, building capacity and strengthening communities’ own influencing; - collaborate through local, regional, national and global partnerships, working with the private sector, international institutions and other organisations who share our goals;

developing policy influencing in cooperation programmes. Moreover, the strengthening of local actor's influencing capacities is a logical additional step in the process of reinforcing local community and municipality's actors; the extra investment this represents will be low compared to the added value it will generate in terms of strengthening local democracy and thus sustainability of the intervention.

- support communities to hold governments accountable for their promises;
- collaborate with others to influence for policy changes and investments that advance children's rights and equality for girls.

We are committed to taking all steps needed to fulfil these commitments.

As mentioned above, we also agree with the recommendations listed in the mid-term evaluation because they are coherent with our practices. COs agree that building influencing strategies and capacities at local level is key to follow up on the effective implementation of the decisions made at the regional or national levels as well as to ensure the results of the program will be sustainable. Country Offices have already developed good practices in this regard, for example:

- Evidence-based advocacy in Vietnam has been built up in several phases: pilot phase, assessment, communication, lobbying for replication, support in national roll-out;
- Ongoing monitoring of the political situation is done in the fields of education and childhood care by the CO in Bolivia and it leads to regular update of the influencing strategies accordingly;
- Resources have been invested: f.e. building partnerships in Benin, trainings in Niger, large networks and active involvement of local actors in Bolivia), reached out to different levels (local regional, national) and different groups (students, ethnic minorities);
- Significant influencing successes have been achieved over the first three years of the programme both at local, regional and national levels (Benin, Niger, Vietnam).

In the framework of the current programme in Belgium, a pilot project was concluded in local municipality Kortrijk, where secondary schools worked with "City Hall" and local civil society actors. In addition, outside of the DGD programme, PIB focuses strongly on a local community approach via its Safer

			<p>Cities for Girls project. It is the intention to build on these experiences in the framework of the next DGD programme in Belgium.</p> <p>On the next steps, though, the opinion of Country Offices may vary. On the one hand, the future programme component in Belgium will target enhanced cooperation with local actors and grass roots movements. On the other hand, Plan International Niger fears that local actors will not be able and/or willing to collaborate on new accountability mechanisms at municipal level due to the upcoming local, parliamentary and presidential elections.</p>
	<p>B2. However, promoting policy influencing at the local level, aiming at strengthening community-level actors and positive policy at municipal level, may not be sufficient to achieve the structural changes desired. Policy can be absent or deficient at intermediate or national levels, thus neutralising possible improvements at local level (practice changes). This is why programmes should aim at contributing to coherent policy and implementation at all relevant administrative levels. It is Plan International and its allies' responsibility to analyse the overall policy situation, identify the specific levels and areas where policy and/or its implementation are deficient, and where influencing is needed. The influencing strategies must be built</p>	<p>Partially accept</p>	<p>Plan International Belgium (PIB) agrees with the content of this recommendation but feels it is already implemented in part.</p> <p>Plan International Bolivia questions the need to launch additional initiatives and underlines the need to avoid replication of existing platforms, in order to align with the existing law (ex: law 070), work hand in hand with political actors (ex: the Ministry of Health, via the Childhood Development Unit, to support the implementation of la Norme de surveillance du développement de l'enfant and the Ministry of Justice, via the platforms and working groups, to promote the adoption of the Law on early Childhood, and strengthen the mechanisms in place (ex: Conseils éducatifs des peuples autochtones (CNC-CEPO), Conseils éducatifs des peuples originants (CEPOS et CENAQ) et les Conseils éducatifs des peuples autochtones de Bolivie (CNC)).</p> <p>We will pursue our current policies and practices and make additional efforts to go further or implement them in a more systematic way in all 5 countries of the programme. For instance, Plan International Benin has committed to deepen the analysis of the existing gaps in the legislation, policies and budget as well as identify potential additional allies and start building a relationship with them. Plan International Belgium has revised its workplan based on the recommendations made. In addition, along with its new influencing approach,</p>

	<p>upon the analysis of the specific policy levels and areas where intervention is needed for structural change to happen.</p>		<p>it will aim to enhance coherence and coordination of its influencing activities in Belgium and in CO partner countries under its new programs. (see also B4)</p>
	<p>B3. The findings of the mid-term evaluation at the country level also give orientations regarding which type of actors should be involved in these influencing strategies, indicating that when possible, membership or grassroots organisations should participate in the influencing strategies. Indeed, when aiming at structural – sustainable – changes, it is important that representative civil society organisations are capable of playing their role in local democracy, i.e. understanding the needs of the population they represent, monitoring relevant policy processes, and holding their authorities accountable at their respective levels. This means that Plan International, in Belgium and at country office level, should always keep the broader stakeholder analysis in mind and define their specific role(s) in collaboration with legitimate local actors. In some cases, it will be more strategic for country offices to do</p>	<p>Partially accept</p>	<p>Plan International Belgium (PIB) agrees with the content of this recommendation but feels it is already implemented in part and/or disagrees with the timing of the implementation.</p> <p>In relation with the need to always keep the broader stakeholder analysis in mind and define their specific role(s) in collaboration with legitimate local actors, Plan International Bolivia argues it has adapted to the local context and communities and worked along a variety of actors (les conseils communautaires d'éducation sociale, les gouvernements étudiants des unités et districts éducatifs) and within strategic alliances, including with public actors (YPFB; Ministère de l'Environnement et de l'Eau; SEDEGES; Administration municipale de La Paz; CONAN; COMAN; SIÈGE SOCIAL; Institut des langues et des cultures de Bolivie, sous la direction du Ministère de l'éducation).</p> <p>It also stresses the importance of leaving the ownership of the influencing with the local actors and platforms and explains how the current programme has developed methodologies and tools to support these local actors in strengthening their capacities, conducting their analysis and developing their influencing strategies (via the Plan International Protection network). This approach helped the COs achieve enhanced sustainability and visibility in the media (Bolivia) or at national or international thematic conferences (Vietnam).</p> <p>Plan International Niger believes that preparatory work regarding recommendations B3 and B4 can start in the next two years, but their implementation will only be possible in the framework of the next programme.</p>

	<p>influencing alone (when local CSO's do not have the capacity to do influencing by themselves), in other cases they should do influencing in alliances with representative civil society organisations (or social movements), and yet in other cases the role of the country offices can be merely focussed on strengthening influencing capacities of representative civil society organisations.</p>		
	<p>B4. Finally, South Research recommends that PIB should set up a global view on policy influencing, i.e. elaborate a common (global) influencing framework and objectives in order to guide the choices to be made regarding advocacy in North and South, to articulate policy influencing in North and South and thus enhance coherence and synergy between advocacy in North and South. This should also lead to better choices and more effective strategies regarding influencing at the global level through global networks, serving as an umbrella-level encompassing influencing in North and South and building up concrete articulations</p>	<p>Partially accept</p>	<p>Plan International Belgium (PIB) agrees with the content of these recommendations but feels it cannot be fully implemented.</p> <p>First, Plan International's global view on policy influencing is already described in the global strategy and advocacy policy written at the federation's level. We must ensure that Plan International Belgium's Influencing Strategy is aligned with it. To be active in national and international networks with a coherent influencing strategy can certainly further strengthen our message and improve our visibility. The Plan International Belgium's Influencing strategy is currently being finalized. It will include this closer articulation between influencing in the Belgium and the CO partner countries so that efforts can be better organised and mutually reinforcing, and that exchanges of expertise and knowledge are strengthened. The future programme will reflect both strategies.</p> <p>Nonetheless, although it is important to articulate strategies and policy at global and national level, we must consider the specificities and needs of each country. It seems therefore very ambitious to have all our influencing activities aligned with each other.</p>

	between national and global advocacy levels (e.g. Educaid.be and GCE in Belgium, EPT in Benin and Niger).		
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Community-based approach

Evaluation Question(s)	Recommendation(s)	Acceptance by Management	Comments
In the different interventions Plan attempts to work through participative approaches (community-based approaches) – how does this contribute to increased sustainability and quality service delivery?	C1. Empowerment must be considered from a holistic point of view. In each context it should be analysed and specified what empowerment means and what the specific changes are that the programme is aiming for. The evaluation findings show that based on the local needs, the economic aspect of empowerment is one of the biggest concerns and hopes of the women and men involved, both youth and adult population. Besides the economic aspect of empowerment, the ability to speak-up and be heard and recognized (by local government for example) are also important aspects of empowerment. These virtues will also become (more) important in future	Partially accept	<p>Plan International Belgium partly agrees with the content of this recommendation:</p> <ul style="list-style-type: none"> - It feels it is already implemented in part by the Country Offices in the framework of the current programme (cf. activities described below); - It questions the knowledge and understanding of the concept of community-based approach by some of the national consultants involved in the mid-term evaluation; - It considers the recommendation cannot be implemented in the current programme. <p>In the future programme, PIB will act to ensure empowerment is considered from a holistic point of view and includes economic empowerment.</p> <p>We agree that economic empowerment is key. It might have been highlighted by participants in the study, though, because economic aspects are more visible and because the programme targets communities that are highly vulnerable. It is often a component of empowerment on which the CO already works (Benin, Niger, Bolivia) but it is always one it will keep working on. For instance, in Benin, short-term trainings will be delivered to members of the AJE&C, sport clubs and school governments.</p>

	<p>commitments related to policy influencing at the local levels.</p>	<p>In addition, we agree that empowerment, in particular empowerment of young women and girls, is a holistic process. The Country Offices all work on various aspects of the empowerment of young women and girls. In Bolivia, their economic empowerment is enhanced through vocational training but their empowerment goes beyond. In order to strengthen their agency and their decision-making capacity on their bodies and their lives, Plan International has developed several strategies. In Bolivia still, young people are encouraged to write their own life project and take the lead in asking for quality education and training. In Benin, empowerment of the young people in their communities is seen as requiring stronger protection mechanisms and fora where their situation can be monitored and where both girls and boys can safely speak up. Over the next two years, the Child protection community-based mechanisms, the <i>Associations des Parents d'Elèves</i> and the <i>Associations de Mères d'Enfants</i> will be led to play such a role. In Vietnam, the programme focusses on child development and, for this purpose, promotes agricultural initiatives aiming at an improved nutrition. In Niger, girls who are participating in the vocational trainings in their villages, are also being trained on life skills throughout the programme.</p> <p>The community-based approach supports the empowerment of the local communities. It assesses the local authorities' - local elected and community leaders - capacity and willingness to play their role vis-à-vis the local population and their needs. In the context of ECCD, the community-based and school-based approaches involve promoting participation and positive deviance¹ that encourage the empowerment of the community as well as adaption to the local conditions to promote the programme's ownership by the local population. In Benin, the "community score card" approach set up together with the communities (children, parents, village leaders) allows</p>
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¹ "The Positive Deviance method is based on the belief that in every community that suffers from deep rooted problems, there are some (the 'deviants') who are innovative in dealing with the issue. Despite having access to the same resources, the positive deviants have developed ways of dealing with problems that through a process of learning can be shared by the whole community", accessible on: <https://www.involve.org.uk/resources/methods/positive-deviance>, viewed on 10/06/2020.

			<p>service users and service providers (education et protection) to assess the service and exchange points of views, challenges and possible improvements.</p> <p>In the current programme, economic empowerment is taken into consideration as one of the dimensions of empowerment, but there are time and resource constraints. Empowerment is multidimensional. Therefore, one single project/programme cannot tackle all dimensions.</p> <p>In Niger, Plan International focuses on ending child marriage and to do so we focus on empowerment, and even on several aspects of it, including economic empowerment but in a limited way to match the available budget. Yet South Research has insisted that more needs to be done in terms of economic empowerment for the girl beneficiaries: start capital, training on how to develop business plans, coaching throughout, etc. We do not disagree, but it is simply too ambitious and too costly (in the framework of this programme).</p>
	<p>C2. A community-based approach calls for up-to-date knowledge of the different actors, formal and informal community-based organisations, local governments and other NGOs working in the same area. Furthermore, a good understanding of the local processes and power relations is needed to consider optimal strategies and potentials for cooperation between the different actors.</p>	<p>Partially accept</p>	<p>Plan International Belgium agrees with the content of this recommendation but feels it is already implemented in part.</p> <p>Plan International’s capacity to design programmes that build on a community-based approach to empower the population and its different groups depends indeed on its knowledge of the different actors and its understanding of the local processes and power relations. At project/programme design stage, Plan International Belgium and the Country Office map together the different stakeholders, how they relate to each other and what could be their involvement in the project/programme.</p> <p>In Bolivia, working with the local actors and communities is considered as a prerequisite to jointly analyse the education and early childhood services and jointly develop strategies to address the issues identified. It started with a common diagnosis at municipal level by the municipal authorities the health and safety authorities, the health services, the education administration at district level, the <i>Comité municipal de l’alimentation et de la nutrition</i></p>



			<p>(COMAN), the interinstitutional and community networks, representatives of parents, childcare staff, students, child protection agencies, etc. This makes the design stage longer but it is key to ensure sustainability.</p> <p>What will be done to improve Plan International's knowledge of the different actors and its understanding of the local processes and power relations is, for instance, to expand the stakeholder analysis to include a deeper reflection around gender roles and power balance. In Benin, the presence locally of a facilitator that is part of the project management team can help gather and circulate information about the relevant stakeholders. This person will facilitate the implementation and monitoring of the activities, the synergies between the actors and CSOs working in the area and the communication with the municipality.</p>
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Annexe(s)

1	Global evaluation report on the Plan International DGD 17-21 programme financed by the Belgian Development cooperation
2	Appendixes to the Global evaluation report: <ul style="list-style-type: none">• Country report Niger;• Country report Benin;• Country report Vietnam;• Country report Bolivia;• Country report Belgium
3	Réponse de la Direction au Country report sur le programme au Niger
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5	Management response to the Country report on Vietnam
6	Respuesta Gerencial y plan de acción tras el informe de país sobre el programa en Bolivia
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